

**\*\*\*ATTACHMENTS\*\*\***

The background of the cover is a light blue, semi-transparent map of Sheboygan, Wisconsin. The map shows a grid of streets, a river winding through the city, and a large body of water on the right side. The map is centered and covers most of the page.

# 2020 Executive Program Budget In Brief

City of Sheboygan, Wisconsin

# CITY OF SHEBOYGAN COMMON COUNCIL 2019 – 2020

District 1 (Wards 1, 5, 6)

**Barb Felde**

[barbara.felde@sheboyganwi.gov](mailto:barbara.felde@sheboyganwi.gov)

Phone: 920-453-0601



District 6 (Wards 18, 19)

**Dean Dekker**

[dean.dekker@sheboyganwi.gov](mailto:dean.dekker@sheboyganwi.gov)

Phone: 920-453-0606



District 2 (Wards 2, 3, 12)

**Todd Wolf**

[todd.wolf@sheboyganwi.gov](mailto:todd.wolf@sheboyganwi.gov)

Phone: 920-453-0602



District 7 (Wards 14, 15, 21)

**Rose Phillips**

[rose.phillips@sheboyganwi.gov](mailto:rose.phillips@sheboyganwi.gov)

Phone: 920-453-0607



District 3 (Wards 11, 13)

**Mary Lynne Donohue**

[marylynne.donohue@sheboyganwi.gov](mailto:marylynne.donohue@sheboyganwi.gov)

Phone: 920-453-0603



District 8 (Wards 20, 24)

**Ryan Sorenson**

[ryan.sorenson@sheboyganwi.gov](mailto:ryan.sorenson@sheboyganwi.gov)

Phone: 920-453-0608



District 4 (Wards 4, 7, 10)

**Betty Ackley**

[betty.ackley@sheboyganwi.gov](mailto:betty.ackley@sheboyganwi.gov)

Phone: 920-453-0604



District 9 (Wards 22, 25)

**Trey Mitchell**

[trey.mitchell@sheboyganwi.gov](mailto:trey.mitchell@sheboyganwi.gov)

Phone: 920-453-0609



District 5 (Wards 8, 9, 16, 17)

**Markus Savaglio**

[markus.savaglio@sheboyganwi.gov](mailto:markus.savaglio@sheboyganwi.gov)

Phone: 920-453-0605



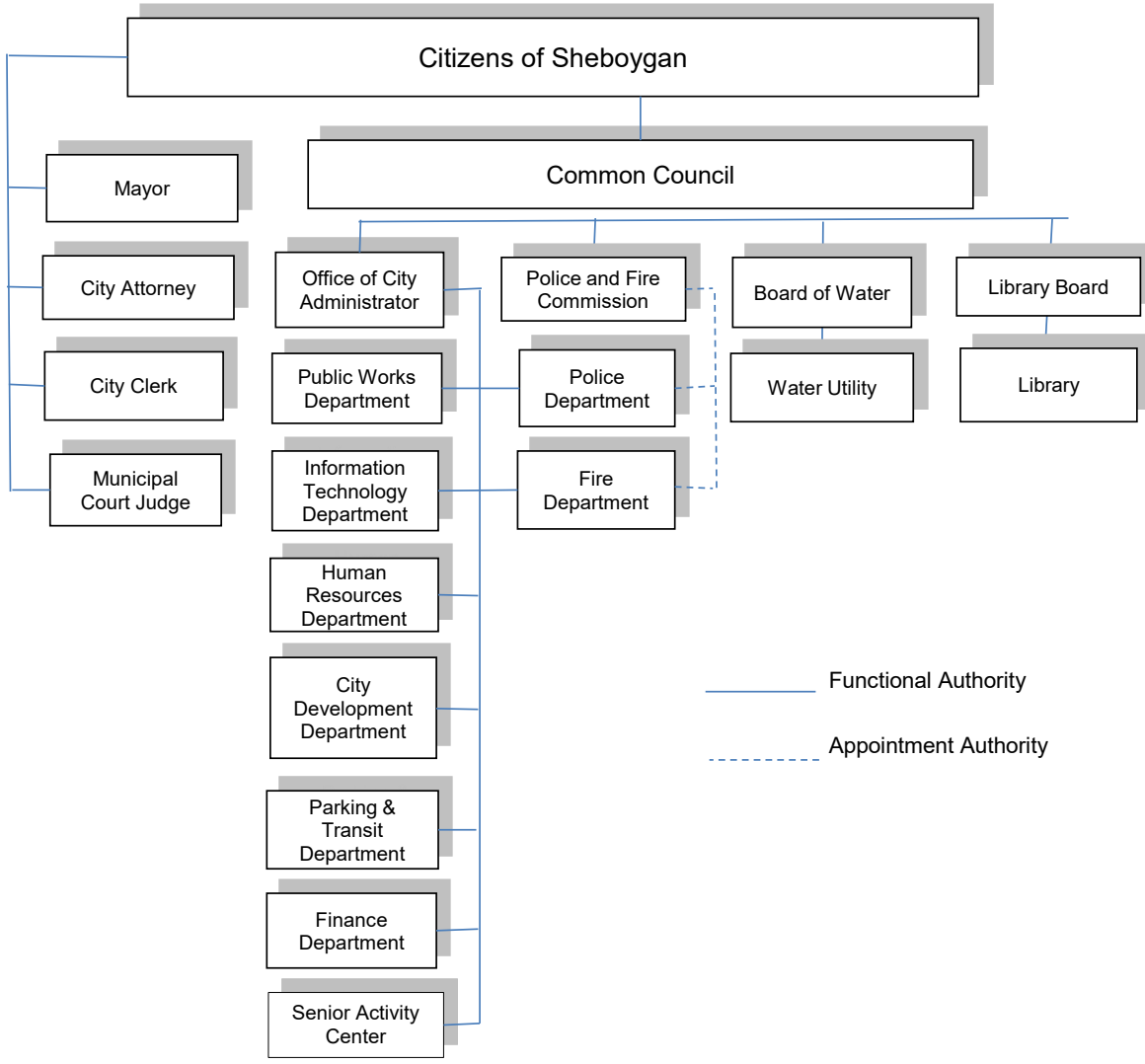
District 10 (Wards 23, 26)

**Jim Bohren**

[jim.bohren@sheboyganwi.gov](mailto:jim.bohren@sheboyganwi.gov)

Phone: 920-453-0610





**Name**

- Darrell Hofland
- David Biebel
- Eric Bushman
- Sandra Rohrick
- Chad Pelishek
- Derek Muench
- Marty Halverson
- Christopher Domagalski
- Eric Montellano
- Joseph Trueblood
- Garrett Erickson
- Vicky Schneider

**Elected Officials**

- Mike Vandersteen
- Chuck Adams
- Meredith DeBruin
- Natasha Torry

**Title**

- City Administrator
- Director of Public Works
- Information Technology Director
- Director of Human Resources and Labor Relations
- Director of Planning and Development
- Director of Parking and Transit
- Finance Director
- Police Chief
- Fire Chief
- Water Utility Superintendent
- Library Director
- Director of Senior Services

**Title**

- Mayor
- City Attorney
- City Clerk
- Municipal Court Judge



October 1, 2019

To the Members of the Common Council and Mayor Mike Vandersteen:

Transmitted herein is the updated City of Sheboygan's 2020 Executive Budget for the fiscal year beginning January 1, 2020. The proposed budget represents one of the most important documents presented to and approved by the Common Council.

The 2020 Executive Budget is more than just revenues, expenses, appropriations, and projects. It serves four basic purposes:

- It is a policy document that is defined by the Common Council as the direction toward which the city is moving.
- It is a financial plan that defines the various sources of funds to be collected as well as the services, programs, and activities that citizens can expect to be provided.
- It is an operational guide for department directors on how programs and activities are structured.
- It is a communication device providing the public and other entities with a document defined in a layperson's language as opposed to past budget's exclusive financial numbers format.

#### **LONG TERM GOALS AND IMPACT ON BUDGET**

Consistent with the six focus areas of the City of Sheboygan Strategic Plan 2017-2021 (see next section of the budget document for details), the budget establishes an operational and financial plan for the delivery of city services and implementation of the city's Capital Improvement Program (CIP). For 2020, an upgrade in garbage and recycling services is planned. Regarding implementation of the CIP, the 2020 Capital improvement-related expenditures (as contained in the Capital Improvement Funds) are proposed to decrease by \$17.8 million or 57 percent over 2019 levels.

#### **SHORT TERM FACTORS AND IMPACT ON BUDGET**

Two factors will negatively affect the city's largest revenue source – property taxes in 2020: limited new development outside of Tax Incremental Districts (TIDs) and Wisconsin property tax levy limits.

- The city is experiencing limited growth in new construction (\$9.4 million in net new construction according to the Wisconsin Department of Revenue) with the vast majority of this development occurring within TIDs. As a result, most of the resulting new property tax levy increase is not available to fund general operations, capital, nor debt-related expenditures.
- The city continues to be constrained by Wisconsin legislation which places limits on the amount of the increase in the property tax levy. The 2020 Executive Budget is limited to receive an additional amount of \$202,518 (to fund its general operations, capital, nor debt-related expenditures). This is similar to the 2019 budget which received an additional amount of \$221,010.

Due to a 2020 increase in debt service expenses (associated with prior street improvement projects), the Executive Budget recommends a corresponding \$119,869 increase in the tax levy. This levy increase will result in a property tax rate increase of 1.36 percent or \$0.15 per \$1,000 in assessed property valuation. (For comparison purposes with other communities, the equalized property tax rate will decrease by \$0.14 or 1.55 percent.)

#### **OFFICE OF THE CITY ADMINISTRATOR**

CITY HALL  
828 CENTER AVENUE  
SHEBOYGAN, WI  
53081-4442

920-459-3315  
FAX 920-459-3967  
Darrell.Hofland@sheboyganwi.gov

[www.sheboyganwi.gov](http://www.sheboyganwi.gov)

## Budget Overview

The 2020 proposed budget includes monies for both operating and capital purposes totals \$109,703,871. This amount represents a decrease of \$13,807,378 or 11.2 percent from the prior year – 2019 Amended budget.

The 2020 Executive Budget includes four new funds: Neighborhood Revitalization Fund, TID 17 Debt Service Fund (Indiana Avenue Corridor), TID 19 Debt Service Fund (redevelopment area bounded by Pennsylvania Avenue, north of Niagara Avenue and the Sheboygan River west of North 15th Street), and Recycling Utility Fund.

Of the city's six fund categories, four fund categories are estimated to increase their expenditure levels: General Fund, Special Revenue Funds, Fiduciary Fund, and Proprietary Funds. Two remaining funds – Debt Service Funds and Capital Improvement Funds are proposed to decrease its expenditures.

The largest fund category expenditure change is the Capital Improvement Funds with a \$17,757,740 decrease in comparison to 2019 Amended. The reason for the decrease is reduced street and bridge reconstruction projects in 2020.

The following table presents a summary breakdown of budgets by fund.

Budget Summary				
	2019 Amended	2020 Requested	Dollar Change	Percent Change
<b>General Fund</b>	<b>\$38,545,378</b>	<b>\$39,294,527</b>	<b>\$749,149</b>	<b>1.94%</b>
<b>Special Revenue Funds</b>	<b>\$10,646,705</b>	<b>\$11,264,142</b>	<b>\$617,437</b>	<b>5.80%</b>
MEG Unit Fund	\$53,827	\$50,605	(\$3,222)	(5.99%)
Community Development Block Grant Fund	\$954,201	\$939,625	(\$14,576)	(1.53%)
Housing Revolving Loan Fund	\$75,528	\$247,048	\$171,520	22.71%
Business Revolving Loan Fund	\$450,000	\$190,000	(\$260,000)	(57.78%)
Neighborhood Revitalization Fund	\$0	\$292,993	\$292,993	
Mead Public Library Fund	\$3,313,714	\$3,442,783	\$129,069	3.89%
Tourism Fund	\$1,539,460	\$1,941,256	\$401,796	26.10%
Park, Forestry, and Open Space Fund	\$110,000	\$315,000	\$205,000	186.36%
Park Impact Fee Fund	\$40,000	\$60,000	\$20,000	50.00%
Cable Television Fund	\$1,056,303	\$543,640	(\$512,663)	(48.53%)
Municipal Court Fund	\$753,797	\$902,750	\$148,953	19.76%
Ambulance Fund	\$1,151,800	\$1,250,800	\$99,000	8.60%
Special Assessment Fund	\$125,000	\$100,000	(\$25,000)	(20.00%)
Harbor Centre Marina Fund	\$914,335	\$878,643	(\$35,692)	(3.90%)
Redevelopment Authority Fund	\$51,275	\$50,000	(\$1,275)	(2.49%)
Storm Water Fund	\$60,464	\$59,000	(\$1,464)	(2.42%)
<b>Debt Service Funds</b>	<b>\$15,851,930</b>	<b>\$8,862,198</b>	<b>(\$6,989,732)</b>	<b>(44.09%)</b>
G O Debt Service Fund	\$9,374,354	\$4,311,333	(\$5,063,021)	(54.01%)
Convention Center Debt Service Fund	\$499,486	\$499,486	\$0	0.00%
TID 6 Debt Service Fund	\$1,310,474	\$1,263,187	(\$47,287)	(3.61%)
TID 10 Debt Service Fund	\$6,150	\$650	(\$5,500)	(89.43%)
TID 11 Debt Service Fund	\$146,600	\$713,614	\$567,014	386.78%

<b>Budget Summary</b>				
	2019 Amended	2020 Requested	Dollar Change	Percent Change
<b>Debt Service Funds - continued</b>				
TID 12 Debt Service Fund	\$150	\$223,677	\$223,527	149,018.00%
TID 13 Debt Service Fund	\$42,332	\$300,650	\$258,318	610.22%
TID 14 Debt Service Fund	\$112,599	\$101,200	(\$11,399)	(10.12%)
TID 15 Debt Service Fund	\$155,037	\$159,046	\$4,009	2.59%
TID 16 Debt Service Fund	\$607,990	\$587,426	(\$20,564)	(3.38%)
TID 17 Debt Service Fund	\$0	\$135,110	\$135,110	
TID 18 Debt Service Fund	\$3,593,258	\$547,397	(\$3,045,861)	(84.77%)
TID 19 Debt Service Fund	\$0	\$18,123	\$18,123	
Environmental TID Debt Fund	\$650	\$650	\$0	0.00%
<b>Capital Improvement Funds</b>	<b>\$30,997,118</b>	<b>\$13,239,378</b>	<b>(\$17,757,740)</b>	<b>(57.29%)</b>
Capital Project Fund	\$17,239,206	\$3,611,598	(\$13,627,608)	(79.05%)
Capital Improvement Fund	\$6,479,318	\$3,580,546	(\$2,898,772)	(44.74%)
Industrial Park Fund	\$9,585	\$6,000	(\$3,585)	(37.40%)
TID 12 Capital Project Fund	\$150	\$223,677	\$233,527	149,018.00%
TID 14 Capital Project Fund	\$449,540	\$57,700	(\$391,840)	(87.16%)
TID 16 Capital Project Fund	\$575,875	\$226,992	(\$348,883)	(60.58%)
TID 17 Capital Project Fund	\$4,525,000	\$5,152,639	\$627,639	13.89%
TID 18 Capital Project Fund	\$1,649,290	\$86,265	(\$1,563,025)	(94.77%)
TID 19 Capital Project Fund	\$60,000	\$517,639	\$457,639	762.73%
<b>Fiduciary Funds</b>	<b>\$2,000</b>	<b>\$166,000</b>	<b>\$164,000</b>	<b>8,200.00%</b>
Cemetery Perpetual Care Fund	\$2,000	\$16,000	\$14,000	700.00%
Mead Public Library Trust Fund	\$0	\$150,000	\$150,000	
<b>Proprietary Funds</b>	<b>\$38,850,909</b>	<b>\$36,877,626</b>	<b>(\$1,973,283)</b>	<b>(5.08%)</b>
Motor Vehicle Fund	\$2,491,621	\$2,512,803	\$21,182	0.85%
Health Insurance Fund	\$7,560,116	\$7,027,878	(\$532,238)	(7.04%)
Liability Insurance Fund	\$588,200	\$484,436	(\$103,764)	(17.64%)
Workers Compensation Fund	\$649,640	\$655,228	\$5,588	0.86%
Information Technology Fund	\$1,000,723	\$993,772	(\$6,951)	(-0.69%)
Boat Facilities Fund	\$177,947	\$178,503	\$556	0.31%
Recycling Utility Fund	\$0	\$1,218,127	\$1,218,127	
Parking Utility Fund	\$459,187	\$459,167	(\$20)	(0.00%)
Transit Utility Fund	\$4,419,647	\$4,416,674	(\$2,973)	(0.07%)
Water Utility Fund*	\$11,385,372	\$11,030,981	(\$354,391)	(3.11%)
Wastewater Utility Fund	\$7,574,407	\$7,900,057	\$325,650	4.30%
<b>Total Financial Plan</b>	<b>\$134,894,040</b>	<b>\$109,703,872</b>	<b>(\$25,184,168)</b>	<b>(18.67%)</b>

\*Includes Water Utility for informational purposes only. The Board of Water Commission has authority for review and approval.

In the city's largest (individual) fund - General Fund is recommended to increase by \$749,149 or 1.94 percent.

### Personnel Change Highlights

Regarding personnel, the 2020 Executive Budget recommends the following changes over the 2019 Amended Budget's authorized positions:

- Addition of the following positions: 1.00 Grant Coordinator and 1.00 Distribution Technician
- Elimination of the following positions: 1.00 Network Administrator and 2.50 Maintenance Worker II

### Capital Expenditures and Capital Improvement Projects Highlights

The approved Five-year Capital Improvement Program was the foundation for the consideration of the 2020 Executive Budget's list of capital improvement projects.

The following are some highlights:

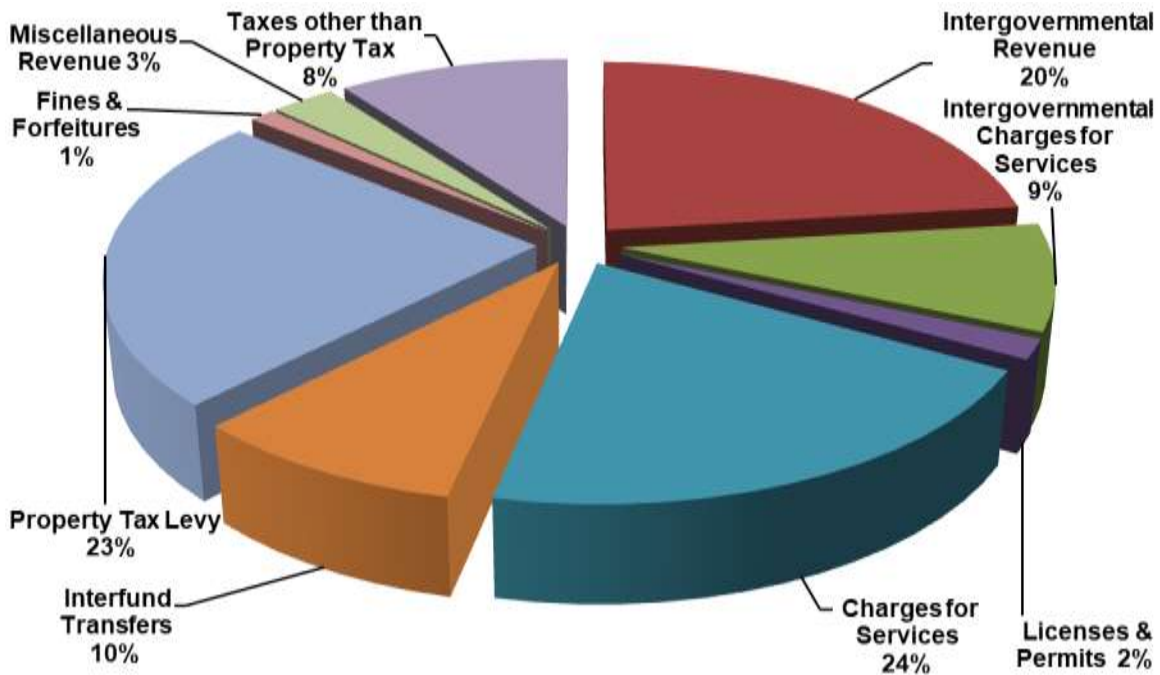
- \$1,300,000 for the purchase of former railroad right-of-way for Shoreland 400 multimodal trail, which is adjacent to Indiana Avenue;
- \$3,500,000 for the reconstruction of streets which surround proposed Badger State Lofts, a mixed-use development including 118 "loft style" apartments;
- \$1,272,000 for miscellaneous water main replacement;
- \$750,000 for miscellaneous sanitary sewer replacement; and
- \$2,000,000 for the reconstruction of Superior Avenue between North 29<sup>th</sup> Street and North Taylor Drive (1,584 linear feet).

### Income/Outgo

The following pie charts represent the city's income and outgo. Revenues are grouped by major category; expenditures are shown by program area and by type of expenditure.

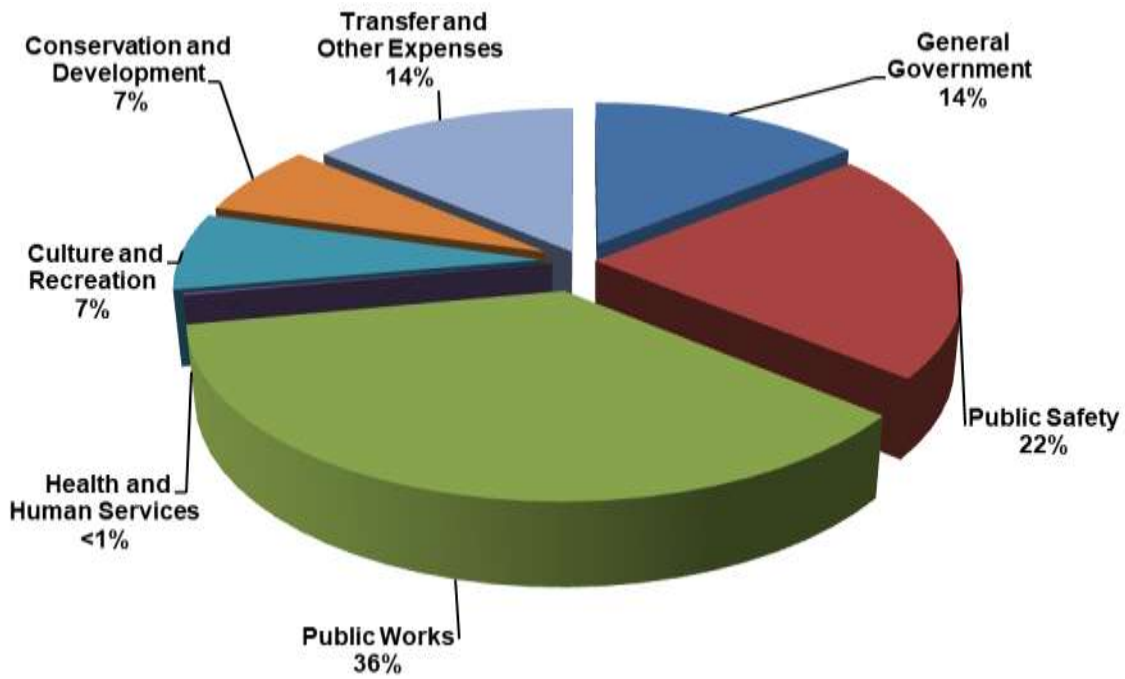
Of the 2020 revenues (Source of Funds) as identified on the pie chart below, Charges for Services representing 24 percent which is the largest revenue source. The second largest category – Property Tax Levy represents 23 percent.

**Where the Money Comes From by Source of Funds**



The chart on the following page depicts the breakdown of city expenditures and how the money is spent by program. Public Works and Public Safety represent the first and second largest areas of expenditure appropriations, accounting for 36 percent and 22 percent respectively of the total financial program in 2020.

## Where the Money Goes by Type of Program



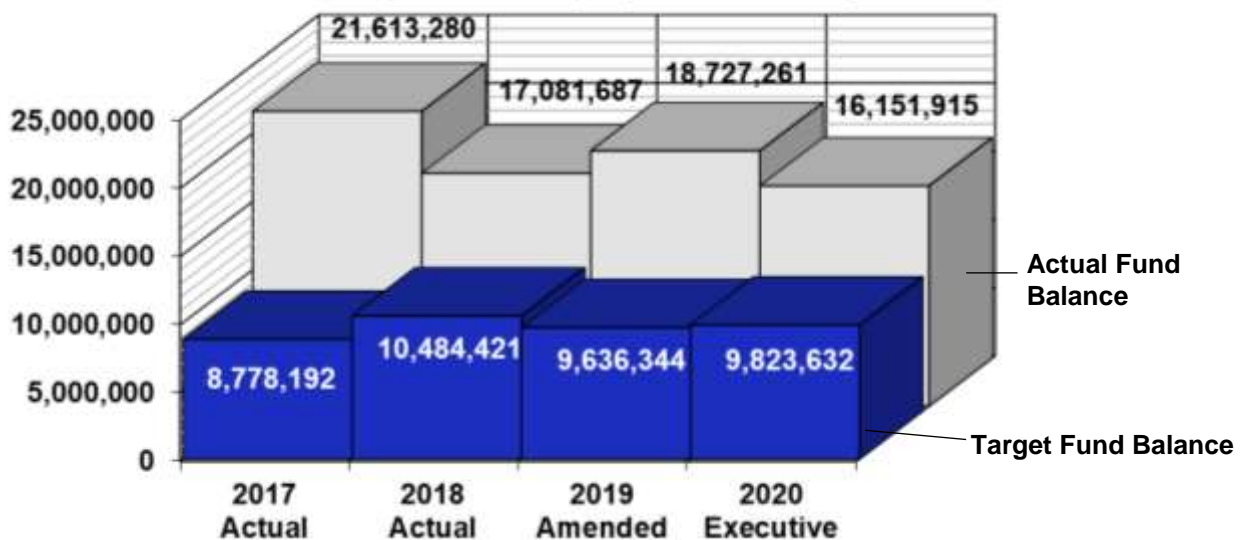
### FINANCIAL ASSESSMENT

Sheboygan has developed and maintained a strong financial position through conservative financial management and adherence to sound fiscal analysis and policies. The 2020 Executive Budget is no exception.

### Fund Balances

One measure of a municipality's financial strength is the level of fund balances. All of the city's six fund categories have a positive fund balance for 2020. The proposed budget identifies the use of \$9,787,922.

**General Fund Balance (Uncommitted) By Actual and Target Amounts**



On the previous page is a comparison of the 2017 – 2020 General Fund's (uncommitted) target and actual fund balances. The city's fund balance guideline policy is to maintain not less than 25 percent (target fund

balance). For 2020 Executive budget, the projected end of 2020 uncommitted fund balance of \$16,151,915 will be 41 percent of the proposed 2020 expenditure level.

**Debt Management**

In addition to the management of existing debt and associated reserves, the city also forecast future debt within a framework of policies priorities and financial capacity. Current and anticipated capital improvement objectives, available operating revenue, and tax base fluctuations are all evaluated on an ongoing basis to estimate the extent to which the city may issue additional tax-supported debt. This active debt management aids in the development of a sustainable debt portfolio and is a key financial practice contributing to the maintenance of the city’s favorable bond rating. The city’s overall General Obligation debt as a percentage of the statutory limit (including a recommendation to borrow an additional \$6.5 million) is 29.0 percent for 2020 (in comparison to the City’s goal to not exceed 60 percent).

<u>As of December 31</u>	<u>Net Debt Outstanding</u>	<u>Ratio of Net Debt to Debt Capacity</u>
2017	\$27,313,477	20.9%
2018	\$35,373,845	25.2%
2019	\$43,237,359	29.6%
2020	\$43,341,976	29.0%

Of the 29.6 percent of (existing) 2019 legal debt used, 70.4% of this debt is non-TID related.

**Bond Rating**

The city’s 2019 bond rating is further evidence of its financial strength. Sheboygan’s general obligation bonds are currently rated Aa2 by Moody’s Investors Service. Having solid financial policies and prudent financial management practices are principle reasons for this excellent bond rating. This “strong” rating translates directly into lower interest rates on the city’s debt.

**Local Economy and Development Activity**

The city’s moderate economic growth has contributed to the community’s low unemployment rate of 3.0 percent (June 2019) which is comparable to Wisconsin’s 2.9 percentage rate, but lower than the United States’ 3.7 percentage rate. This low unemployment rate is accomplished by a solid manufacturing base. Sheboygan County has the third highest concentration of manufacturing jobs (per capita) in the nation.

The City of Sheboygan is located on the west shore of Lake Michigan and is substantially surrounded by the developed areas of the Towns of Wilson and Sheboygan and the Village of Kohler. As such, the city has limited opportunities for geographic expansion. The city continues to promote redevelopment of older sections of the community into higher density uses.

Multifamily development investment continues in Sheboygan. In late 2019, construction will finish on three apartment and/or condominium projects: 7Penn apartments - \$13 million valuation, The Luxe apartments – \$8 million valuation and Water’s Edge condominiums (Phase 1) - \$7 million valuation. Three additional multifamily projects started in 2019 and are expected to be completed in 2020 are Badger State Lofts mixed use project including apartments - \$30 million, South Pier condominiums (Phase 1) - \$6 million valuation and Kingsbury Village Apartments - \$6 million valuation.

For the third year in row since the Great Recession, existing residential properties in 2018 have appreciated with a four percent increase in valuation. Regarding new construction, the city has experienced in 2019, another year of limited single and two-family home construction. An increase is expected in 2020 due to the development of a new subdivision on the city’s southwest side.

Several development projects completed in 2019 are 159,253 square foot Meijer supercenter, 54,000 square foot art visual storage facility - the Art Preserve, by John Michael Kohler Arts Center on 39

acres, 4,300 square foot Panera Restaurant, 16,570 square foot Dulmes Décor Carpet One, 12,300 square foot Central Tool House multi-tenant building, 61,000 square foot Prevea medical office building, and 27,000 square foot FedEx distribution center. Two new hotels with a total of 201 rooms commenced construction in 2019 - Fairfield Inn and Suites and Hampton Inn. A Sheboygan-based insurance company, Acuity Insurance will begin construction of 715 parking spaces in a parking structure and 43,000 square foot recreation center in early 2020.

The city completed in 2019 the construction of the municipal-owned SouthPointe Enterprise Campus, a 150 acre business park on the southwest side of the city.

The city continues to take the lead in the redevelopment of Indiana Avenue corridor with the financial assistance of a 2018-created tax incremental district (TID 17). This corridor will feature Fresh Tech Innovation District, a live-work-play talent magnet for innovation and entrepreneurship.

## **CONCLUSION**

The 2020 Executive Budget is committed to advancing the City's Strategic Plan and its 2020 Action Items.

Consistent with the city's effort to be transparent, Sheboygan will continue to provide quarterly financial information including revenue and expenditures. In addition to financial information, the city also presents key departmental and fund benchmarks.

The 2020 Executive Budget is the first Sheboygan budget created from a budget software module which directly utilizes information from Munis, the city's enterprise resource planning (ERP) software. Due to this being a "beta" edition, staff will continue to review information to confirm accuracy of the information prior to the Common Council's approval of the "2020 Adopted" version and to maintain consistency with the city's Strategic Plan's focus area regarding Governing and Fiscal Management.

I want to thank all of the city's Management Team and their support staff, especially Finance Director/Treasurer Marty Halverson and Assistant to the City Administrator Carrie Arenz for their assistance in developing the "next generation" 2020 Executive Budget.

Respectively submitted,



Darrell Hofland  
City Administrator



NOTES

## 2020 BUDGET SUMMARY

### GOVERNMENTAL FUNDS

	General Fund	Special Revenue	Debt Service	Capital Improvement	Fiduciary Funds	Proprietary Funds
<b>Revenue</b>						
Taxes	\$17,982,638	\$4,302,078	\$8,542,409	\$1,600,242	\$0	\$516,662
Licenses and Permits	\$992,740	\$642,475	\$0	\$0	\$0	\$30,700
Intergovernmental Revenue	\$13,971,934	\$2,174,662	\$52,472	\$1,181,056	\$0	\$3,786,219
Intergovernmental Charges for Services	\$258,000	\$0	\$0	\$0	\$0	\$9,081,868
Charges for Services	\$1,566,322	\$2,168,641	\$0	\$0	\$9,400	\$20,928,466
Fines and Forfeitures	\$271,000	\$900,000	\$0	\$0	\$0	\$5,000
Miscellaneous Revenue	\$356,650	\$361,550	\$679,532	\$121,300	\$30,500	\$1,382,930
Interfund Transfers	\$1,708,924	\$942,964	\$1,127,142	\$6,551,946	\$0	\$257,026
<b>Total Revenue</b>	<b>\$37,108,208</b>	<b>\$11,492,370</b>	<b>\$10,401,555</b>	<b>\$9,454,544</b>	<b>\$39,900</b>	<b>\$35,988,871</b>
<b>Expenditures</b>						
General Government	\$4,207,724	\$1,849,996	\$165,696	\$0	\$0	\$9,235,520
Public Safety	\$22,315,691	\$870,061	\$0	\$765,944	\$0	\$0
Public Works	\$8,825,441	\$937,643	\$0	\$4,948,430	\$0	\$24,909,068
Health and Human Services	\$201,331	\$0	\$0	\$0	\$1,000	\$0
Culture and Recreation	\$2,837,589	\$4,075,246	\$0	\$886,770	\$150,000	\$3,038
Conservation and Development	\$368,721	\$1,502,433	\$0	\$5,541,234	\$0	\$7,996
Transfers and other expenses	\$538,030	\$2,028,764	\$8,696,502	\$1,097,000	\$15,000	\$2,722,003
<b>Total Expenditures</b>	<b>\$39,294,527</b>	<b>\$11,264,142</b>	<b>\$8,862,198</b>	<b>\$13,239,378</b>	<b>\$166,000</b>	<b>\$36,877,626</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-\$2,186,319</b>	<b>\$228,228</b>	<b>\$1,539,357</b>	<b>-\$3,784,834</b>	<b>-\$126,100</b>	<b>-\$888,755</b>

## BUDGET SUMMARY

2020 Requested	2019 Estimated	2018 Actual	2017 Actual
\$32,944,029	\$31,388,209	\$30,561,851	\$29,155,873
\$1,665,915	\$1,982,186	\$1,806,082	\$1,744,147
\$21,166,343	\$21,570,432	\$20,793,432	\$21,894,629
\$9,339,868	\$8,837,035	\$9,659,001	\$8,894,419
\$24,672,829	\$22,838,073	\$22,603,020	\$20,783,225
\$1,176,000	\$1,026,000	\$1,197,563	\$1,078,718
\$2,932,462	\$2,971,766	\$5,583,831	\$4,172,798
\$10,588,002	\$20,197,386	\$43,581,151	\$12,511,269
<u>\$104,485,448</u>	<u>\$110,811,087</u>	<u>\$135,785,930</u>	<u>\$100,235,079</u>
\$15,458,937	\$18,560,910	\$20,803,862	\$14,019,118
\$23,951,696	\$23,214,931	\$24,471,918	\$21,481,633
\$39,620,582	\$34,149,836	\$32,276,443	\$31,229,397
\$202,331	\$194,205	\$205,785	\$234,960
\$7,952,643	\$7,790,159	\$7,102,525	\$7,167,105
\$7,420,384	\$3,979,555	\$16,223,927	\$7,729,672
\$15,097,299	\$33,367,464	\$22,997,705	\$20,394,270
<u>\$109,703,872</u>	<u>\$121,257,060</u>	<u>\$124,082,166</u>	<u>\$102,256,155</u>
<u><u>-\$5,218,424</u></u>	<u><u>-\$10,445,972</u></u>	<u><u>\$11,703,764</u></u>	<u><u>-\$2,021,076</u></u>

### Revenue

Taxes
Licenses and Permits
Intergovernmental Revenue
Intergovernmental Charges for Services
Charges for Services
Fines and Forfeitures
Miscellaneous Revenue
Interfund Transfers
Total Revenue

### Expenditures

General Government
Public Safety
Public Works
Health and Human Services
Culture and Recreation
Conservation and Development
Transfers and other expenses
Total Expenditures

Excess of revenues over (under) expenditures



	Amended 2019	Requested 2020	CHANGE	
			\$	%
Governmental Funds Expenses:				
General Fund Expenses	\$38,545,378	\$39,294,527	\$749,149	1.94%
<b>Levy Required</b>	\$16,435,705	\$16,609,115	\$173,410	1.06%
Special Revenue Funds Expenses	\$10,649,705	\$11,264,142	\$614,437	5.77%
<b>Levy Required</b>	\$2,509,321	\$2,533,314	\$23,993	0.96%
Debt Funds Expenses	\$15,851,511	\$8,862,198	(\$6,989,313)	(44.09%)
<b>Levy Required</b>	\$3,421,889	\$3,541,758	\$119,869	3.50%
Capital Improvement Funds Expenses	\$30,997,118	\$13,239,378	(\$17,757,740)	(57.29%)
<b>Levy Required</b>	\$892,025	\$892,025	\$0	0.00%
Fiduciary Fund Expenses	\$2,000	\$166,000	\$164,000	8200.00%
<b>Levy Required</b>	\$0	\$0	\$0	0.00%
Proprietary Funds Expenses**	\$38,850,909	\$36,877,626	(\$1,973,283)	(5.08%)
<b>Levy Required</b>	\$511,547	\$516,662	\$5,115	1.00%
<b>Total Expense</b>	\$134,896,621	\$109,703,871	(\$25,192,750)	(18.68%)
<b>Total Tax Levy</b>	<b>\$23,770,487</b>	<b>\$24,092,874</b>	\$322,387	1.36%
Non-TID Property Tax Base				
Equalized	\$2,650,921,700	\$2,729,253,300	\$78,331,600	2.95%
<b>Equalized Tax Rate*</b>	<b>\$8.967</b>	<b>\$8.828</b>	(\$0.14)	(1.55%)
Equalized/Assessed Ratio	90.48%	87.76%		(2.72%)
<b>Assessed Tax Rate*</b>	<b>\$9.910</b>	<b>\$10.059</b>	\$0.15	1.50%

\*per \$1,000 property valuation

\*\*Includes Water Utility for informational purposes only. The Board of Water Commission has authority for review and approval.

## STRATEGIC PLAN

### INTRODUCTION

The City of Sheboygan is committed to its 2015 mission statement,

*"The City is dedicated to providing residents, the business community and visitors with fiscally-responsible municipal services in an effective and responsive manner to meet the needs of our diverse community"*

and its vision statement,

*"The City of Sheboygan will be a family oriented and prosperous community with a wide-variety of housing, business, cultural and recreational opportunities in safe and attractive neighborhoods."*

To accomplish these statements, the city conducted strategic planning in 2016. The strategic planning process involved the public, elected officials and city staff. In addition to a community survey, a retreat by the Common Council and the City's management team was held. The planning process resulted in the following:

- Identified six goals that will enable the city to move forward in accomplishing its mission statement;
- Determined how it will respond to these goals through development of key strategies and related objectives;
- Developed 2017 and 2018 action items to address the most critical issues facing the community. These action items were revised and added for 2019 and 2020;
- Identified critical measures to use as a "scorecard" in measuring results; and
- Sought to improve city residents' confidence and trust that their city leaders are working on the issues that residents believe are key to improving the quality of their lives.

### STRATEGIC PRIORITIES

Based on data analysis and elected officials, City staff and community input, the city has developed six focus areas. These focus areas (and their goal statements) serve as the foundation for the Strategic Plan.

- |  |   |
|--|---|
| <b>1. Quality of Life</b>                      | <b>4. Neighborhood Revitalization</b>     |
| <b>2. Infrastructure and Public Facilities</b> | <b>5. Governing and Fiscal Management</b> |
| <b>3. Economic Development</b>                 | <b>6. Communication</b>                   |

In summer 2016, the city conducted its first annual community survey to rate resident satisfaction with some of the city's goals, key strategies and related objectives. The community survey continues annually. The following table is a sampling of the 2019 survey results which relate to the Strategic Plan's objectives:

<b>Provide comprehensive, timely and accurate information</b>	<b>Improve the overall performance of the city, focusing on economic and business development</b>	<b>Continue to improve the quality of life</b>	<b>Crime reduction in our neighborhoods</b>
Keeping citizen informed with a rating of Good or Excellent 56%	Overall performance of the city rated as Good or Excellent 71%	Overall Quality of Life rated Good or Excellent 87%	Police Department services with rating of Good or Excellent 86%
City website as useful source of information 62%	Attracting and keeping businesses in Sheboygan is rated as Important or Very Important 82%	Overall direction the city is headed with a rating of Steady or Improving 78%	Support for the neighborhoods in Sheboygan rated as Important or Very Important 92%

### **STRATEGIC INITIATIVES**

The series of tables that follow provide examples of several City's Focus Areas, Goals, Key Strategies, and some of the 2020 Budgeted Programs, Services or Capital Projects that support these initiatives and priorities.

<b>Focus Area - Quality of Life</b>		
<b>Goal</b>	<b>Key Strategies</b>	<b>Budgeted Programs, Services or Capital Projects</b>
Provide citizens with a safe and secure community which invests in outstanding recreation, libraries, and open spaces maximizing the natural environment, which delivers transportation choices, elevates culture, arts, education, and ensures solutions that are sustainable and environmentally responsible.	Refurbish, maintain, develop, and/or expand public use places and spaces.	Improvements to local parks including ADA accessibility updates, completion of playground renovations, and tennis court reconstruction.
	Support and enhance programming and activities that encourage increased guardianship and crime reduction in our neighborhoods.	Plan future development expansion for area located to the west of the Sheboygan River soon to be vacated by a local manufacturer.  Continue focus on the use and expansion of neighborhood associations to strengthen and empower residents to improve the community.

<b>Focus Area – Infrastructure and Public Facilities</b>		
<b>Goal</b>	<b>Key Strategies</b>	<b>Budgeted Programs, Services or Capital Projects</b>
<p>Improve the quality of life by effectively developing, maintaining and improving the infrastructure, natural resources and community services.</p>	<p>Provide quality infrastructure that conveys safe, efficient delivery of essential goods and services.</p>	<p>Continue focus on city street resurfacing projects, including Superior Avenue.</p> <p>Begin design phase for “Smart City” traffic light coordination project for construction in 2021 for Taylor Drive, 14<sup>th</sup> Street and Kohler Memorial Drive / Erie Avenue.</p> <p>Renovation of former Van Der Vaart site and surrounding infrastructure in anticipation of future residential expansion.</p>
	<p>Preserve and maintain city buildings and/or facilities in a manner that provides a safe environment for the facilities’ functions and occupants.</p>	<p>Begin repairs to Fire Station 2.</p> <p>Install ADA accessible walkways within local parks.</p> <p>Continue sanitary sewer maintenance and relining program.</p> <p>Invest in operational upgrades to the Wastewater Treatment Facility to extend the working lifetime of this regional facility.</p>

<b>Focus Area – Neighborhood Revitalization</b>		
<b>Goal</b>	<b>Key Strategies</b>	<b>Budgeted Programs, Services or Capital Projects</b>
<p>Encourage reinvestment in the city’s housing stock and create solid neighborhoods with strong leadership and ensure quality new housing developments.</p>	<p>Preserve historic housing, neighborhood elements, safety, security and support initiatives that improve rental housing stock in the city.</p>	<p>Continue to issue new deferred and low interest housing loans to qualifying applications.</p> <p>Continue annual community partnership / volunteering events to provide light home repair, landscaping and clean-up services.</p>

<b>Focus Area – Economic Development</b>		
<b>Goal</b>	<b>Key Strategies</b>	<b>Budgeted Programs, Services or Capital Projects</b>
Actively pursue economic and business development strategies to support a growing and sustainable economic base, ensuring the financial resources needed to improve the quality of life, fund services and provide diverse job opportunities for city residents.	Support existing manufacturing businesses and offer opportunities for attraction and expansion.	<p>Contribution to Sheboygan County Economic Development Corporation.</p> <p>Continue development of the Innovation District by completing numerous infrastructure improvements including street improvements and parking lot expansion to leverage private sector development.</p> <p>Coordinate with Sheboygan County and Village of Kohler for the construction of infrastructure to support the future \$324 million Advocate Aurora medical center.</p>
	Support implementation of the Sheboygan master plan including revitalization of commercial districts: Harbor Centre, Michigan Avenue, Indiana Avenue, Taylor Drive, and South Business Drive.	<p>Continue expansion of Indiana Avenue corridor and trail project to further improve revitalization efforts.</p> <p>Install downtown LED street lighting upgrades.</p> <p>Offer low interest business loans with job creation commitment.</p> <p>Establish the design and construction of new wayfinding signage throughout the city to create a connected community.</p>

**Focus Area – Governing and Fiscal Management**

<b>Goal</b>	<b>Key Strategies</b>	<b>Budgeted Programs, Services or Capital Projects</b>
<p>Implement innovative and responsible policies and business practice to effectively manage its fiscal and human resources and maintain an outstanding quality of life for our citizens.</p>	<p>Develop efficient, transparent processes/systems to provide financial information and foster sustainability.</p>	<p>Create 2020 Annual Program Budget which complies with criteria of Government Finance Officers Association for the Distinguish Budget Presentation award.</p> <p>Create 2020 Comprehensive Annual Financial Report and Popular Annual Financial Report which complies with criteria of Government Finance Officers Association for award.</p> <p>Continue improvement on performance measurement throughout the year in an effort to receive the second ICMA Certificate of Distinction in Performance Management award.</p> <p>Utilize ClearGov to improve transparency and analysis of financial and benchmark information.</p>
	<p>Provide a safe, healthy, and supportive work environment valuing employee contribution to the community.</p>	<p>Maintain the robust employee wellness program to increase awareness of health and wellness issues and provide an interactive mechanism for employees to achieve their healthiest possible lifestyle.</p> <p>Continue to coordinate with Friends of Library and Friends of Senior Activities Center groups to leverage use of volunteers to supplement the core levels of service needed.</p> <p>Continue partnering and educational opportunities between various city departments and Sheboygan Area School District.</p>

Focus Area – Communication		
Goal	Key Strategies	Budgeted Programs, Services or Capital Projects
Ensure effective and consistent communication using new technologies, innovative approaches, and brand identity that ensure transparency and encourage dialogue amongst residents and governmental agencies.	Maximize the use of electronic communication to provide comprehensive, timely and accurate information.	<p>Continue to use of social media, (Facebook, Nextdoor, Twitter), email and text (Nixle) communication, and The Sheboygan Insider, an online community newsletter.</p> <p>Maintain transparency and improved communication to the community by continuing to provide information in the documents such as the Performance Scorecard, Certified Annual Financial Report, and Popular Annual Financial Report.</p> <p>Continue annual community survey.</p> <p>Manage GIS system to improve communication to residents relative to Public Works projects.</p>
	Inform citizens of news, services, programs and events with unique and compelling video productions.	<p>Continue live broadcasts of Common Council and Committee of the Whole meetings.</p> <p>Maintain collaborative relationships with the Sheboygan Area School District, Sheboygan County, and UW Green Bay, Sheboygan Campus.</p> <p>Create public service announcement of topics that are important to the city government and its residents.</p> <p>Utilize new audio-visual system in Council Chambers to improve quality and transmission of meeting recordings.</p>

In order to achieve the above strategies, the city has created core values which are a guide for all action and reflect what the city requires of its employees and expects from its elected officials. The following core values set the high standard of which the city government expects to be measured:

- Respect
- Accountability
- Teamwork
- Fiscal Responsibility
- Service
- Innovation

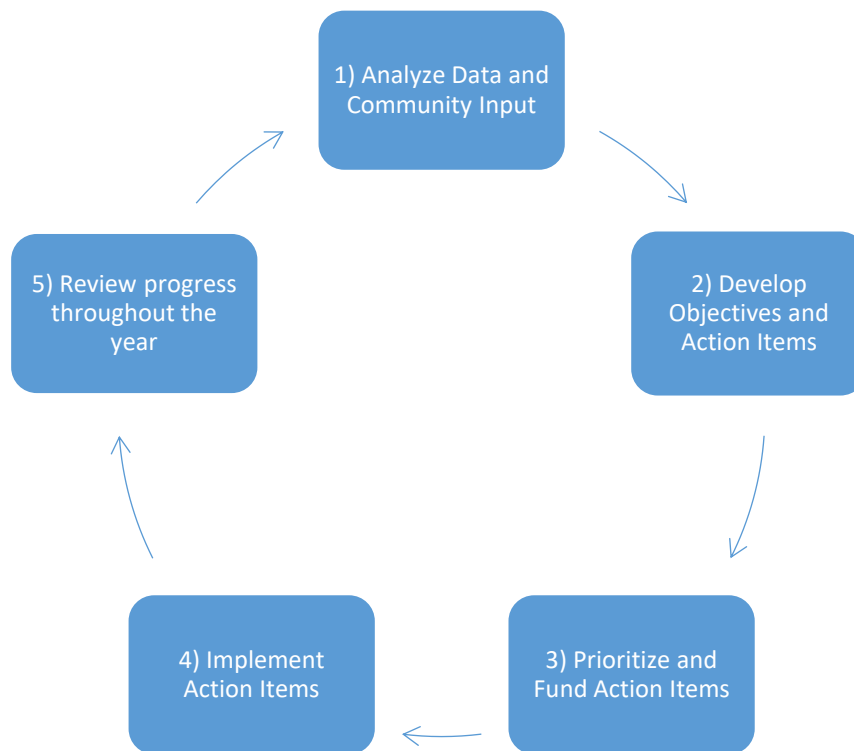
## PLANNING CYCLE

To further the city's planning process, the city utilizes data and input from elected officials, residents, and businesses to identify community needs and requirements. Once the community needs and requirements are confirmed, each department develops objectives and action items to address those needs. Those action items are then prioritized and incorporated into the annual budget process to be funded.

The resulting action items are annual revisited and refined based on citizen-generated input through meetings and citizen requests, etc. In addition, the city conducts an annual community survey, which is used to rate residents' satisfaction with current services.

In each subsequent year, the cycle will begin again with data analysis and community input (see Figure 1 below).

**Figure 1: Strategic Planning Cycle**



## STRATEGIC SCORECARD

With the goals and key strategies determined, the city has identifies objectives and related benchmarks (or critical measures) to implement these strategic initiatives and to monitor progress throughout the year. Benchmarks are located in each program budget section.

Most of the budgetary objectives are represented with outcome measures (lag indicators) and performance drivers (lead indicators). Each measurement has a target goal, which was determined based on benchmarking of the city's historical data, and the

city's desired outcome. The measurements will represent the effectiveness of accomplishing the respective objective.

### **ACCOLADES\***

The City's ongoing commitment to its residents has been recognized by outside agencies and organizations through the presentation of various awards and certificates over the past five years, including the following:

1. America's Most Unique Art Towns: Sheboygan ranked #7 ([cubessmart.com](http://cubessmart.com), July 2019)
2. Best Cities to Live in Wisconsin: Sheboygan ranked #10 ([chamberofcommerce.org](http://chamberofcommerce.org), June 2019)
3. Best Cities for Older Americans in Retirement: Sheboygan ranked #9, 24/7 Wall Street, April 2019.
4. Best Places for Millennials to Move: Sheboygan ranked #5 , [reviews.org](http://reviews.org), March, 2019
5. Best Small Cities for Business, [chamberofcommerce.org](http://chamberofcommerce.org), 2019
6. Government Finance Officers Association of the United States and Canada (GFOA) Award for Outstanding Achievement in Popular Annual Financial Reporting (2017 PAFR), [gfoa.org](http://gfoa.org), 2019
7. Government Finance Officers Association of the United States and Canada (GFOA) Certificate of Achievement for Excellence in Financial Reporting and Comprehensive al Financial Reporting for the Comprehensive Annual Financial Report (2017 CAFR) [gfoa.org](http://gfoa.org), 2019
8. Government Finance Officers Association of the United States and Canada (GFOA) Distinguished Budget Presentation Award, [gfoa.org](http://gfoa.org), 2018 and 2017
9. International City / County Management Association (ICMA) Certificate of Distinction in Performance Management, [icma.org](http://icma.org), 2019 and 2018
10. Number 2 – Top ten most Livable U.S communities – small community population size, AARP, 2018
11. Number 15 – Best Places to Retire – 30 Best Cities for Older Americans, USA Today, 2018
12. Number 6 – National Corporate Facility Project Development, WEDC.org, 2018
13. Number 6 – Leading Metropolitan Areas for Corporate Facility Investment with Population less than 200,000, [siteselection.com](http://siteselection.com), 2018
14. Number 23 – Safest Cities for Families, [securitychoice.com](http://securitychoice.com), 2018
15. Number 34 – Safest Cities to Retire, [securitychoice.com](http://securitychoice.com), 2018
16. Bronze level – Bicycle Friendly Community, The League of American Bicyclists, 2018 - 2022
17. Harbor Center Marina, Elite Fleet Boaters' Choice Award – [Marinas.com](http://Marinas.com), 2018
18. Number 1 – Cities with the Lowest Poverty Rate of 5.4%, [247wallst.com](http://247wallst.com), 2017
19. One of three AARP Age Friendly / Livable Communities in Wisconsin, 2017
20. Runner Friendly Community, Road Runners Club of America, August 2017
21. Engineering Excellence Award for UV Water Purification Process, American Council of Engineering Consultants, 2017
22. International City/County Management Association's Certificate of Achievement in Performance Management, ICMA, 2017
23. 30 Small Towns with the Best Festivals – Bratwurst Days, Top Value Reviews, 2017
24. Number 23 – America's 25 Most Affordable Housing Markets, [247wallst.com](http://247wallst.com), 2017
25. Top 10 ranking – Great Places to Live on Less than \$40,000, AARP, 2016
26. Top 10 ranking for Downtown Sheboygan – Most Walkable Neighborhoods in the Midwest for Mid-Sized Cities, Redfin, 2016
27. Number 9 – Top 10 Safest Metros in the Midwest, [lawstreetmedia.com](http://lawstreetmedia.com), 2015

\*For a complete list of accolades received by the City of Sheboygan, please visit our website, [www.sheboyganwi.gov](http://www.sheboyganwi.gov).



NOTES

## Demographics

### Building Permits (2018)

Year	Number	Value (millions)
2018	3,394	110.6
2017	3,497	110.2
2016	3,323	114.4
2015	3,331	144.0
2014	3,328	273.3
2013	3,384	28.5
2012	3,288	45.9

### Employment Trends (2018)

Year	Employment	Unemployment Rate
2018	62,749	2.10%
2017	62,123	2.5%
2016	60,905	3.7%
2015	59,614	3.8%
2014	57,860	5.2%
2013	54,490	7.5%
2012	54,420	8.4%

### Parks (2018)

Year	Developed Parks	Acres Maintained
2018	38	705.00
2017	38	675.00
2016	38	614.04
2015	38	614.04
2014	38	614.04
2013	36	557.25
2012	36	557.25

### Elections (2018)

Year	2018	2017	2016
Ballots Cast	34,740	9,856	42,675

### Employment by Industry-Sheboygan County (2018)

Manufacturing	21,962	35%
Trade, Transportation, Utiliti	10,767	17%
Education & Health Service	10,139	17%
Leisure & Hospitality	5,747	9%
Professional & Business	4,492	7%
Financial Activities	3,237	5%
Construction	2,609	4%
Public Administration	1,915	3%
Other Services	1,882	3%
Total All Industries	62,750	100%

### Public Safety- Police (2018)

Year	Number of Sworn Officers
2018	83
2017	82
2016	82
2015	81
2014	81
2013	81
2012	81

Number of Police Stations	1
Number of Fire Stations	5
ISO Rating	2

### Public Safety- Firefighter (2018)

Year	Number of Sworn Officers
2018	73
2017	73
2016	72
2015	69
2014	72
2013	72
2012	72

### Infrastructure (2018)

Miles of State Highway System	17
Miles of County Highway System	17
Miles of Local Roads & Streets	200
Miles of Sidewalks	375
Number of City-owned Street Lights	4,505

### Water/Wastewater (2018)

Active Accounts Served	19,252
Water Treated/Distributed-Gallons	3,881,393
Miles of Sanitary Sewers	170
Miles of Water Main	205

### School Registration (2018-19)

Elementary Schools	5,088
Middle Schools	2,043
High Schools	3,022

**Area Square Miles (2018)**

2018	15.80
2017	15.78
2016	14.81
2015	14.71
2014	14.53
2013	14.52
2012	14.46
2011	14.19
2010	14.19

**Age (2018)**

Under 5 years	7.30%
5 to 9 years	6.80%
10 to 14 years	6.50%
15 to 19 years	6.70%
20 to 24 years	6.30%
25 to 29 years	7.40%
30 to 34 years	6.70%
35 to 39 years	6.10%
40 to 44 years	6.60%
45 to 49 years	7.40%
50 to 54 years	6.90%
55 to 59 years	5.90%
60 to 64 years	4.80%
65 to 69 years	3.80%
70 to 74 years	2.90%
75 to 79 years	2.70%
80 to 84 years	2.60%
85 years and older	2.60%

**Race (2018)**

White	79.28%
Hispanic - Latino	9.90%
Asian	9.00%
Black - African American	1.76%
American Indian - Alaskan Native	0.05%

**Population (2018)**

2018	48,329
2010	49,288
2000	50,792
1990	49,676
1980	48,085
1970	48,484

**Education Attainment (2018)**

(Population 25 years and older)	
High School Graduate	92.60%
Associates Degree	6.00%
Bachelor's Degree	23.80%
Graduate or Professional Degreee	4.90%

**Housing Units (2018)**

Total Dwelling Units	21,602
Single Family	15,276
Two Family	4,760
Three Family	180
Condominiums	744
Apartment Units	642

**Largest Property Taxpayers (2018)**

	Assessed Value
Acuity Mutual Insurance Company	\$149,754,280
Aurora Medical Group	\$24,389,110
Sheboygan Acquisitions, LLC	\$18,025,490
Nemak USA, Inc	\$16,661,000
PJR Properties	\$14,806,200
Plastics Engineering Company	\$14,063,800
Wal-Mart	\$14,021,990
Country Village Apartments	\$13,953,380
St. Nicholas Hospital	\$12,201,570
American Orthodontics	\$11,264,800

**Major Employers (2018)**

Aurora Medical Group	1,370
Nemak	1,279
Acuity Mutual Insurance Company	1,253
Sheboygan Area School District	1,198
Rockline Industries	870
Sheboygan County	842
The Vollrath Company, LLC	560
American Orthodontics	515
Piggly Wiggly Midwest, LLC	580
City of Sheboygan	494



City of Sheboygan  
828 Center Avenue  
Sheboygan, WI 53081  
920-459-4000

[www.sheboyganwi.gov](http://www.sheboyganwi.gov)

VIII

5.7

R. C. No. 135 - 19 - 20. By FINANCE AND PERSONNEL COMMITTEE.  
September 16, 2019.

Your Committee to whom was referred DIRECT REFERRAL Res. No. 83-19-20 by Alderpersons Donohue and Bohren establishing the 2020 Budget appropriations and the 2019 Tax Levy for use during the calendar year; recommends adopting the Resolution.

COW

*Meloyne Donohue*  
\_\_\_\_\_

*James A Bohren*  
\_\_\_\_\_

Committee

I HEREBY CERTIFY that the foregoing Committee Report was duly accepted and adopted by the Common Council of the City of Sheboygan, Wisconsin, on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Dated \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, City Clerk

Approved \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, Mayor

III

**DIRECT REFERRAL TO FINANCE AND PERSONNEL COMMITTEE, PUBLIC WORKS COMMITTEE AND LICENSING, HEARINGS, AND PUBLIC SAFETY COMMITTEE**

Res. No. 83 - 19 - 20. By Alderpersons Donohue and Bohren.  
September 4, 2019.

A RESOLUTION establishing the 2020 Budget appropriations and the 2019 Tax Levy for use during the calendar year.

WHEREAS, Section 2-905 of Municipal Code of the City of Sheboygan requires an annual budget appropriating monies to finance activities of the City for the ensuing fiscal year, and

WHEREAS, The Common Council committees have duly considered and discussed a budget for 2020 as proposed by the City Administrator, and

WHEREAS, A public hearing on the budget will be held on October 14, 2019 as required, and

WHEREAS, The 2020 budget requires a tax levy to partially finance the appropriations.

NOW, THEREFORE, BE IT RESOLVED: by the Common Council of the City of Sheboygan that:

Budgeted revenue estimates and expenditure appropriations for the year 2020 for the City's General Fund; Special Revenue Funds - MEG Unit, Block Grant, Housing Revolving Loan, Business Revolving Loan, Neighborhood Revitalization Fund, Mead Public Library, Tourism, Park, Forestry and Open Space, Park Impact Fee Fund, Cable TV, Municipal Court, Ambulance, Special Assessment, Harbor Centre Marina, Redevelopment Authority, Storm Water; Debt Service - G.O. Debt Service, Convention Center Debt Service, TID 5 Debt, TID 6 Debt, TID 10 Debt, TID 11 Debt, TID 12 Debt, TID 13 Debt, TID 14 Debt, TID 15 Debt, TID 16 Debt, TID 17 Debt, TID 18 Debt, TID 19 Debt, Environmental TID Debt; Capital Improvements Funds - Capital Projects, Capital Improvement, Industrial Park Fund, TID 6 Capital, TID 12 Capital, TID 14 Capital, TID 16 Capital, TID 17 Capital, TID 18 Capital, TID 19 Capital; Proprietary Funds - Motor Vehicle, Health Insurance, Liability Insurance, Workers Compensation Insurance, Information Technology; Enterprise Funds -Wastewater Utility, Recycling Utility Fund, Transit Utility, Parking Utility, Boat Facilities; and Fiduciary Funds - Cemetery Perpetual Care, Mead Public Library Trust be and are hereby adopted as set forth in the attachment and established in the budget document.

BE IT FURTHER RESOLVED that the Personnel Schedule as presented in the 2020 Budget be approved, and

*Finance + Personnel  
Public Works  
JMS*

BE IT FURTHER RESOLVED that the property tax levy required to finance the 2020 Budget is \$24,092,874.

\_\_\_\_\_  
\_\_\_\_\_

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Dated \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, City Clerk

Approved \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, Mayor

## 2020 BUDGET SUMMARY

### GOVERNMENTAL FUNDS

	General Fund	Special Revenue	Debt Service	Capital Improvement	Fiduciary Funds	Proprietary Funds
<b>Revenue</b>						
Taxes	\$17,982,638	\$4,302,078	\$8,542,409	\$1,600,242	\$0	\$516,662
Licenses and Permits	\$992,740	\$642,475	\$0	\$0	\$0	\$30,700
Intergovernmental Revenue	\$14,570,165	\$2,174,662	\$52,472	\$1,181,056	\$0	\$3,786,219
Intergovernmental Charges for Services	\$258,000	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,566,322	\$2,168,641	\$0	\$0	\$9,400	\$20,928,466
Fines and Forfeitures	\$271,000	\$900,000	\$0	\$0	\$0	\$5,000
Miscellaneous Revenue	\$356,650	\$361,550	\$679,532	\$121,300	\$30,500	\$1,148,990
Interfund Transfers	\$1,708,924	\$942,964	\$1,127,142	\$6,551,946	\$0	\$257,026
<b>Total Revenue</b>	<b>\$37,706,439</b>	<b>\$11,492,370</b>	<b>\$10,401,555</b>	<b>\$9,454,544</b>	<b>\$39,900</b>	<b>\$26,673,063</b>
<b>Expenditures</b>						
General Government	\$4,207,724	\$1,849,996	\$165,696	\$0	\$0	\$9,235,520
Public Safety	\$22,315,691	\$870,061	\$0	\$765,944	\$0	\$0
Public Works	\$8,825,441	\$937,643	\$0	\$4,948,430	\$0	\$13,878,087
Health and Human Services	\$201,331	\$0	\$0	\$0	\$1,000	\$0
Culture and Recreation	\$2,837,589	\$4,075,246	\$0	\$886,770	\$150,000	\$3,038
Conservation and Development	\$368,721	\$1,502,433	\$0	\$5,541,234	\$0	\$7,996
Transfers and other expenses	\$538,030	\$2,028,764	\$8,564,112	\$1,097,000	\$15,000	\$7,291,501
<b>Total Expenditures</b>	<b>\$39,294,527</b>	<b>\$11,264,142</b>	<b>\$8,729,808</b>	<b>\$13,239,378</b>	<b>\$166,000</b>	<b>\$30,416,143</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-\$1,588,088</b>	<b>\$228,228</b>	<b>\$1,671,747</b>	<b>-\$3,784,834</b>	<b>-\$126,100</b>	<b>-\$3,743,080</b>

## BUDGET SUMMARY

2020 Requested	2019 Estimated	2018 Actual	2017 Actual
\$32,944,029	\$31,388,209	\$30,561,851	\$29,155,873
\$1,665,915	\$1,982,186	\$1,806,082	\$1,744,147
\$21,764,574	\$22,083,795	\$20,793,432	\$21,894,629
\$258,000	\$258,000	\$259,067	\$212,174
\$24,672,829	\$22,838,073	\$22,603,020	\$20,783,225
\$1,176,000	\$1,026,000	\$1,197,563	\$1,078,718
\$2,698,522	\$2,751,280	\$5,309,019	\$3,741,590
\$10,588,002	\$20,197,386	\$43,581,151	\$12,511,269
<u>\$95,767,871</u>	<u>\$102,524,929</u>	<u>\$126,111,184</u>	<u>\$91,121,626</u>
\$15,458,937	\$18,560,910	\$20,803,862	\$14,019,118
\$23,951,696	\$23,214,931	\$24,471,918	\$21,481,633
\$28,589,601	\$24,926,076	\$22,880,281	\$22,431,711
\$202,331	\$194,205	\$205,785	\$234,960
\$7,952,643	\$7,790,159	\$7,102,525	\$7,167,105
\$7,420,384	\$3,979,555	\$16,223,927	\$7,729,672
\$19,534,407	\$35,791,768	\$22,997,705	\$20,394,270
<u>\$103,109,999</u>	<u>\$114,457,604</u>	<u>\$114,686,004</u>	<u>\$93,458,469</u>
<u><u>-\$7,342,128</u></u>	<u><u>-\$11,932,674</u></u>	<u><u>\$11,425,180</u></u>	<u><u>-\$2,336,843</u></u>

### Revenue

Taxes
Licenses and Permits
Intergovernmental Revenue
Intergovernmental Charges for Services
Charges for Services
Fines and Forfeitures
Miscellaneous Revenue
Interfund Transfers
Total Revenue

### Expenditures

General Government
Public Safety
Public Works
Health and Human Services
Culture and Recreation
Conservation and Development
Transfers and other expenses
Total Expenditures

Excess of revenues over (under) expenditures

## GENERAL FUND BUDGET SUMMARY

	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Amended</u>	2019 <u>Estimated</u>	2020 <u>Requested</u>
<b>Revenue</b>					
Taxes	15,617,078	16,469,774	16,639,228	16,639,608	16,812,638
Licenses and Permits	1,070,035	1,206,900	921,240	1,236,480	992,740
Intergovernmental Revenue	14,258,857	14,637,627	14,482,474	14,498,829	14,535,165
Intergovernmental Charges for Services	212,174	259,067	258,000	258,000	258,000
Charges for Services	1,721,996	1,625,706	1,679,822	1,599,604	1,601,322
Fines and Forfeitures	354,853	275,390	271,000	271,000	271,000
Miscellaneous Revenue	440,329	637,008	342,425	415,889	356,650
Interfund Transfers	2,811,255	2,900,078	2,717,605	3,287,291	2,878,924
<b>Total Revenue</b>	<b>36,486,578</b>	<b>38,011,550</b>	<b>37,311,794</b>	<b>38,206,702</b>	<b>37,706,439</b>
<b>Expense</b>					
General Government	3,200,019	3,482,747	4,024,030	3,609,017	4,207,724
Public Safety	20,153,964	21,258,537	21,784,550	21,712,789	22,315,691
Public Works	8,270,129	8,464,170	9,069,716	9,131,312	8,825,441
Health and Human Services	221,626	188,887	201,337	193,455	201,331
Culture and Recreation	2,502,124	2,589,441	2,681,942	2,687,117	2,837,589
Conservation and Development	646,480	348,915	352,725	353,951	368,721
Transfers and other expenses	118,427	5,604,986	431,077	86,482	538,030
<b>Total Expenditures</b>	<b>35,112,769</b>	<b>41,937,683</b>	<b>38,545,378</b>	<b>37,774,122</b>	<b>39,294,527</b>
<b>Excess of revenue over (under) expenditures</b>	<b>1,373,809</b>	<b>-3,926,133</b>	<b>-1,233,584</b>	<b>432,580</b>	<b>-1,588,088</b>
<b>Fund Balance, Beginning Year</b>	<b>22,527,096</b>	<b>23,900,905</b>	<b>19,078,761</b>	<b>19,974,772</b>	<b>20,407,352</b>
<b>Fund Balance, Ending Year*</b>	<b>23,900,905</b>	<b>19,974,772</b>	<b>17,845,177</b>	<b>20,407,352</b>	<b>18,819,264</b>
<b>*Ending Fund Balance consists of:</b>					
Uncommitted	21,613,280	17,081,687	16,089,044	18,727,726	17,263,509
Committed	2,287,625	2,893,085	1,756,133	1,679,626	1,555,755
	<b>23,900,905</b>	<b>19,974,772</b>	<b>17,845,177</b>	<b>20,407,352</b>	<b>18,819,264</b>

## GENERAL FUND BUDGET SUMMARY

	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Amended</u>	2019 <u>Estimated</u>	2020 <u>Requested</u>
<b>Committed</b>					
Inventory	155,185	151,571	150,000	150,000	150,000
Prepaid postage and other	31,602	11,294	13,500	13,500	13,500
Advance to TID 10 Debt Fund	611,908	419,728	332,633	123,871	0
Advance to TID 13 Debt Fund	112,175	112,175	0	0	0
Advance to TID 16 Capital Fund	512,255	542,255	30,000	542,255	542,255
Advance to TID 17 Capital Fund	14,500	14,500	30,000	0	0
Advance to TID 18 Capital Fund	0	791,562	0	0	0
Advance to TID 19 Capital Fund	0	0	350,000	0	0
Advance to Harbor Centre Marina Fund	0	0	0	0	0
Advance to Redevelopment Authority Fund	500,000	500,000	500,000	500,000	500,000
Committed - Development	350,000	350,000	350,000	350,000	350,000
	<u>2,287,625</u>	<u>2,893,085</u>	<u>1,756,133</u>	<u>1,679,626</u>	<u>1,555,755</u>

**SPECIAL REVENUE FUNDS  
BUDGET SUMMARY**

	2017	2018	2019	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Amended</u>	<u>Estimated</u>	<u>Requested</u>
<b>Revenue</b>					
Taxes	4,010,842	4,094,226	3,991,321	3,981,887	4,302,078
Licenses and Permits	642,712	564,581	610,000	715,006	642,475
Intergovernmental Revenue	1,704,960	1,882,304	2,261,618	2,428,071	2,174,662
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	2,202,507	2,359,534	2,034,740	2,165,538	2,168,641
Fines and Forfeitures	705,477	922,173	750,000	750,000	900,000
Miscellaneous Revenue	1,867,474	392,238	289,569	392,058	361,550
Interfund Transfers	750,844	229,368	225,000	230,000	942,964
<b>Total Revenue</b>	<b>11,884,817</b>	<b>10,444,425</b>	<b>10,162,248</b>	<b>10,662,560</b>	<b>11,492,370</b>
<b>Expenditures</b>					
General Government	961,653	1,076,765	1,057,624	1,538,244	1,849,996
Public Safety	721,085	651,650	823,944	829,636	870,061
Public Works	982,378	1,028,440	974,799	898,719	937,643
Health and Human Services	0	0	0	0	0
Culture and Recreation	3,969,292	3,638,642	4,157,540	4,241,790	4,075,246
Conservation and Development	1,389,219	1,311,330	1,431,276	1,109,213	1,502,433
Transfers and other expenses	3,675,045	2,632,070	2,204,522	2,493,701	2,028,764
<b>Total Expenditures</b>	<b>11,698,673</b>	<b>10,338,896</b>	<b>10,649,705</b>	<b>11,111,304</b>	<b>11,264,142</b>
<b>Excess of revenues over (under) expenditures</b>	<b>186,144</b>	<b>105,528</b>	<b>-487,458</b>	<b>-448,743</b>	<b>228,228</b>
<b>Fund Balance, Beginning Year</b>	<b>2,189,647</b>	<b>2,375,791</b>	<b>1,844,466</b>	<b>2,481,319</b>	<b>2,032,576</b>
<b>Fund Balance, Ending Year</b>	<b>2,375,791</b>	<b>2,481,319</b>	<b>1,357,009</b>	<b>2,032,576</b>	<b>2,260,803</b>

**DEBT SERVICE FUNDS  
BUDGET SUMMARY**

	2017	2018	2019	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Amended</u>	<u>Estimated</u>	<u>Requested</u>
<b>Revenue</b>					
Taxes	6,167,634	6,666,863	7,358,181	7,434,915	8,542,409
Licenses and Permits	0	0	0	0	0
Intergovernmental Revenues	53,639	54,429	52,471	52,471	52,472
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeitures	0	0	0	0	0
Miscellaneous Revenue	839,577	1,437,124	540,465	1,042,992	679,532
Interfund Transfers	1,366,425	9,702,434	1,084,486	5,782,591	1,127,142
<b>Total Revenue</b>	<b>8,427,276</b>	<b>17,860,849</b>	<b>9,035,603</b>	<b>14,312,969</b>	<b>10,401,555</b>
<b>Expenditures</b>					
General Government	733,323	725,083	201,419	165,196	165,696
Public Safety	0	0	0	0	0
Public Works	0	0	0	0	0
Health and Human Services	0	0	0	0	0
Culture and Recreation	0	0	0	0	0
Conservation and Development	0	0	0	0	0
Transfers and other expenses	8,543,156	7,040,253	15,650,511	22,693,412	8,564,112
<b>Total Expenditures</b>	<b>9,276,479</b>	<b>7,765,335</b>	<b>15,851,930</b>	<b>22,858,608</b>	<b>8,729,808</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-849,203</b>	<b>10,095,514</b>	<b>-6,816,327</b>	<b>-8,545,639</b>	<b>1,671,747</b>
<b>Fund Balance, Beginning Year</b>	<b>9,814,477</b>	<b>8,965,274</b>	<b>17,375,830</b>	<b>19,060,788</b>	<b>10,515,149</b>
<b>Fund Balance, Ending Year</b>	<b>8,965,274</b>	<b>19,060,788</b>	<b>10,559,503</b>	<b>10,515,149</b>	<b>12,186,896</b>

**CAPITAL IMPROVEMENT FUNDS  
BUDGET SUMMARY**

	2017	2018	2019	2019	2020
	Actual	Actual	Amended	Estimated	Requested
<b>Revenue</b>					
Taxes	1,681,879	1,661,306	1,690,775	1,683,775	1,600,242
Licenses and Permits	0	0	0	0	0
Intergovernmental Revenue	1,640,314	760,683	8,359,913	1,574,310	1,181,056
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeitures	0	0	0	0	0
Miscellaneous Revenue	999,043	1,505,168	468,500	120,960	121,300
Interfund Transfers	7,790,207	30,952,500	10,928,526	10,927,681	6,551,946
<b>Total Revenue</b>	<b>12,111,443</b>	<b>34,879,658</b>	<b>21,447,714</b>	<b>14,306,727</b>	<b>9,454,544</b>
<b>Expenditures</b>					
General Government	359,046	6,721,251	7,709,894	4,261,436	0
Public Safety	606,584	2,561,731	767,689	672,506	765,944
Public Works	5,361,688	5,344,146	10,756,843	5,077,149	4,948,430
Health and Human Services	0	0	0	0	0
Culture and Recreation	380,351	779,258	1,236,638	629,770	886,770
Conservation and Development	5,686,887	14,554,353	7,871,237	2,508,596	5,541,234
Transfers and other expenses	967,588	1,071,479	2,654,817	3,336,985	1,097,000
<b>Total Expenditures</b>	<b>13,362,143</b>	<b>31,032,219</b>	<b>30,997,118</b>	<b>16,486,443</b>	<b>13,239,378</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-1,250,701</b>	<b>3,847,439</b>	<b>-9,549,404</b>	<b>-2,179,716</b>	<b>-3,784,834</b>
<b>Fund Balance, Beginning Year</b>	<b>6,749,570</b>	<b>5,498,869</b>	<b>7,789,986</b>	<b>9,346,308</b>	<b>7,166,592</b>
<b>Fund Balance, Ending Year</b>	<b>5,498,869</b>	<b>9,346,308</b>	<b>-1,759,418</b>	<b>7,166,592</b>	<b>3,381,758</b>

**PROPRIETARY FUNDS  
BUDGET SUMMARY**

	2017 Actual	2018 Actual	2019 Amended	2019 Estimated	2020 Requested
<b>Revenue</b>					
Taxes	511,562	511,576	511,547	511,547	516,662
Licenses and Permits	31,800	34,600	34,200	30,700	30,700
Intergovernmental	3,471,718	3,389,061	3,849,794	3,497,114	3,786,219
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	16,878,734	18,636,235	19,198,586	19,096,530	20,928,466
Fines and Forfeitures	18,388	0	5,000	5,000	5,000
Miscellaneous Revenue	700,499	824,569	653,822	748,881	1,148,990
Interfund Transfers	959,015	954,877	1,107,499	1,106,300	257,026
<b>Total Revenue</b>	<b>22,571,715</b>	<b>24,350,917</b>	<b>25,360,448</b>	<b>24,996,072</b>	<b>26,673,063</b>
<b>Expenditures</b>					
General Government	8,765,077	8,798,016	9,833,896	8,987,017	9,235,520
Public Safety	0	0	0	0	0
Public Works	7,817,516	8,043,525	10,352,949	9,818,896	13,878,087
Health and Human Services	0	0	0	0	0
Culture and Recreation	2,929	3,764	2,682	1,482	3,038
Conservation and Development	7,086	9,329	7,817	7,796	7,996
Transfers and other expenses	7,089,999	6,647,996	7,268,193	7,166,187	7,291,501
<b>Total Expenditures</b>	<b>23,682,608</b>	<b>23,502,630</b>	<b>27,465,537</b>	<b>25,981,378</b>	<b>30,416,143</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-1,110,892</b>	<b>848,288</b>	<b>-2,105,089</b>	<b>-985,306</b>	<b>-3,743,080</b>
<b>Fund Balance, Beginning Year</b>	<b>86,007,204</b>	<b>84,896,312</b>	<b>83,038,389</b>	<b>85,744,599</b>	<b>84,759,293</b>
<b>Fund Balance, Ending Year</b>	<b>84,896,312</b>	<b>85,744,599</b>	<b>80,933,300</b>	<b>84,759,293</b>	<b>81,016,213</b>

**FIDUCIARY FUNDS  
BUDGET SUMMARY**

	2017	2018	2019	2019	2020
	Actual	Actual	Amended	Estimated	Requested
<b>Revenue</b>					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental Revenue	0	0	0	0	0
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	11,611	14,836	9,400	9,400	9,400
Fines and Forfeitures	0	0	0	0	0
Miscellaneous Revenue	165,529	512,912	24,000	30,500	30,500
Interfund Transfers	0	0	0	0	0
<b>Total Revenue</b>	<b>177,140</b>	<b>527,747</b>	<b>33,400</b>	<b>39,900</b>	<b>39,900</b>
<b>Expenditures</b>					
General Government	0	0	0	0	0
Public Safety	0	0	0	0	0
Public Works	0	0	0	0	0
Health and Human Services	13,334	16,898	750	750	1,000
Culture and Recreation	312,409	91,420	0	230,000	150,000
Conservation and Development	0	0	0	0	0
Transfers and other expenses	55	922	1,250	15,000	15,000
<b>Total Expenditures</b>	<b>325,797</b>	<b>109,241</b>	<b>2,000</b>	<b>245,750</b>	<b>166,000</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-148,657</b>	<b>418,507</b>	<b>31,400</b>	<b>-205,850</b>	<b>-126,100</b>
<b>Fund Balance, Beginning Year</b>	<b>2,175,632</b>	<b>2,026,975</b>	<b>2,051,126</b>	<b>2,445,482</b>	<b>2,239,632</b>
<b>Fund Balance, Ending Year</b>	<b>2,026,975</b>	<b>2,445,482</b>	<b>2,082,526</b>	<b>2,239,632</b>	<b>2,113,532</b>

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Amended</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Executive</u>
<b>GENERAL FUND</b>					
<b>GENERAL GOVERNMENT</b>					
<b>Office of the Mayor</b>					
Mayor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant / Communications Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Office of the Mayor</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
No changes in 2020.					
<b>Office of the City Clerk</b>					
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	0.81	1.00	1.00	1.00	1.00
Council/Licensing Clerk	1.00	1.00	1.00	1.00	1.00
Elections Specialist	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
<b>Total Office of the City Clerk</b>	<b>3.56</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>
No changes in 2020.					
<b>Office of the City Administrator</b>					
City Administrator	1.00	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00	0.00
Assistant to the City Administrator	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
<b>Total Office of the City Administrator</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
No changes in 2020.					
<b>Finance Department</b>					
Finance Director/Treasurer	1.00	1.00	1.00	1.00	1.00
Senior Accountant	0.00	0.00	0.00	1.00	1.00
Comptroller/Treasurer	1.00	0.00	0.00	0.00	0.00
Auditor/Analyst	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00
Accountant I	0.00	0.40	0.40	0.40	0.40
Clerk I	1.00	1.00	1.00	1.00	1.00
Confidential Secretary	1.00	0.00	0.00	0.00	0.00
Accounts Payable Clerk	0.00	1.00	1.00	1.00	1.00
Purchasing Agent	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>Total Finance Department</b>	<b>6.50</b>	<b>5.90</b>	<b>5.90</b>	<b>6.90</b>	<b>6.90</b>
No changes in 2020.					
<b>Human Resources Department</b>					
Director of H.R. and Labor Relations	1.00	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00	1.00
Benefit Administrator / Analyst	1.00	1.00	1.00	1.00	1.00
Confidential Secretary	1.00	0.00	0.00	0.00	0.00
Human Resources Generalist	0.00	1.00	1.00	1.00	1.00
Accountant I	<u>0.00</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>
<b>Total Human Resources Department</b>	<b>4.00</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>
No changes in 2020.					

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Amended</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Executive</u>
<b>Office of the City Attorney</b>					
City Attorney	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney I	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney II	0.00	0.00	0.40	0.40	0.40
Legal Assistant	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total City Attorney's Office</b>	<b>4.00</b>	<b>4.00</b>	<b>4.40</b>	<b>4.40</b>	<b>4.40</b>
No changes in 2020.					
<b>PUBLIC SAFETY</b>					
<b>Police Department</b>					
Chief	1.00	1.00	1.00	1.00	1.00
Captain	3.00	3.00	3.00	3.00	3.00
Lieutenant	4.00	4.00	4.00	4.00	4.00
Sergeant	9.00	9.00	9.00	9.00	9.00
Detective	7.00	7.00	7.00	7.00	7.00
Police Officer	59.00	59.00	59.00	59.00	59.00
Office Supervisor	1.00	1.00	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00	1.00	1.00
Court Services Secretary	2.00	2.00	2.00	2.00	2.00
Community Service Officer	1.00	1.00	1.00	1.00	1.00
Community Service Officer Trainee (FTE)	1.00	1.00	1.00	1.00	1.00
Record Specialist Clerk	8.00	8.00	8.00	8.00	8.00
Time System Coordinator	1.00	1.00	1.00	1.00	1.00
Department Secretary	2.00	2.00	2.00	2.00	2.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00
Fleet Operation Mechanic	1.00	1.00	1.00	1.00	1.00
Property Officer	1.00	1.00	1.00	1.00	1.00
Digital Evidence Manager	1.00	1.00	1.00	1.00	1.00
MEG Unit Secretary	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>
<b>Total Police Department</b>	<b>104.40</b>	<b>104.40</b>	<b>104.40</b>	<b>104.40</b>	<b>104.40</b>
No changes in 2020.					
<b>Fire Department</b>					
Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00	1.00	2.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	0.00
Battalion Chief	4.00	4.00	4.00	4.00	4.00
Captain	5.00	5.00	5.00	5.00	5.00
Lieutenant	10.00	10.00	10.00	10.00	10.00
Fire Equipment Operator	15.00	15.00	15.00	15.00	15.00
Firefighter	18.00	18.00	18.00	18.00	18.00
Firefighter/Paramedic	14.00	14.00	14.00	14.00	14.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Transcriptionist/Data Entry Clerk	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>Total Fire Department</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>
No changes in 2020.					

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Amended</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Executive</u>
<b>Building Inspection</b>					
Building/Housing Inspector	2.00	2.00	2.00	2.00	2.00
Electrical/Heating Inspector	1.00	1.00	1.00	1.00	1.00
Plumbing/Environmental Inspector	1.00	1.00	1.00	1.00	1.00
Housing/Environmental Inspector	1.00	1.00	1.00	0.00	0.00
Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00
Building Inspection Specialist	1.00	1.00	1.00	1.00	1.00
Permit Clerk	1.00	1.00	1.00	1.00	1.00
Building Inspection Licensing Clerk	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Building Inspection</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
No changes in 2020.					
<b>PUBLIC WORKS</b>					
<b>Department of Public Works</b>					
<b>Administration</b>					
Director of Public Works	1.00	1.00	1.00	1.00	1.00
Business Manager	0.00	0.00	0.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	0.00
Clerk II	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total Public Works Administration</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Engineering</b>					
City Engineer	1.00	1.00	1.00	1.00	1.00
Civil Engineer / Project Manager	1.00	1.00	1.00	1.00	1.00
Assistant Engineer / Surveyor	1.00	1.00	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00
GIS Project Specialist	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Engineering</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Municipal Service Building Administration /</b>					
<b>Maintenance</b>					
Superintendent - Facilities/Traffic	1.00	1.00	1.00	1.00	1.00
Leadman - Construction	1.00	1.00	1.00	1.00	1.00
Maintenance Worker V-Electric Lighting	1.00	1.00	1.00	1.00	1.00
Maintenance Worker V-Electric Signals	1.00	1.00	1.00	1.00	1.00
Maintenance Worker IV-Lead-Signs	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III-Craftsman	3.00	3.00	3.00	3.00	3.00
Maintenance Worker II-Signs	1.00	1.00	1.00	3.00	3.00
Maintenance Worker II-City Hall	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I-MSB	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I-MSB	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>	<u>0.50</u>
<b>Total MSB Administration/Maintenance</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>13.50</b>	<b>13.50</b>
<b>Streets and Sanitation</b>					
Superintendent - Streets/Sanitation	1.00	1.00	1.00	1.00	1.00
Supervisor - Streets/Sanitation	1.00	1.00	1.00	1.00	1.00
Maintenance Worker IV-Streets	1.00	1.00	1.00	4.00	4.00

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Amended</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Executive</u>
Maintenance Worker III-Streets	7.00	7.00	7.00	2.00	2.00
Maintenance Worker II-Streets	14.00	14.00	14.00	11.00	9.00
Maintenance Worker I-Streets	5.00	5.00	5.00	3.00	3.00
Maintenance Worker IV-Sanitation	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III-Sanitation	8.00	8.00	8.00	8.00	8.00
Maintenance Worker IV-Sewer Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III-Sewer Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II-Sewer Maintenance	2.00	2.00	2.00	2.00	2.00
Maintenance Worker I-Sewer Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II-Street Sweeping	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total Streets and Sanitation</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>38.00</b>	<b>36.00</b>
<b>Parks and Cemetery</b>					
Superintendent - Parks - Forestry	1.00	1.00	1.00	1.00	1.00
Forester	0.00	0.00	0.00	1.00	1.00
Maintenance Worker IV - Arborist	0.00	0.00	0.00	1.00	1.00
Maintenance Worker IV - Parks	1.00	1.00	1.00	2.00	2.00
Maintenance Worker III - Parks	6.00	6.00	6.00	6.00	6.00
Maintenance Worker II - Parks	6.00	6.00	6.00	6.00	6.00
Maintenance Worker I - Parks	3.00	3.00	3.00	0.00	0.00
Administrative Assistant	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Parks and Cemetery</b>	<b>18.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>
<b>Total Department of Public Works</b>	<b>84.00</b>	<b>84.00</b>	<b>84.00</b>	<b>79.50</b>	<b>77.50</b>

2.00 FTE Streets and Sanitation Maintenance Worker II transferred to Recycling Utility Fund in 2020.

**CULTURE AND RECREATION**

**Senior Services**

Director of Senior Services	0.00	0.00	0.00	1.00	1.00
Senior Center Supervisor	1.00	1.00	1.00	0.00	0.00
Assistant Supervisor	0.00	1.00	1.00	0.00	0.00
Coordinator	0.00	0.00	0.00	1.00	1.00
Wellness Coordinator	1.00	0.00	0.00	0.00	0.00
Custodian	<u>0.28</u>	<u>0.28</u>	<u>0.28</u>	<u>0.28</u>	<u>0.28</u>
<b>Total Senior Services</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>

No changes in 2020.

**CONSERVATION AND DEVELOPMENT**

**Planning and Development**

Director of Planning and Development	1.00	1.00	1.00	1.00	1.00
Planning/Zoning Manager	1.00	1.00	1.00	1.00	1.00
Community Development Planner	1.00	1.00	1.00	1.00	1.00
Neighborhood Development Planner	1.00	1.00	0.00	0.00	1.00
Community/Economic Development Planner	0.00	0.00	1.00	1.00	0.00
Grant Coordinator	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
<b>Total Planning and Development</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>

The addition of a Grant Coordinator in 2020.

<b>TOTAL GENERAL FUND</b>	<b>295.24</b>	<b>295.43</b>	<b>295.83</b>	<b>292.33</b>	<b>291.33</b>
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**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Amended</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Executive</u>
<b>SPECIAL REVENUE FUND</b>					
<b>Mead Public Library</b>					
Director	1.00	1.00	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00	1.00
Manager	2.00	2.00	2.00	2.00	2.00
Librarian II	2.00	0.00	0.00	0.00	0.00
Librarian I	4.75	0.00	0.00	0.00	0.00
Librarian	0.00	6.75	8.00	7.75	7.75
Page Supervisor	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	0.00	0.00	0.00
Public Information Specialist II	1.00	1.00	0.00	0.00	0.00
IT Specialist	1.00	1.00	1.00	1.00	1.00
Communications Specialist	0.00	0.00	1.00	1.00	1.00
Maintenance Technician	0.00	0.00	2.00	2.00	2.00
Administrative Assistant/Volunteer Coordinator	0.00	0.00	1.00	1.00	1.00
Administrative Assistant I	1.00	1.00	0.00	0.00	0.00
Maintenance Technician I	1.00	1.00	0.00	0.00	0.00
Library Assistant III	5.00	5.00	0.00	0.00	0.00
Library Assistant II	1.00	1.00	0.00	0.00	0.00
Library Assistant I	5.75	5.75	0.00	0.00	0.00
Cataloger	0.00	0.00	3.00	3.00	3.00
Public Safety Specialist	0.00	0.00	1.00	1.00	1.00
Library Assistant	0.00	0.00	9.25	9.25	9.25
Cleaners	1.50	1.50	2.00	2.00	2.00
Library Page	<u>9.50</u>	<u>9.50</u>	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>
<b>Total Mead Public Library</b>	<b>39.50</b>	<b>39.50</b>	<b>39.75</b>	<b>39.50</b>	<b>39.50</b>
No changes in 2020					
<b>Municipal Court</b>					
Municipal Court Judge	0.50	0.50	0.50	0.50	0.50
Municipal Court Clerk	1.00	1.00	1.00	1.00	1.00
Office Clerk	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Municipal Court</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
No changes in 2020.					
<b>Ambulance</b>					
Firefighter/Paramedic	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
<b>Total Ambulance</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
No changes in 2020.					
<b>Cable Television</b>					
TV Program Director	1.00	1.00	1.00	1.00	1.00
TV Production Technician	<u>0.50</u>	<u>0.50</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total Cable Television</b>	<b>1.50</b>	<b>1.50</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>
No changes in 2020.					
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>47.50</b>	<b>47.50</b>	<b>47.50</b>	<b>47.25</b>	<b>47.25</b>

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Amended</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Executive</u>
<b>PROPRIETARY FUNDS</b>					
<b>Recycling Utility</b>					
Maintenance Worker II	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>
<b>Total Recycling Utility</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>
This fund is new in 2020.					
<b>Transit Utility</b>					
Director	0.70	0.70	0.70	0.70	0.70
Operator Supervisor	2.00	2.00	2.00	2.00	2.00
SET Supervisor	0.00	0.00	0.00	1.00	1.00
Lead Support - ADA Coordinator	2.00	2.00	2.00	1.00	1.00
Lead Dispatcher	1.00	1.00	1.00	1.00	1.00
Fill-In Dispatcher	1.00	1.00	1.00	1.00	1.00
Lead Mechanic	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Fixed Route Operator	28.00	28.00	28.00	28.00	28.00
Paratransit Operator	12.00	12.00	12.00	12.00	12.00
Hostler	1.25	1.25	1.50	1.50	1.50
Cleaner	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>
<b>Total Transit Utility</b>	<b>51.20</b>	<b>51.20</b>	<b>51.45</b>	<b>51.45</b>	<b>51.45</b>
No changes in 2020.					
<b>Parking Utility</b>					
Director Parking and Transit	0.30	0.30	0.30	0.30	0.30
Lead Worker I	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Parking Utility</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>
No changes in 2020.					
<b>Water Utility*</b>					
Superintendent	1.00	1.00	1.00	1.00	1.00
Utility Accountant	1.00	1.00	1.00	1.00	1.00
Distribution Supervisor	1.00	1.00	1.00	1.00	1.00
Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Customer Relations/Fiscal Supervisor	1.00	1.00	1.00	1.00	1.00
Utility Engineer	1.00	1.00	1.00	1.00	1.00
Engineer Technician	1.00	1.00	1.00	1.00	1.00
Lead Distribution Technician	0.00	0.00	1.00	1.00	1.00
Distribution Technician	6.00	6.00	5.00	5.00	6.00
Lead Operations Technician	1.00	1.00	1.00	1.00	1.00
Operator	5.00	5.00	5.00	5.00	5.00
Operations Technician	2.00	2.00	2.00	2.00	2.00
Utility Support Specialist	4.00	4.00	4.00	4.00	4.00
Lab Technician	1.00	1.00	1.00	1.00	1.00
Lead Service Technician	1.00	1.00	1.00	1.00	1.00
Service Technician	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
<b>Total Water Utility</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>31.00</b>

An increase of 1.00 FTE in 2020. \*Approval authorized by the Board of Water Commissioners.

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Amended</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Executive</u>
<b>Wastewater Utility</b>					
Superintendent	1.00	1.00	1.00	1.00	1.00
Industrial Wastewater Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Engineer	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Process System/OPCO	1.00	1.00	1.00	1.00	1.00
Electromechanical Technician	1.00	1.00	1.00	1.00	1.00
Laboratory Technician	1.00	1.00	1.00	1.00	1.00
Plant Maintenance Mechanic	3.00	3.00	3.00	3.00	3.00
Operator III	1.00	1.00	1.00	2.00	2.00
Operator I	1.00	1.00	1.00	2.00	2.00
Clerk Typist	1.00	0.00	0.00	0.00	0.00
Clerk IV / Administrative Assistant	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Wastewater Utility</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>
No changes in 2020.					
<b>TOTAL PROPRIETARY FUND</b>	<b>96.50</b>	<b>96.50</b>	<b>96.75</b>	<b>98.75</b>	<b>101.75</b>
<b>INTERNAL SERVICE FUNDS</b>					
<b>Information Technology</b>					
IT Director	1.00	1.00	1.00	1.00	1.00
Systems Analyst	2.00	2.00	2.00	2.00	2.00
Network Administrator	1.00	1.00	2.00	1.00	1.00
PC Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Information Technology</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>
A reduction of 1.00 FTE Network Administrator position (unfilled) in 2020.					
<b>MOTOR VEHICLE FUND</b>					
<b>Motor Vehicle</b>					
Equipment Service Supervisor	1.00	1.00	1.00	1.00	1.00
Master Certified Truck Mechanic	1.00	1.00	1.00	1.00	1.00
Certified Truck Mechanic	6.00	3.00	3.00	2.00	2.00
Truck Mechanic	0.00	1.00	1.00	1.00	1.00
Service Mechanic II	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Motor Vehicle</b>	<b>8.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
No changes in 2020.					
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>13.00</b>	<b>11.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>
<b>TOTAL PROPRIETARY FUNDS</b>	<b>109.50</b>	<b>107.50</b>	<b>108.75</b>	<b>109.75</b>	<b>112.75</b>
<b>TOTAL CITY FUNDS</b>	<b>452.24</b>	<b>450.43</b>	<b>452.08</b>	<b>449.33</b>	<b>451.33</b>

VII

5.8

R. C. No. 136 - 19 - 20. By LICENSING, HEARINGS, AND PUBLIC SAFETY COMMITTEE. September 16, 2019.

Your Committee to whom was referred a copy of DIRECT REFERRAL Res. No. 83-19-20 by Alderpersons Donohue and Bohren establishing the 2020 Budget appropriations and the 2019 Tax Levy for use during the calendar year; recommends adopting the Resolution.

COV

[Signature]  
Dean Dieke  
Barbara Felde

[Signature]

Committee

I HEREBY CERTIFY that the foregoing Committee Report was duly accepted and adopted by the Common Council of the City of Sheboygan, Wisconsin, on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Dated \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, City Clerk

Approved \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, Mayor

III

DIRECT REFERRAL TO FINANCE AND PERSONNEL COMMITTEE, PUBLIC WORKS COMMITTEE AND LICENSING, HEARINGS, AND PUBLIC SAFETY COMMITTEE

Res. No. 83 - 19 - 20. By Alderpersons Donohue and Bohren.  
September 4, 2019.

A RESOLUTION establishing the 2020 Budget appropriations and the 2019 Tax Levy for use during the calendar year.

WHEREAS, Section 2-905 of Municipal Code of the City of Sheboygan requires an annual budget appropriating monies to finance activities of the City for the ensuing fiscal year, and

WHEREAS, The Common Council committees have duly considered and discussed a budget for 2020 as proposed by the City Administrator, and

WHEREAS, A public hearing on the budget will be held on October 14, 2019 as required, and

WHEREAS, The 2020 budget requires a tax levy to partially finance the appropriations.

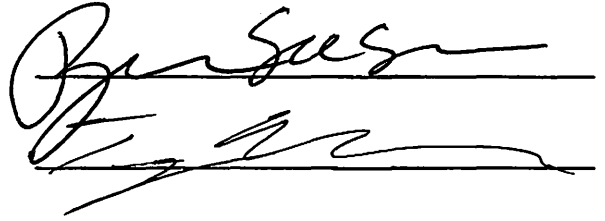
NOW, THEREFORE, BE IT RESOLVED: by the Common Council of the City of Sheboygan that:

Budgeted revenue estimates and expenditure appropriations for the year 2020 for the City's General Fund; Special Revenue Funds - MEG Unit, Block Grant, Housing Revolving Loan, Business Revolving Loan, Neighborhood Revitalization Fund, Mead Public Library, Tourism, Park, Forestry and Open Space, Park Impact Fee Fund, Cable TV, Municipal Court, Ambulance, Special Assessment, Harbor Centre Marina, Redevelopment Authority, Storm Water; Debt Service - G.O. Debt Service, Convention Center Debt Service, TID 5 Debt, TID 6 Debt, TID 10 Debt, TID 11 Debt, TID 12 Debt, TID 13 Debt, TID 14 Debt, TID 15 Debt, TID 16 Debt, TID 17 Debt, TID 18 Debt, TID 19 Debt, Environmental TID Debt; Capital Improvements Funds - Capital Projects, Capital Improvement, Industrial Park Fund, TID 6 Capital, TID 12 Capital, TID 14 Capital, TID 16 Capital, TID 17 Capital, TID 18 Capital, TID 19 Capital; Proprietary Funds - Motor Vehicle, Health Insurance, Liability Insurance, Workers Compensation Insurance, Information Technology; Enterprise Funds -Wastewater Utility, Recycling Utility Fund, Transit Utility, Parking Utility, Boat Facilities; and Fiduciary Funds - Cemetery Perpetual Care, Mead Public Library Trust be and are hereby adopted as set forth in the attachment and established in the budget document.

BE IT FURTHER RESOLVED that the Personnel Schedule as presented in the 2020 Budget be approved, and

Finance + Personnel  
Public Works  
Adopted  
9/5

BE IT FURTHER RESOLVED that the property tax levy required to finance the 2020 Budget is \$24,092,874.



Two handwritten signatures are present, each written over a horizontal line. The top signature is more legible and appears to be 'B. Sues'. The bottom signature is more stylized and less legible.

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Dated \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, City Clerk

Approved \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, Mayor

## 2020 BUDGET SUMMARY

### GOVERNMENTAL FUNDS

	General Fund	Special Revenue	Debt Service	Capital Improvement	Fiduciary Funds	Proprietary Funds
<b>Revenue</b>						
Taxes	\$17,982,638	\$4,302,078	\$8,542,409	\$1,600,242	\$0	\$516,662
Licenses and Permits	\$992,740	\$642,475	\$0	\$0	\$0	\$30,700
Intergovernmental Revenue	\$14,570,165	\$2,174,662	\$52,472	\$1,181,056	\$0	\$3,786,219
Intergovernmental Charges for Services	\$258,000	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,566,322	\$2,168,641	\$0	\$0	\$9,400	\$20,928,466
Fines and Forfeitures	\$271,000	\$900,000	\$0	\$0	\$0	\$5,000
Miscellaneous Revenue	\$356,650	\$361,550	\$679,532	\$121,300	\$30,500	\$1,148,990
Interfund Transfers	\$1,708,924	\$942,964	\$1,127,142	\$6,551,946	\$0	\$257,026
<b>Total Revenue</b>	<b>\$37,706,439</b>	<b>\$11,492,370</b>	<b>\$10,401,555</b>	<b>\$9,454,544</b>	<b>\$39,900</b>	<b>\$26,673,063</b>
<b>Expenditures</b>						
General Government	\$4,207,724	\$1,849,996	\$165,696	\$0	\$0	\$9,235,520
Public Safety	\$22,315,691	\$870,061	\$0	\$765,944	\$0	\$0
Public Works	\$8,825,441	\$937,643	\$0	\$4,948,430	\$0	\$13,878,087
Health and Human Services	\$201,331	\$0	\$0	\$0	\$1,000	\$0
Culture and Recreation	\$2,837,589	\$4,075,246	\$0	\$886,770	\$150,000	\$3,038
Conservation and Development	\$368,721	\$1,502,433	\$0	\$5,541,234	\$0	\$7,996
Transfers and other expenses	\$538,030	\$2,028,764	\$8,564,112	\$1,097,000	\$15,000	\$7,291,501
<b>Total Expenditures</b>	<b>\$39,294,527</b>	<b>\$11,264,142</b>	<b>\$8,729,808</b>	<b>\$13,239,378</b>	<b>\$166,000</b>	<b>\$30,416,143</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-\$1,588,088</b>	<b>\$228,228</b>	<b>\$1,671,747</b>	<b>-\$3,784,834</b>	<b>-\$126,100</b>	<b>-\$3,743,080</b>

## BUDGET SUMMARY

2020 Requested	2019 Estimated	2018 Actual	2017 Actual
\$32,944,029	\$31,388,209	\$30,561,851	\$29,155,873
\$1,665,915	\$1,982,186	\$1,806,082	\$1,744,147
\$21,764,574	\$22,083,795	\$20,793,432	\$21,894,629
\$258,000	\$258,000	\$259,067	\$212,174
\$24,672,829	\$22,838,073	\$22,603,020	\$20,783,225
\$1,176,000	\$1,026,000	\$1,197,563	\$1,078,718
\$2,698,522	\$2,751,280	\$5,309,019	\$3,741,590
\$10,588,002	\$20,197,386	\$43,581,151	\$12,511,269
<u>\$95,767,871</u>	<u>\$102,524,929</u>	<u>\$126,111,184</u>	<u>\$91,121,626</u>
\$15,458,937	\$18,560,910	\$20,803,862	\$14,019,118
\$23,951,696	\$23,214,931	\$24,471,918	\$21,481,633
\$28,589,601	\$24,926,076	\$22,880,281	\$22,431,711
\$202,331	\$194,205	\$205,785	\$234,960
\$7,952,643	\$7,790,159	\$7,102,525	\$7,167,105
\$7,420,384	\$3,979,555	\$16,223,927	\$7,729,672
\$19,534,407	\$35,791,768	\$22,997,705	\$20,394,270
<u>\$103,109,999</u>	<u>\$114,457,604</u>	<u>\$114,686,004</u>	<u>\$93,458,469</u>
<u><u>-\$7,342,128</u></u>	<u><u>-\$11,932,674</u></u>	<u><u>\$11,425,180</u></u>	<u><u>-\$2,336,843</u></u>

### Revenue

Taxes
Licenses and Permits
Intergovernmental Revenue
Intergovernmental Charges for Services
Charges for Services
Fines and Forfeitures
Miscellaneous Revenue
Interfund Transfers
<b>Total Revenue</b>

### Expenditures

General Government
Public Safety
Public Works
Health and Human Services
Culture and Recreation
Conservation and Development
Transfers and other expenses
<b>Total Expenditures</b>

Excess of revenues over (under) expenditures

## GENERAL FUND BUDGET SUMMARY

	2017 Actual	2018 Actual	2019 Amended	2019 Estimated	2020 Requested
<b>Revenue</b>					
Taxes	15,617,078	16,469,774	16,639,228	16,639,608	16,812,638
Licenses and Permits	1,070,035	1,206,900	921,240	1,236,480	992,740
Intergovernmental Revenue	14,258,857	14,637,627	14,482,474	14,498,829	14,535,165
Intergovernmental Charges for Services	212,174	259,067	258,000	258,000	258,000
Charges for Services	1,721,996	1,625,706	1,679,822	1,599,604	1,601,322
Fines and Forfeitures	354,853	275,390	271,000	271,000	271,000
Miscellaneous Revenue	440,329	637,008	342,425	415,889	356,650
Interfund Transfers	2,811,255	2,900,078	2,717,605	3,287,291	2,878,924
<b>Total Revenue</b>	<b>36,486,578</b>	<b>38,011,550</b>	<b>37,311,794</b>	<b>38,206,702</b>	<b>37,706,439</b>
<b>Expense</b>					
General Government	3,200,019	3,482,747	4,024,030	3,609,017	4,207,724
Public Safety	20,153,964	21,258,537	21,784,550	21,712,789	22,315,691
Public Works	8,270,129	8,464,170	9,069,716	9,131,312	8,825,441
Health and Human Services	221,626	188,887	201,337	193,455	201,331
Culture and Recreation	2,502,124	2,589,441	2,681,942	2,687,117	2,837,589
Conservation and Development	646,480	348,915	352,725	353,951	368,721
Transfers and other expenses	118,427	5,604,986	431,077	86,482	538,030
<b>Total Expenditures</b>	<b>35,112,769</b>	<b>41,937,683</b>	<b>38,545,378</b>	<b>37,774,122</b>	<b>39,294,527</b>
Excess of revenue over (under) expenditures	1,373,809	-3,926,133	-1,233,584	432,580	-1,588,088
Fund Balance, Beginning Year	22,527,096	23,900,905	19,078,761	19,974,772	20,407,352
<b>Fund Balance, Ending Year*</b>	<b>23,900,905</b>	<b>19,974,772</b>	<b>17,845,177</b>	<b>20,407,352</b>	<b>18,819,264</b>
<b>*Ending Fund Balance consists of:</b>					
Uncommitted	21,613,280	17,081,687	16,089,044	18,727,726	17,263,509
Committed	2,287,625	2,893,085	1,756,133	1,679,626	1,555,755
	<b>23,900,905</b>	<b>19,974,772</b>	<b>17,845,177</b>	<b>20,407,352</b>	<b>18,819,264</b>

## GENERAL FUND BUDGET SUMMARY

	2017	2018	2019	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Amended</u>	<u>Estimated</u>	<u>Requested</u>
<b>Committed</b>					
Inventory	155,185	151,571	150,000	150,000	150,000
Prepaid postage and other	31,602	11,294	13,500	13,500	13,500
Advance to TID 10 Debt Fund	611,908	419,728	332,633	123,871	0
Advance to TID 13 Debt Fund	112,175	112,175	0	0	0
Advance to TID 16 Capital Fund	512,255	542,255	30,000	542,255	542,255
Advance to TID 17 Capital Fund	14,500	14,500	30,000	0	0
Advance to TID 18 Capital Fund	0	791,562	0	0	0
Advance to TID 19 Capital Fund	0	0	350,000	0	0
Advance to Harbor Centre Marina Fund	0	0	0	0	0
Advance to Redevelopment Authority Fund	500,000	500,000	500,000	500,000	500,000
Committed - Development	350,000	350,000	350,000	350,000	350,000
	<u>2,287,625</u>	<u>2,893,085</u>	<u>1,756,133</u>	<u>1,679,626</u>	<u>1,555,755</u>

**SPECIAL REVENUE FUNDS  
BUDGET SUMMARY**

	2017	2018	2019	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Amended</u>	<u>Estimated</u>	<u>Requested</u>
<b>Revenue</b>					
Taxes	4,010,842	4,094,226	3,991,321	3,981,887	4,302,078
Licenses and Permits	642,712	564,581	610,000	715,006	642,475
Intergovernmental Revenue	1,704,960	1,882,304	2,261,618	2,428,071	2,174,662
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	2,202,507	2,359,534	2,034,740	2,165,538	2,168,641
Fines and Forfeitures	705,477	922,173	750,000	750,000	900,000
Miscellaneous Revenue	1,867,474	392,238	289,569	392,058	361,550
Interfund Transfers	750,844	229,368	225,000	230,000	942,964
<b>Total Revenue</b>	<b>11,884,817</b>	<b>10,444,425</b>	<b>10,162,248</b>	<b>10,662,560</b>	<b>11,492,370</b>
<b>Expenditures</b>					
General Government	961,653	1,076,765	1,057,624	1,538,244	1,849,996
Public Safety	721,085	651,650	823,944	829,636	870,061
Public Works	982,378	1,028,440	974,799	898,719	937,643
Health and Human Services	0	0	0	0	0
Culture and Recreation	3,969,292	3,638,642	4,157,540	4,241,790	4,075,246
Conservation and Development	1,389,219	1,311,330	1,431,276	1,109,213	1,502,433
Transfers and other expenses	3,675,045	2,632,070	2,204,522	2,493,701	2,028,764
<b>Total Expenditures</b>	<b>11,698,673</b>	<b>10,338,896</b>	<b>10,649,705</b>	<b>11,111,304</b>	<b>11,264,142</b>
<b>Excess of revenues over (under) expenditures</b>	<b>186,144</b>	<b>105,528</b>	<b>-487,458</b>	<b>-448,743</b>	<b>228,228</b>
<b>Fund Balance, Beginning Year</b>	<b>2,189,647</b>	<b>2,375,791</b>	<b>1,844,466</b>	<b>2,481,319</b>	<b>2,032,576</b>
<b>Fund Balance, Ending Year</b>	<b>2,375,791</b>	<b>2,481,319</b>	<b>1,357,009</b>	<b>2,032,576</b>	<b>2,260,803</b>

**DEBT SERVICE FUNDS  
BUDGET SUMMARY**

	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Amended</u>	2019 <u>Estimated</u>	2020 <u>Requested</u>
<b>Revenue</b>					
Taxes	6,167,634	6,666,863	7,358,181	7,434,915	8,542,409
Licenses and Permits	0	0	0	0	0
Intergovernmental Revenues	53,639	54,429	52,471	52,471	52,472
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeitures	0	0	0	0	0
Miscellaneous Revenue	839,577	1,437,124	540,465	1,042,992	679,532
Interfund Transfers	1,366,425	9,702,434	1,084,486	5,782,591	1,127,142
<b>Total Revenue</b>	<b>8,427,276</b>	<b>17,860,849</b>	<b>9,035,603</b>	<b>14,312,969</b>	<b>10,401,555</b>
<b>Expenditures</b>					
General Government	733,323	725,083	201,419	165,196	165,696
Public Safety	0	0	0	0	0
Public Works	0	0	0	0	0
Health and Human Services	0	0	0	0	0
Culture and Recreation	0	0	0	0	0
Conservation and Development	0	0	0	0	0
Transfers and other expenses	8,543,156	7,040,253	15,650,511	22,693,412	8,564,112
<b>Total Expenditures</b>	<b>9,276,479</b>	<b>7,765,335</b>	<b>15,851,930</b>	<b>22,858,608</b>	<b>8,729,808</b>
Excess of revenues over (under) expenditures	-849,203	10,095,514	-6,816,327	-8,545,639	1,671,747
Fund Balance, Beginning Year	9,814,477	8,965,274	17,375,830	19,060,788	10,515,149
<b>Fund Balance, Ending Year</b>	<b>8,965,274</b>	<b>19,060,788</b>	<b>10,559,503</b>	<b>10,515,149</b>	<b>12,186,896</b>

**CAPITAL IMPROVEMENT FUNDS  
BUDGET SUMMARY**

	2017	2018	2019	2019	2020
	Actual	Actual	Amended	Estimated	Requested
<b>Revenue</b>					
Taxes	1,681,879	1,661,306	1,690,775	1,683,775	1,600,242
Licenses and Permits	0	0	0	0	0
Intergovernmental Revenue	1,640,314	760,683	8,359,913	1,574,310	1,181,056
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeitures	0	0	0	0	0
Miscellaneous Revenue	999,043	1,505,168	468,500	120,960	121,300
Interfund Transfers	7,790,207	30,952,500	10,928,526	10,927,681	6,551,946
<b>Total Revenue</b>	<b>12,111,443</b>	<b>34,879,658</b>	<b>21,447,714</b>	<b>14,306,727</b>	<b>9,454,544</b>
<b>Expenditures</b>					
General Government	359,046	6,721,251	7,709,894	4,261,436	0
Public Safety	606,584	2,561,731	767,689	672,506	765,944
Public Works	5,361,688	5,344,146	10,756,843	5,077,149	4,948,430
Health and Human Services	0	0	0	0	0
Culture and Recreation	380,351	779,258	1,236,638	629,770	886,770
Conservation and Development	5,686,887	14,554,353	7,871,237	2,508,596	5,541,234
Transfers and other expenses	967,588	1,071,479	2,654,817	3,336,985	1,097,000
<b>Total Expenditures</b>	<b>13,362,143</b>	<b>31,032,219</b>	<b>30,997,118</b>	<b>16,486,443</b>	<b>13,239,378</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-1,250,701</b>	<b>3,847,439</b>	<b>-9,549,404</b>	<b>-2,179,716</b>	<b>-3,784,834</b>
<b>Fund Balance, Beginning Year</b>	<b>6,749,570</b>	<b>5,498,869</b>	<b>7,789,986</b>	<b>9,346,308</b>	<b>7,166,592</b>
<b>Fund Balance, Ending Year</b>	<b>5,498,869</b>	<b>9,346,308</b>	<b>-1,759,418</b>	<b>7,166,592</b>	<b>3,381,758</b>

**PROPRIETARY FUNDS  
BUDGET SUMMARY**

	2017 Actual	2018 Actual	2019 Amended	2019 Estimated	2020 Requested
<b>Revenue</b>					
Taxes	511,562	511,576	511,547	511,547	516,662
Licenses and Permits	31,800	34,600	34,200	30,700	30,700
Intergovernmental	3,471,718	3,389,061	3,849,794	3,497,114	3,786,219
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	16,878,734	18,636,235	19,198,586	19,096,530	20,928,466
Fines and Forfeitures	18,388	0	5,000	5,000	5,000
Miscellaneous Revenue	700,499	824,569	653,822	748,881	1,148,990
Interfund Transfers	959,015	954,877	1,107,499	1,106,300	257,026
<b>Total Revenue</b>	<b>22,571,715</b>	<b>24,350,917</b>	<b>25,360,448</b>	<b>24,996,072</b>	<b>26,673,063</b>
<b>Expenditures</b>					
General Government	8,765,077	8,798,016	9,833,896	8,987,017	9,235,520
Public Safety	0	0	0	0	0
Public Works	7,817,516	8,043,525	10,352,949	9,818,896	13,878,087
Health and Human Services	0	0	0	0	0
Culture and Recreation	2,929	3,764	2,682	1,482	3,038
Conservation and Development	7,086	9,329	7,817	7,796	7,996
Transfers and other expenses	7,089,999	6,647,996	7,268,193	7,166,187	7,291,501
<b>Total Expenditures</b>	<b>23,682,608</b>	<b>23,502,630</b>	<b>27,465,537</b>	<b>25,981,378</b>	<b>30,416,143</b>
Excess of revenues over (under) expenditures	-1,110,892	848,288	-2,105,089	-985,306	-3,743,080
Fund Balance, Beginning Year	86,007,204	84,896,312	83,038,389	85,744,599	84,759,293
<b>Fund Balance, Ending Year</b>	<b>84,896,312</b>	<b>85,744,599</b>	<b>80,933,300</b>	<b>84,759,293</b>	<b>81,016,213</b>

**FIDUCIARY FUNDS  
BUDGET SUMMARY**

	2017 Actual	2018 Actual	2019 Amended	2019 Estimated	2020 Requested
<b>Revenue</b>					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental Revenue	0	0	0	0	0
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	11,611	14,836	9,400	9,400	9,400
Fines and Forfeitures	0	0	0	0	0
Miscellaneous Revenue	165,529	512,912	24,000	30,500	30,500
Interfund Transfers	0	0	0	0	0
<b>Total Revenue</b>	<b>177,140</b>	<b>527,747</b>	<b>33,400</b>	<b>39,900</b>	<b>39,900</b>
<b>Expenditures</b>					
General Government	0	0	0	0	0
Public Safety	0	0	0	0	0
Public Works	0	0	0	0	0
Health and Human Services	13,334	16,898	750	750	1,000
Culture and Recreation	312,409	91,420	0	230,000	150,000
Conservation and Development	0	0	0	0	0
Transfers and other expenses	55	922	1,250	15,000	15,000
<b>Total Expenditures</b>	<b>325,797</b>	<b>109,241</b>	<b>2,000</b>	<b>245,750</b>	<b>166,000</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-148,657</b>	<b>418,507</b>	<b>31,400</b>	<b>-205,850</b>	<b>-126,100</b>
<b>Fund Balance, Beginning Year</b>	<b>2,175,632</b>	<b>2,026,975</b>	<b>2,051,126</b>	<b>2,445,482</b>	<b>2,239,632</b>
<b>Fund Balance, Ending Year</b>	<b>2,026,975</b>	<b>2,445,482</b>	<b>2,082,526</b>	<b>2,239,632</b>	<b>2,113,532</b>

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>GENERAL FUND</b>					
<b>GENERAL GOVERNMENT</b>					
<b>Office of the Mayor</b>					
Mayor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant / Communications Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Office of the Mayor</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
No changes in 2020.					
<b>Office of the City Clerk</b>					
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	0.81	1.00	1.00	1.00	1.00
Council/Licensing Clerk	1.00	1.00	1.00	1.00	1.00
Elections Specialist	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
<b>Total Office of the City Clerk</b>	<b>3.56</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>
No changes in 2020.					
<b>Office of the City Administrator</b>					
City Administrator	1.00	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00	0.00
Assistant to the City Administrator	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
<b>Total Office of the City Administrator</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
No changes in 2020.					
<b>Finance Department</b>					
Finance Director/Treasurer	1.00	1.00	1.00	1.00	1.00
Senior Accountant	0.00	0.00	0.00	1.00	1.00
Comptroller/Treasurer	1.00	0.00	0.00	0.00	0.00
Auditor/Analyst	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00
Accountant I	0.00	0.40	0.40	0.40	0.40
Clerk I	1.00	1.00	1.00	1.00	1.00
Confidential Secretary	1.00	0.00	0.00	0.00	0.00
Accounts Payable Clerk	0.00	1.00	1.00	1.00	1.00
Purchasing Agent	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>Total Finance Department</b>	<b>6.50</b>	<b>5.90</b>	<b>5.90</b>	<b>6.90</b>	<b>6.90</b>
No changes in 2020.					
<b>Human Resources Department</b>					
Director of H.R. and Labor Relations	1.00	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00	1.00
Benefit Administrator / Analyst	1.00	1.00	1.00	1.00	1.00
Confidential Secretary	1.00	0.00	0.00	0.00	0.00
Human Resources Generalist	0.00	1.00	1.00	1.00	1.00
Accountant I	<u>0.00</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>
<b>Total Human Resources Department</b>	<b>4.00</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>
No changes in 2020.					

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>Office of the City Attorney</b>					
City Attorney	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney I	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney II	0.00	0.00	0.40	0.40	0.40
Legal Assistant	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total City Attorney's Office</b>	<b>4.00</b>	<b>4.00</b>	<b>4.40</b>	<b>4.40</b>	<b>4.40</b>

No changes in 2020.

**PUBLIC SAFETY**

**Police Department**

Chief	1.00	1.00	1.00	1.00	1.00
Captain	3.00	3.00	3.00	3.00	3.00
Lieutenant	4.00	4.00	4.00	4.00	4.00
Sergeant	9.00	9.00	9.00	9.00	9.00
Detective	7.00	7.00	7.00	7.00	7.00
Police Officer	59.00	59.00	59.00	59.00	59.00
Office Supervisor	1.00	1.00	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00	1.00	1.00
Court Services Secretary	2.00	2.00	2.00	2.00	2.00
Community Service Officer	1.00	1.00	1.00	1.00	1.00
Community Service Officer Trainee (FTE)	1.00	1.00	1.00	1.00	1.00
Record Specialist Clerk	8.00	8.00	8.00	8.00	8.00
Time System Coordinator	1.00	1.00	1.00	1.00	1.00
Department Secretary	2.00	2.00	2.00	2.00	2.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00
Fleet Operation Mechanic	1.00	1.00	1.00	1.00	1.00
Property Officer	1.00	1.00	1.00	1.00	1.00
Digital Evidence Manager	1.00	1.00	1.00	1.00	1.00
MEG Unit Secretary	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>
<b>Total Police Department</b>	<b>104.40</b>	<b>104.40</b>	<b>104.40</b>	<b>104.40</b>	<b>104.40</b>

No changes in 2020.

**Fire Department**

Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00	1.00	2.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	0.00
Battalion Chief	4.00	4.00	4.00	4.00	4.00
Captain	5.00	5.00	5.00	5.00	5.00
Lieutenant	10.00	10.00	10.00	10.00	10.00
Fire Equipment Operator	15.00	15.00	15.00	15.00	15.00
Firefighter	18.00	18.00	18.00	18.00	18.00
Firefighter/Paramedic	14.00	14.00	14.00	14.00	14.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Transcriptionist/Data Entry Clerk	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>Total Fire Department</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>

No changes in 2020.

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>Building Inspection</b>					
Building/Housing Inspector	2.00	2.00	2.00	2.00	2.00
Electrical/Heating Inspector	1.00	1.00	1.00	1.00	1.00
Plumbing/Environmental Inspector	1.00	1.00	1.00	1.00	1.00
Housing/Environmental Inspector	1.00	1.00	1.00	0.00	0.00
Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00
Building Inspection Specialist	1.00	1.00	1.00	1.00	1.00
Permit Clerk	1.00	1.00	1.00	1.00	1.00
Building Inspection Licensing Clerk	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Building Inspection</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
No changes in 2020.					
<b>PUBLIC WORKS</b>					
<b>Department of Public Works</b>					
<b>Administration</b>					
Director of Public Works	1.00	1.00	1.00	1.00	1.00
Business Manager	0.00	0.00	0.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	0.00
Clerk II	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total Public Works Administration</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Engineering</b>					
City Engineer	1.00	1.00	1.00	1.00	1.00
Civil Engineer / Project Manager	1.00	1.00	1.00	1.00	1.00
Assistant Engineer / Surveyor	1.00	1.00	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00
GIS Project Specialist	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Engineering</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Municipal Service Building Administration / Maintenance</b>					
Superintendent - Facilities/Traffic	1.00	1.00	1.00	1.00	1.00
Leadman - Construction	1.00	1.00	1.00	1.00	1.00
Maintenance Worker V-Electric Lighting	1.00	1.00	1.00	1.00	1.00
Maintenance Worker V-Electric Signals	1.00	1.00	1.00	1.00	1.00
Maintenance Worker IV-Lead-Signs	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III-Craftsman	3.00	3.00	3.00	3.00	3.00
Maintenance Worker II-Signs	1.00	1.00	1.00	3.00	3.00
Maintenance Worker II-City Hall	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I-MSB	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I-MSB	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>	<u>0.50</u>
<b>Total MSB Administration/Maintenance</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>13.50</b>	<b>13.50</b>
<b>Streets and Sanitation</b>					
Superintendent - Streets/Sanitation	1.00	1.00	1.00	1.00	1.00
Supervisor - Streets/Sanitation	1.00	1.00	1.00	1.00	1.00
Maintenance Worker IV-Streets	1.00	1.00	1.00	4.00	4.00

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
Maintenance Worker III-Streets	7.00	7.00	7.00	2.00	2.00
Maintenance Worker II-Streets	14.00	14.00	14.00	11.00	9.00
Maintenance Worker I-Streets	5.00	5.00	5.00	3.00	3.00
Maintenance Worker IV-Sanitation	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III-Sanitation	8.00	8.00	8.00	8.00	8.00
Maintenance Worker IV-Sewer Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III-Sewer Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II-Sewer Maintenance	2.00	2.00	2.00	2.00	2.00
Maintenance Worker I-Sewer Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II-Street Sweeping	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total Streets and Sanitation</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>38.00</b>	<b>36.00</b>
<b>Parks and Cemetery</b>					
Superintendent - Parks - Forestry	1.00	1.00	1.00	1.00	1.00
Forester	0.00	0.00	0.00	1.00	1.00
Maintenance Worker IV - Arborist	0.00	0.00	0.00	1.00	1.00
Maintenance Worker IV - Parks	1.00	1.00	1.00	2.00	2.00
Maintenance Worker III - Parks	6.00	6.00	6.00	6.00	6.00
Maintenance Worker II - Parks	6.00	6.00	6.00	6.00	6.00
Maintenance Worker I - Parks	3.00	3.00	3.00	0.00	0.00
Administrative Assistant	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Parks and Cemetery</b>	<b><u>18.00</u></b>	<b><u>17.00</u></b>	<b><u>17.00</u></b>	<b><u>17.00</u></b>	<b><u>17.00</u></b>
<b>Total Department of Public Works</b>	<b>84.00</b>	<b>84.00</b>	<b>84.00</b>	<b>79.50</b>	<b>77.50</b>
2.00 FTE Streets and Sanitation Maintenance Worker II transferred to Recycling Utility Fund in 2020.					
<b>CULTURE AND RECREATION</b>					
<b>Senior Services</b>					
Director of Senior Services	0.00	0.00	0.00	1.00	1.00
Senior Center Supervisor	1.00	1.00	1.00	0.00	0.00
Assistant Supervisor	0.00	1.00	1.00	0.00	0.00
Coordinator	0.00	0.00	0.00	1.00	1.00
Wellness Coordinator	1.00	0.00	0.00	0.00	0.00
Custodian	<u>0.28</u>	<u>0.28</u>	<u>0.28</u>	<u>0.28</u>	<u>0.28</u>
<b>Total Senior Services</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>
No changes in 2020.					
<b>CONSERVATION AND DEVELOPMENT</b>					
<b>Planning and Development</b>					
Director of Planning and Development	1.00	1.00	1.00	1.00	1.00
Planning/Zoning Manager	1.00	1.00	1.00	1.00	1.00
Community Development Planner	1.00	1.00	1.00	1.00	1.00
Neighborhood Development Planner	1.00	1.00	0.00	0.00	1.00
Community/Economic Development Planner	0.00	0.00	1.00	1.00	0.00
Grant Coordinator	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
<b>Total Planning and Development</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>
The addition of a Grant Coordinator in 2020.					
<b>TOTAL GENERAL FUND</b>	<b>295.24</b>	<b>295.43</b>	<b>295.83</b>	<b>292.33</b>	<b>291.33</b>

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>SPECIAL REVENUE FUND</b>					
<b>Mead Public Library</b>					
Director	1.00	1.00	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00	1.00
Manager	2.00	2.00	2.00	2.00	2.00
Librarian II	2.00	0.00	0.00	0.00	0.00
Librarian I	4.75	0.00	0.00	0.00	0.00
Librarian	0.00	6.75	8.00	7.75	7.75
Page Supervisor	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	0.00	0.00	0.00
Public Information Specialist II	1.00	1.00	0.00	0.00	0.00
IT Specialist	1.00	1.00	1.00	1.00	1.00
Communications Specialist	0.00	0.00	1.00	1.00	1.00
Maintenance Technician	0.00	0.00	2.00	2.00	2.00
Administrative Assistant/Volunteer Coordinator	0.00	0.00	1.00	1.00	1.00
Administrative Assistant I	1.00	1.00	0.00	0.00	0.00
Maintenance Technician I	1.00	1.00	0.00	0.00	0.00
Library Assistant III	5.00	5.00	0.00	0.00	0.00
Library Assistant II	1.00	1.00	0.00	0.00	0.00
Library Assistant I	5.75	5.75	0.00	0.00	0.00
Cataloger	0.00	0.00	3.00	3.00	3.00
Public Safety Specialist	0.00	0.00	1.00	1.00	1.00
Library Assistant	0.00	0.00	9.25	9.25	9.25
Cleaners	1.50	1.50	2.00	2.00	2.00
Library Page	<u>9.50</u>	<u>9.50</u>	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>
<b>Total Mead Public Library</b>	<b>39.50</b>	<b>39.50</b>	<b>39.75</b>	<b>39.50</b>	<b>39.50</b>
No changes in 2020					
<b>Municipal Court</b>					
Municipal Court Judge	0.50	0.50	0.50	0.50	0.50
Municipal Court Clerk	1.00	1.00	1.00	1.00	1.00
Office Clerk	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Municipal Court</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
No changes in 2020.					
<b>Ambulance</b>					
Firefighter/Paramedic	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
<b>Total Ambulance</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
No changes in 2020.					
<b>Cable Television</b>					
TV Program Director	1.00	1.00	1.00	1.00	1.00
TV Production Technician	<u>0.50</u>	<u>0.50</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total Cable Television</b>	<b>1.50</b>	<b>1.50</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>
No changes in 2020.					
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>47.50</b>	<b>47.50</b>	<b>47.50</b>	<b>47.25</b>	<b>47.25</b>

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>PROPRIETARY FUNDS</b>					
<b>Recycling Utility</b>					
Maintenance Worker II	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>
<b>Total Recycling Utility</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>
This fund is new in 2020.					
<b>Transit Utility</b>					
Director	0.70	0.70	0.70	0.70	0.70
Operator Supervisor	2.00	2.00	2.00	2.00	2.00
SET Supervisor	0.00	0.00	0.00	1.00	1.00
Lead Support - ADA Coordinator	2.00	2.00	2.00	1.00	1.00
Lead Dispatcher	1.00	1.00	1.00	1.00	1.00
Fill-In Dispatcher	1.00	1.00	1.00	1.00	1.00
Lead Mechanic	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Fixed Route Operator	28.00	28.00	28.00	28.00	28.00
Paratransit Operator	12.00	12.00	12.00	12.00	12.00
Hostler	1.25	1.25	1.50	1.50	1.50
Cleaner	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>
<b>Total Transit Utility</b>	<b>51.20</b>	<b>51.20</b>	<b>51.45</b>	<b>51.45</b>	<b>51.45</b>
No changes in 2020.					
<b>Parking Utility</b>					
Director Parking and Transit	0.30	0.30	0.30	0.30	0.30
Lead Worker I	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Parking Utility</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>
No changes in 2020.					
<b>Water Utility*</b>					
Superintendent	1.00	1.00	1.00	1.00	1.00
Utility Accountant	1.00	1.00	1.00	1.00	1.00
Distribution Supervisor	1.00	1.00	1.00	1.00	1.00
Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Customer Relations/Fiscal Supervisor	1.00	1.00	1.00	1.00	1.00
Utility Engineer	1.00	1.00	1.00	1.00	1.00
Engineer Technician	1.00	1.00	1.00	1.00	1.00
Lead Distribution Technician	0.00	0.00	1.00	1.00	1.00
Distribution Technician	6.00	6.00	5.00	5.00	6.00
Lead Operations Technician	1.00	1.00	1.00	1.00	1.00
Operator	5.00	5.00	5.00	5.00	5.00
Operations Technician	2.00	2.00	2.00	2.00	2.00
Utility Support Specialist	4.00	4.00	4.00	4.00	4.00
Lab Technician	1.00	1.00	1.00	1.00	1.00
Lead Service Technician	1.00	1.00	1.00	1.00	1.00
Service Technician	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
<b>Total Water Utility</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>31.00</b>

An increase of 1.00 FTE in 2020. \*Approval authorized by the Board of Water Commissioners.

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>Wastewater Utility</b>					
Superintendent	1.00	1.00	1.00	1.00	1.00
Industrial Wastewater Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Engineer	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Process System/OPCO	1.00	1.00	1.00	1.00	1.00
Electromechanical Technician	1.00	1.00	1.00	1.00	1.00
Laboratory Technician	1.00	1.00	1.00	1.00	1.00
Plant Maintenance Mechanic	3.00	3.00	3.00	3.00	3.00
Operator III	1.00	1.00	1.00	2.00	2.00
Operator I	1.00	1.00	1.00	2.00	2.00
Clerk Typist	1.00	0.00	0.00	0.00	0.00
Clerk IV / Administrative Assistant	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Wastewater Utility</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>
No changes in 2020.					
<b>TOTAL PROPRIETARY FUND</b>	<b>96.50</b>	<b>96.50</b>	<b>96.75</b>	<b>98.75</b>	<b>101.75</b>
<b>INTERNAL SERVICE FUNDS</b>					
<b>Information Technology</b>					
IT Director	1.00	1.00	1.00	1.00	1.00
Systems Analyst	2.00	2.00	2.00	2.00	2.00
Network Administrator	1.00	1.00	2.00	1.00	1.00
PC Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Information Technology</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>
A reduction of 1.00 FTE Network Administrator position (unfilled) in 2020.					
<b>MOTOR VEHICLE FUND</b>					
<b>Motor Vehicle</b>					
Equipment Service Supervisor	1.00	1.00	1.00	1.00	1.00
Master Certified Truck Mechanic	1.00	1.00	1.00	1.00	1.00
Certified Truck Mechanic	6.00	3.00	3.00	2.00	2.00
Truck Mechanic	0.00	1.00	1.00	1.00	1.00
Service Mechanic II	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Motor Vehicle</b>	<b>8.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
No changes in 2020.					
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>13.00</b>	<b>11.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>
<b>TOTAL PROPRIETARY FUNDS</b>	<b>109.50</b>	<b>107.50</b>	<b>108.75</b>	<b>109.75</b>	<b>112.75</b>
<b>TOTAL CITY FUNDS</b>	<b>452.24</b>	<b>450.43</b>	<b>452.08</b>	<b>449.33</b>	<b>451.33</b>

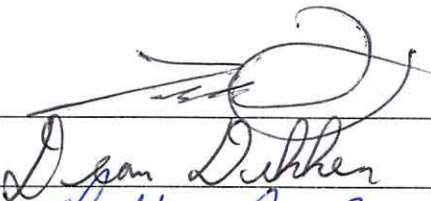

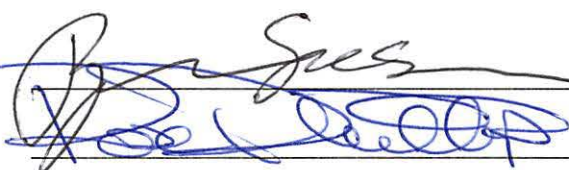

**III**

5.9

R. C. No. 137 - 19 - 20. By PUBLIC WORKS COMMITTEE. September 16, 2019.

Your Committee to whom was referred a copy of DIRECT REFERRAL Res. No. 83-19-20 by Alderpersons Donohue and Bohren establishing the 2020 Budget appropriations and the 2019 Tax Levy for use during the calendar year; recommends adopting the Resolution.

cow

  
 \_\_\_\_\_  
 Dean Decker  
  
 \_\_\_\_\_  
 Betty A Rose-Becker  
  
 \_\_\_\_\_  
 Susan  
  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_ Committee

I HEREBY CERTIFY that the foregoing Committee Report was duly accepted and adopted by the Common Council of the City of Sheboygan, Wisconsin, on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Dated \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, City Clerk

Approved \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, Mayor



DIRECT REFERRAL TO FINANCE AND PERSONNEL COMMITTEE, PUBLIC WORKS COMMITTEE AND LICENSING, HEARINGS, AND PUBLIC SAFETY COMMITTEE

Res. No. 83 - 19 - 20. By Alderpersons Donohue and Bohren. September 4, 2019.

A RESOLUTION establishing the 2020 Budget appropriations and the 2019 Tax Levy for use during the calendar year.

WHEREAS, Section 2-905 of Municipal Code of the City of Sheboygan requires an annual budget appropriating monies to finance activities of the City for the ensuing fiscal year, and

WHEREAS, The Common Council committees have duly considered and discussed a budget for 2020 as proposed by the City Administrator, and

WHEREAS, A public hearing on the budget will be held on October 14, 2019 as required, and

WHEREAS, The 2020 budget requires a tax levy to partially finance the appropriations.

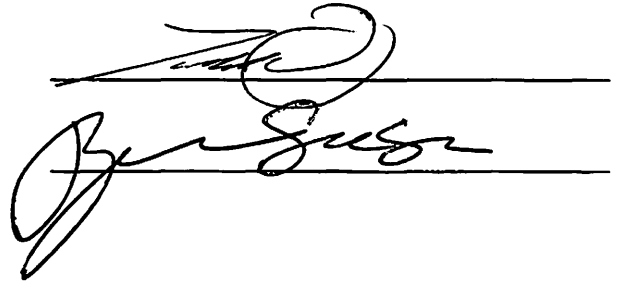
NOW, THEREFORE, BE IT RESOLVED: by the Common Council of the City of Sheboygan that:

Budgeted revenue estimates and expenditure appropriations for the year 2020 for the City's General Fund; Special Revenue Funds - MEG Unit, Block Grant, Housing Revolving Loan, Business Revolving Loan, Neighborhood Revitalization Fund, Mead Public Library, Tourism, Park, Forestry and Open Space, Park Impact Fee Fund, Cable TV, Municipal Court, Ambulance, Special Assessment, Harbor Centre Marina, Redevelopment Authority, Storm Water; Debt Service - G.O. Debt Service, Convention Center Debt Service, TID 5 Debt, TID 6 Debt, TID 10 Debt, TID 11 Debt, TID 12 Debt, TID 13 Debt, TID 14 Debt, TID 15 Debt, TID 16 Debt, TID 17 Debt, TID 18 Debt, TID 19 Debt, Environmental TID Debt; Capital Improvements Funds - Capital Projects, Capital Improvement, Industrial Park Fund, TID 6 Capital, TID 12 Capital, TID 14 Capital, TID 16 Capital, TID 17 Capital, TID 18 Capital, TID 19 Capital; Proprietary Funds - Motor Vehicle, Health Insurance, Liability Insurance, Workers Compensation Insurance, Information Technology; Enterprise Funds -Wastewater Utility, Recycling Utility Fund, Transit Utility, Parking Utility, Boat Facilities; and Fiduciary Funds - Cemetery Perpetual Care, Mead Public Library Trust be and are hereby adopted as set forth in the attachment and established in the budget document.

BE IT FURTHER RESOLVED that the Personnel Schedule as presented in the 2020 Budget be approved, and

*Finance Personnel  
Public Works  
AUG 5 adopt*

BE IT FURTHER RESOLVED that the property tax levy required to finance the 2020 Budget is \$24,092,874.



Two handwritten signatures are present on horizontal lines. The top signature is a cursive name that appears to be "Mike" or similar. The bottom signature is a cursive name that appears to be "Ben" or similar.

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Dated \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, City Clerk

Approved \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, Mayor

## 2020 BUDGET SUMMARY

### GOVERNMENTAL FUNDS

	General Fund	Special Revenue	Debt Service	Capital Improvement	Fiduciary Funds	Proprietary Funds
<b>Revenue</b>						
Taxes	\$17,982,638	\$4,302,078	\$8,542,409	\$1,600,242	\$0	\$516,662
Licenses and Permits	\$992,740	\$642,475	\$0	\$0	\$0	\$30,700
Intergovernmental Revenue	\$14,570,165	\$2,174,662	\$52,472	\$1,181,056	\$0	\$3,786,219
Intergovernmental Charges for Services	\$258,000	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,566,322	\$2,168,641	\$0	\$0	\$9,400	\$20,928,466
Fines and Forfeitures	\$271,000	\$900,000	\$0	\$0	\$0	\$5,000
Miscellaneous Revenue	\$356,650	\$361,550	\$679,532	\$121,300	\$30,500	\$1,148,990
Interfund Transfers	\$1,708,924	\$942,964	\$1,127,142	\$6,551,946	\$0	\$257,026
<b>Total Revenue</b>	<b>\$37,706,439</b>	<b>\$11,492,370</b>	<b>\$10,401,555</b>	<b>\$9,454,544</b>	<b>\$39,900</b>	<b>\$26,673,063</b>
<b>Expenditures</b>						
General Government	\$4,207,724	\$1,849,996	\$165,696	\$0	\$0	\$9,235,520
Public Safety	\$22,315,691	\$870,061	\$0	\$765,944	\$0	\$0
Public Works	\$8,825,441	\$937,643	\$0	\$4,948,430	\$0	\$13,878,087
Health and Human Services	\$201,331	\$0	\$0	\$0	\$1,000	\$0
Culture and Recreation	\$2,837,589	\$4,075,246	\$0	\$886,770	\$150,000	\$3,038
Conservation and Development	\$368,721	\$1,502,433	\$0	\$5,541,234	\$0	\$7,996
Transfers and other expenses	\$538,030	\$2,028,764	\$8,564,112	\$1,097,000	\$15,000	\$7,291,501
<b>Total Expenditures</b>	<b>\$39,294,527</b>	<b>\$11,264,142</b>	<b>\$8,729,808</b>	<b>\$13,239,378</b>	<b>\$166,000</b>	<b>\$30,416,143</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-\$1,588,088</b>	<b>\$228,228</b>	<b>\$1,671,747</b>	<b>-\$3,784,834</b>	<b>-\$126,100</b>	<b>-\$3,743,080</b>

## BUDGET SUMMARY

2020 Requested	2019 Estimated	2018 Actual	2017 Actual
\$32,944,029	\$31,388,209	\$30,561,851	\$29,155,873
\$1,665,915	\$1,982,186	\$1,806,082	\$1,744,147
\$21,764,574	\$22,083,795	\$20,793,432	\$21,894,629
\$258,000	\$258,000	\$259,067	\$212,174
\$24,672,829	\$22,838,073	\$22,603,020	\$20,783,225
\$1,176,000	\$1,026,000	\$1,197,563	\$1,078,718
\$2,698,522	\$2,751,280	\$5,309,019	\$3,741,590
\$10,588,002	\$20,197,386	\$43,581,151	\$12,511,269
<u>\$95,767,871</u>	<u>\$102,524,929</u>	<u>\$126,111,184</u>	<u>\$91,121,626</u>
\$15,458,937	\$18,560,910	\$20,803,862	\$14,019,118
\$23,951,696	\$23,214,931	\$24,471,918	\$21,481,633
\$28,589,601	\$24,926,076	\$22,880,281	\$22,431,711
\$202,331	\$194,205	\$205,785	\$234,960
\$7,952,643	\$7,790,159	\$7,102,525	\$7,167,105
\$7,420,384	\$3,979,555	\$16,223,927	\$7,729,672
<u>\$19,534,407</u>	<u>\$35,791,768</u>	<u>\$22,997,705</u>	<u>\$20,394,270</u>
<u>\$103,109,999</u>	<u>\$114,457,604</u>	<u>\$114,686,004</u>	<u>\$93,458,469</u>
<u><u>-\$7,342,128</u></u>	<u><u>-\$11,932,674</u></u>	<u><u>\$11,425,180</u></u>	<u><u>-\$2,336,843</u></u>

### Revenue

Taxes
Licenses and Permits
Intergovernmental Revenue
Intergovernmental Charges for Services
Charges for Services
Fines and Forfeitures
Miscellaneous Revenue
Interfund Transfers
Total Revenue

### Expenditures

General Government
Public Safety
Public Works
Health and Human Services
Culture and Recreation
Conservation and Development
Transfers and other expenses
Total Expenditures

Excess of revenues over (under) expenditures

## GENERAL FUND BUDGET SUMMARY

	2017 Actual	2018 Actual	2019 Amended	2019 Estimated	2020 Requested
<b>Revenue</b>					
Taxes	15,617,078	16,469,774	16,639,228	16,639,608	16,812,638
Licenses and Permits	1,070,035	1,206,900	921,240	1,236,480	992,740
Intergovernmental Revenue	14,258,857	14,637,627	14,482,474	14,498,829	14,535,165
Intergovernmental Charges for Services	212,174	259,067	258,000	258,000	258,000
Charges for Services	1,721,996	1,625,706	1,679,822	1,599,604	1,601,322
Fines and Forfeitures	354,853	275,390	271,000	271,000	271,000
Miscellaneous Revenue	440,329	637,008	342,425	415,889	356,650
Interfund Transfers	2,811,255	2,900,078	2,717,605	3,287,291	2,878,924
<b>Total Revenue</b>	<b>36,486,578</b>	<b>38,011,550</b>	<b>37,311,794</b>	<b>38,206,702</b>	<b>37,706,439</b>
<b>Expense</b>					
General Government	3,200,019	3,482,747	4,024,030	3,609,017	4,207,724
Public Safety	20,153,964	21,258,537	21,784,550	21,712,789	22,315,691
Public Works	8,270,129	8,464,170	9,069,716	9,131,312	8,825,441
Health and Human Services	221,626	188,887	201,337	193,455	201,331
Culture and Recreation	2,502,124	2,589,441	2,681,942	2,687,117	2,837,589
Conservation and Development	646,480	348,915	352,725	353,951	368,721
Transfers and other expenses	118,427	5,604,986	431,077	86,482	538,030
<b>Total Expenditures</b>	<b>35,112,769</b>	<b>41,937,683</b>	<b>38,545,378</b>	<b>37,774,122</b>	<b>39,294,527</b>
<b>Excess of revenue over (under) expenditures</b>	<b>1,373,809</b>	<b>-3,926,133</b>	<b>-1,233,584</b>	<b>432,580</b>	<b>-1,588,088</b>
<b>Fund Balance, Beginning Year</b>	<b>22,527,096</b>	<b>23,900,905</b>	<b>19,078,761</b>	<b>19,974,772</b>	<b>20,407,352</b>
<b>Fund Balance, Ending Year*</b>	<b>23,900,905</b>	<b>19,974,772</b>	<b>17,845,177</b>	<b>20,407,352</b>	<b>18,819,264</b>
<b>*Ending Fund Balance consists of:</b>					
Uncommitted	21,613,280	17,081,687	16,089,044	18,727,726	17,263,509
Committed	2,287,625	2,893,085	1,756,133	1,679,626	1,555,755
	<b>23,900,905</b>	<b>19,974,772</b>	<b>17,845,177</b>	<b>20,407,352</b>	<b>18,819,264</b>

## GENERAL FUND BUDGET SUMMARY

	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Amended</u>	2019 <u>Estimated</u>	2020 <u>Requested</u>
<b>Committed</b>					
Inventory	155,185	151,571	150,000	150,000	150,000
Prepaid postage and other	31,602	11,294	13,500	13,500	13,500
Advance to TID 10 Debt Fund	611,908	419,728	332,633	123,871	0
Advance to TID 13 Debt Fund	112,175	112,175	0	0	0
Advance to TID 16 Capital Fund	512,255	542,255	30,000	542,255	542,255
Advance to TID 17 Capital Fund	14,500	14,500	30,000	0	0
Advance to TID 18 Capital Fund	0	791,562	0	0	0
Advance to TID 19 Capital Fund	0	0	350,000	0	0
Advance to Harbor Centre Marina Fund	0	0	0	0	0
Advance to Redevelopment Authority Fund	500,000	500,000	500,000	500,000	500,000
Committed - Development	350,000	350,000	350,000	350,000	350,000
	<u>2,287,625</u>	<u>2,893,085</u>	<u>1,756,133</u>	<u>1,679,626</u>	<u>1,555,755</u>

**SPECIAL REVENUE FUNDS  
BUDGET SUMMARY**

	2017	2018	2019	2019	2020
	<u>Actual</u>	<u>Actual</u>	<u>Amended</u>	<u>Estimated</u>	<u>Requested</u>
<b>Revenue</b>					
Taxes	4,010,842	4,094,226	3,991,321	3,981,887	4,302,078
Licenses and Permits	642,712	564,581	610,000	715,006	642,475
Intergovernmental Revenue	1,704,960	1,882,304	2,261,618	2,428,071	2,174,662
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	2,202,507	2,359,534	2,034,740	2,165,538	2,168,641
Fines and Forfeitures	705,477	922,173	750,000	750,000	900,000
Miscellaneous Revenue	1,867,474	392,238	289,569	392,058	361,550
Interfund Transfers	750,844	229,368	225,000	230,000	942,964
<b>Total Revenue</b>	<b>11,884,817</b>	<b>10,444,425</b>	<b>10,162,248</b>	<b>10,662,560</b>	<b>11,492,370</b>
<b>Expenditures</b>					
General Government	961,653	1,076,765	1,057,624	1,538,244	1,849,996
Public Safety	721,085	651,650	823,944	829,636	870,061
Public Works	982,378	1,028,440	974,799	898,719	937,643
Health and Human Services	0	0	0	0	0
Culture and Recreation	3,969,292	3,638,642	4,157,540	4,241,790	4,075,246
Conservation and Development	1,389,219	1,311,330	1,431,276	1,109,213	1,502,433
Transfers and other expenses	3,675,045	2,632,070	2,204,522	2,493,701	2,028,764
<b>Total Expenditures</b>	<b>11,698,673</b>	<b>10,338,896</b>	<b>10,649,705</b>	<b>11,111,304</b>	<b>11,264,142</b>
Excess of revenues over (under) expenditures	186,144	105,528	-487,458	-448,743	228,228
Fund Balance, Beginning Year	2,189,647	2,375,791	1,844,466	2,481,319	2,032,576
<b>Fund Balance, Ending Year</b>	<b>2,375,791</b>	<b>2,481,319</b>	<b>1,357,009</b>	<b>2,032,576</b>	<b>2,260,803</b>

**DEBT SERVICE FUNDS  
BUDGET SUMMARY**

	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Amended</u>	2019 <u>Estimated</u>	2020 <u>Requested</u>
<b>Revenue</b>					
Taxes	6,167,634	6,666,863	7,358,181	7,434,915	8,542,409
Licenses and Permits	0	0	0	0	0
Intergovernmental Revenues	53,639	54,429	52,471	52,471	52,472
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeitures	0	0	0	0	0
Miscellaneous Revenue	839,577	1,437,124	540,465	1,042,992	679,532
Interfund Transfers	1,366,425	9,702,434	1,084,486	5,782,591	1,127,142
<b>Total Revenue</b>	<b>8,427,276</b>	<b>17,860,849</b>	<b>9,035,603</b>	<b>14,312,969</b>	<b>10,401,555</b>
<b>Expenditures</b>					
General Government	733,323	725,083	201,419	165,196	165,696
Public Safety	0	0	0	0	0
Public Works	0	0	0	0	0
Health and Human Services	0	0	0	0	0
Culture and Recreation	0	0	0	0	0
Conservation and Development	0	0	0	0	0
Transfers and other expenses	8,543,156	7,040,253	15,650,511	22,693,412	8,564,112
<b>Total Expenditures</b>	<b>9,276,479</b>	<b>7,765,335</b>	<b>15,851,930</b>	<b>22,858,608</b>	<b>8,729,808</b>
Excess of revenues over (under) expenditures	-849,203	10,095,514	-6,816,327	-8,545,639	1,671,747
Fund Balance, Beginning Year	9,814,477	8,965,274	17,375,830	19,060,788	10,515,149
<b>Fund Balance, Ending Year</b>	<b>8,965,274</b>	<b>19,060,788</b>	<b>10,559,503</b>	<b>10,515,149</b>	<b>12,186,896</b>

**CAPITAL IMPROVEMENT FUNDS  
BUDGET SUMMARY**

	2017	2018	2019	2019	2020
	Actual	Actual	Amended	Estimated	Requested
<b>Revenue</b>					
Taxes	1,681,879	1,661,306	1,690,775	1,683,775	1,600,242
Licenses and Permits	0	0	0	0	0
Intergovernmental Revenue	1,640,314	760,683	8,359,913	1,574,310	1,181,056
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	0	0	0	0	0
Fines and Forfeitures	0	0	0	0	0
Miscellaneous Revenue	999,043	1,505,168	468,500	120,960	121,300
Interfund Transfers	7,790,207	30,952,500	10,928,526	10,927,681	6,551,946
<b>Total Revenue</b>	<b>12,111,443</b>	<b>34,879,658</b>	<b>21,447,714</b>	<b>14,306,727</b>	<b>9,454,544</b>
<b>Expenditures</b>					
General Government	359,046	6,721,251	7,709,894	4,261,436	0
Public Safety	606,584	2,561,731	767,689	672,506	765,944
Public Works	5,361,688	5,344,146	10,756,843	5,077,149	4,948,430
Health and Human Services	0	0	0	0	0
Culture and Recreation	380,351	779,258	1,236,638	629,770	886,770
Conservation and Development	5,686,887	14,554,353	7,871,237	2,508,596	5,541,234
Transfers and other expenses	967,588	1,071,479	2,654,817	3,336,985	1,097,000
<b>Total Expenditures</b>	<b>13,362,143</b>	<b>31,032,219</b>	<b>30,997,118</b>	<b>16,486,443</b>	<b>13,239,378</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-1,250,701</b>	<b>3,847,439</b>	<b>-9,549,404</b>	<b>-2,179,716</b>	<b>-3,784,834</b>
<b>Fund Balance, Beginning Year</b>	<b>6,749,570</b>	<b>5,498,869</b>	<b>7,789,986</b>	<b>9,346,308</b>	<b>7,166,592</b>
<b>Fund Balance, Ending Year</b>	<b>5,498,869</b>	<b>9,346,308</b>	<b>-1,759,418</b>	<b>7,166,592</b>	<b>3,381,758</b>

**PROPRIETARY FUNDS  
BUDGET SUMMARY**

	2017 Actual	2018 Actual	2019 Amended	2019 Estimated	2020 Requested
<b>Revenue</b>					
Taxes	511,562	511,576	511,547	511,547	516,662
Licenses and Permits	31,800	34,600	34,200	30,700	30,700
Intergovernmental	3,471,718	3,389,061	3,849,794	3,497,114	3,786,219
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	16,878,734	18,636,235	19,198,586	19,096,530	20,928,466
Fines and Forfeitures	18,388	0	5,000	5,000	5,000
Miscellaneous Revenue	700,499	824,569	653,822	748,881	1,148,990
Interfund Transfers	959,015	954,877	1,107,499	1,106,300	257,026
<b>Total Revenue</b>	<b>22,571,715</b>	<b>24,350,917</b>	<b>25,360,448</b>	<b>24,996,072</b>	<b>26,673,063</b>
<b>Expenditures</b>					
General Government	8,765,077	8,798,016	9,833,896	8,987,017	9,235,520
Public Safety	0	0	0	0	0
Public Works	7,817,516	8,043,525	10,352,949	9,818,896	13,878,087
Health and Human Services	0	0	0	0	0
Culture and Recreation	2,929	3,764	2,682	1,482	3,038
Conservation and Development	7,086	9,329	7,817	7,796	7,996
Transfers and other expenses	7,089,999	6,647,996	7,268,193	7,166,187	7,291,501
<b>Total Expenditures</b>	<b>23,682,608</b>	<b>23,502,630</b>	<b>27,465,537</b>	<b>25,981,378</b>	<b>30,416,143</b>
Excess of revenues over (under) expenditures	-1,110,892	848,288	-2,105,089	-985,306	-3,743,080
Fund Balance, Beginning Year	86,007,204	84,896,312	83,038,389	85,744,599	84,759,293
<b>Fund Balance, Ending Year</b>	<b>84,896,312</b>	<b>85,744,599</b>	<b>80,933,300</b>	<b>84,759,293</b>	<b>81,016,213</b>

**FIDUCIARY FUNDS  
BUDGET SUMMARY**

	2017 Actual	2018 Actual	2019 Amended	2019 Estimated	2020 Requested
<b>Revenue</b>					
Taxes	0	0	0	0	0
Licenses and Permits	0	0	0	0	0
Intergovernmental Revenue	0	0	0	0	0
Intergovernmental Charges for Services	0	0	0	0	0
Charges for Services	11,611	14,836	9,400	9,400	9,400
Fines and Forfeitures	0	0	0	0	0
Miscellaneous Revenue	165,529	512,912	24,000	30,500	30,500
Interfund Transfers	0	0	0	0	0
<b>Total Revenue</b>	<b>177,140</b>	<b>527,747</b>	<b>33,400</b>	<b>39,900</b>	<b>39,900</b>
<b>Expenditures</b>					
General Government	0	0	0	0	0
Public Safety	0	0	0	0	0
Public Works	0	0	0	0	0
Health and Human Services	13,334	16,898	750	750	1,000
Culture and Recreation	312,409	91,420	0	230,000	150,000
Conservation and Development	0	0	0	0	0
Transfers and other expenses	55	922	1,250	15,000	15,000
<b>Total Expenditures</b>	<b>325,797</b>	<b>109,241</b>	<b>2,000</b>	<b>245,750</b>	<b>166,000</b>
<b>Excess of revenues over (under) expenditures</b>	<b>-148,657</b>	<b>418,507</b>	<b>31,400</b>	<b>-205,850</b>	<b>-126,100</b>
<b>Fund Balance, Beginning Year</b>	<b>2,175,632</b>	<b>2,026,975</b>	<b>2,051,126</b>	<b>2,445,482</b>	<b>2,239,632</b>
<b>Fund Balance, Ending Year</b>	<b>2,026,975</b>	<b>2,445,482</b>	<b>2,082,526</b>	<b>2,239,632</b>	<b>2,113,532</b>

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>GENERAL FUND</b>					
<b>GENERAL GOVERNMENT</b>					
<b>Office of the Mayor</b>					
Mayor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant / Communications Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Office of the Mayor</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
No changes in 2020.					
<b>Office of the City Clerk</b>					
City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	0.81	1.00	1.00	1.00	1.00
Council/Licensing Clerk	1.00	1.00	1.00	1.00	1.00
Elections Specialist	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
<b>Total Office of the City Clerk</b>	<b>3.56</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>
No changes in 2020.					
<b>Office of the City Administrator</b>					
City Administrator	1.00	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00	0.00
Assistant to the City Administrator	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
<b>Total Office of the City Administrator</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
No changes in 2020.					
<b>Finance Department</b>					
Finance Director/Treasurer	1.00	1.00	1.00	1.00	1.00
Senior Accountant	0.00	0.00	0.00	1.00	1.00
Comptroller/Treasurer	1.00	0.00	0.00	0.00	0.00
Auditor/Analyst	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00
Accountant I	0.00	0.40	0.40	0.40	0.40
Clerk I	1.00	1.00	1.00	1.00	1.00
Confidential Secretary	1.00	0.00	0.00	0.00	0.00
Accounts Payable Clerk	0.00	1.00	1.00	1.00	1.00
Purchasing Agent	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>Total Finance Department</b>	<b>6.50</b>	<b>5.90</b>	<b>5.90</b>	<b>6.90</b>	<b>6.90</b>
No changes in 2020.					
<b>Human Resources Department</b>					
Director of H.R. and Labor Relations	1.00	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00	1.00
Benefit Administrator / Analyst	1.00	1.00	1.00	1.00	1.00
Confidential Secretary	1.00	0.00	0.00	0.00	0.00
Human Resources Generalist	0.00	1.00	1.00	1.00	1.00
Accountant I	<u>0.00</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>
<b>Total Human Resources Department</b>	<b>4.00</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>
No changes in 2020.					

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>Office of the City Attorney</b>					
City Attorney	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney I	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney II	0.00	0.00	0.40	0.40	0.40
Legal Assistant	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total City Attorney's Office</b>	<b>4.00</b>	<b>4.00</b>	<b>4.40</b>	<b>4.40</b>	<b>4.40</b>

No changes in 2020.

**PUBLIC SAFETY**

**Police Department**

Chief	1.00	1.00	1.00	1.00	1.00
Captain	3.00	3.00	3.00	3.00	3.00
Lieutenant	4.00	4.00	4.00	4.00	4.00
Sergeant	9.00	9.00	9.00	9.00	9.00
Detective	7.00	7.00	7.00	7.00	7.00
Police Officer	59.00	59.00	59.00	59.00	59.00
Office Supervisor	1.00	1.00	1.00	1.00	1.00
Communication Technician	1.00	1.00	1.00	1.00	1.00
Court Services Secretary	2.00	2.00	2.00	2.00	2.00
Community Service Officer	1.00	1.00	1.00	1.00	1.00
Community Service Officer Trainee (FTE)	1.00	1.00	1.00	1.00	1.00
Record Specialist Clerk	8.00	8.00	8.00	8.00	8.00
Time System Coordinator	1.00	1.00	1.00	1.00	1.00
Department Secretary	2.00	2.00	2.00	2.00	2.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00
Fleet Operation Mechanic	1.00	1.00	1.00	1.00	1.00
Property Officer	1.00	1.00	1.00	1.00	1.00
Digital Evidence Manager	1.00	1.00	1.00	1.00	1.00
MEG Unit Secretary	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>
<b>Total Police Department</b>	<b>104.40</b>	<b>104.40</b>	<b>104.40</b>	<b>104.40</b>	<b>104.40</b>

No changes in 2020.

**Fire Department**

Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00	1.00	2.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	0.00
Battalion Chief	4.00	4.00	4.00	4.00	4.00
Captain	5.00	5.00	5.00	5.00	5.00
Lieutenant	10.00	10.00	10.00	10.00	10.00
Fire Equipment Operator	15.00	15.00	15.00	15.00	15.00
Firefighter	18.00	18.00	18.00	18.00	18.00
Firefighter/Paramedic	14.00	14.00	14.00	14.00	14.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Transcriptionist/Data Entry Clerk	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
<b>Total Fire Department</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>	<b>70.50</b>

No changes in 2020.

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>Building Inspection</b>					
Building/Housing Inspector	2.00	2.00	2.00	2.00	2.00
Electrical/Heating Inspector	1.00	1.00	1.00	1.00	1.00
Plumbing/Environmental Inspector	1.00	1.00	1.00	1.00	1.00
Housing/Environmental Inspector	1.00	1.00	1.00	0.00	0.00
Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00
Building Inspection Specialist	1.00	1.00	1.00	1.00	1.00
Permit Clerk	1.00	1.00	1.00	1.00	1.00
Building Inspection Licensing Clerk	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Building Inspection</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
No changes in 2020.					
<b>PUBLIC WORKS</b>					
<b>Department of Public Works</b>					
<b>Administration</b>					
Director of Public Works	1.00	1.00	1.00	1.00	1.00
Business Manager	0.00	0.00	0.00	0.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	0.00
Clerk II	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total Public Works Administration</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Engineering</b>					
City Engineer	1.00	1.00	1.00	1.00	1.00
Civil Engineer / Project Manager	1.00	1.00	1.00	1.00	1.00
Assistant Engineer / Surveyor	1.00	1.00	1.00	1.00	1.00
Senior Engineering Technician	1.00	1.00	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00
GIS Project Specialist	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Engineering</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Municipal Service Building Administration / Maintenance</b>					
Superintendent - Facilities/Traffic	1.00	1.00	1.00	1.00	1.00
Leadman - Construction	1.00	1.00	1.00	1.00	1.00
Maintenance Worker V-Electric Lighting	1.00	1.00	1.00	1.00	1.00
Maintenance Worker V-Electric Signals	1.00	1.00	1.00	1.00	1.00
Maintenance Worker IV-Lead-Signs	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III-Craftsman	3.00	3.00	3.00	3.00	3.00
Maintenance Worker II-Signs	1.00	1.00	1.00	3.00	3.00
Maintenance Worker II-City Hall	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I-MSB	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I-MSB	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>	<u>0.50</u>
<b>Total MSB Administration/Maintenance</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>13.50</b>	<b>13.50</b>
<b>Streets and Sanitation</b>					
Superintendent - Streets/Sanitation	1.00	1.00	1.00	1.00	1.00
Supervisor - Streets/Sanitation	1.00	1.00	1.00	1.00	1.00
Maintenance Worker IV-Streets	1.00	1.00	1.00	4.00	4.00

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
Maintenance Worker III-Streets	7.00	7.00	7.00	2.00	2.00
Maintenance Worker II-Streets	14.00	14.00	14.00	11.00	9.00
Maintenance Worker I-Streets	5.00	5.00	5.00	3.00	3.00
Maintenance Worker IV-Sanitation	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III-Sanitation	8.00	8.00	8.00	8.00	8.00
Maintenance Worker IV-Sewer Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III-Sewer Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II-Sewer Maintenance	2.00	2.00	2.00	2.00	2.00
Maintenance Worker I-Sewer Maintenance	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II-Street Sweeping	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total Streets and Sanitation</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>38.00</b>	<b>36.00</b>

**Parks and Cemetery**

Superintendent - Parks - Forestry	1.00	1.00	1.00	1.00	1.00
Forester	0.00	0.00	0.00	1.00	1.00
Maintenance Worker IV - Arborist	0.00	0.00	0.00	1.00	1.00
Maintenance Worker IV - Parks	1.00	1.00	1.00	2.00	2.00
Maintenance Worker III - Parks	6.00	6.00	6.00	6.00	6.00
Maintenance Worker II - Parks	6.00	6.00	6.00	6.00	6.00
Maintenance Worker I - Parks	3.00	3.00	3.00	0.00	0.00
Administrative Assistant	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Parks and Cemetery</b>	<b><u>18.00</u></b>	<b><u>17.00</u></b>	<b><u>17.00</u></b>	<b><u>17.00</u></b>	<b><u>17.00</u></b>
<b>Total Department of Public Works</b>	<b>84.00</b>	<b>84.00</b>	<b>84.00</b>	<b>79.50</b>	<b>77.50</b>

2.00 FTE Streets and Sanitation Maintenance Worker II transferred to Recycling Utility Fund in 2020.

**CULTURE AND RECREATION**

**Senior Services**

Director of Senior Services	0.00	0.00	0.00	1.00	1.00
Senior Center Supervisor	1.00	1.00	1.00	0.00	0.00
Assistant Supervisor	0.00	1.00	1.00	0.00	0.00
Coordinator	0.00	0.00	0.00	1.00	1.00
Wellness Coordinator	1.00	0.00	0.00	0.00	0.00
Custodian	<u>0.28</u>	<u>0.28</u>	<u>0.28</u>	<u>0.28</u>	<u>0.28</u>
<b>Total Senior Services</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>

No changes in 2020.

**CONSERVATION AND DEVELOPMENT**

**Planning and Development**

Director of Planning and Development	1.00	1.00	1.00	1.00	1.00
Planning/Zoning Manager	1.00	1.00	1.00	1.00	1.00
Community Development Planner	1.00	1.00	1.00	1.00	1.00
Neighborhood Development Planner	1.00	1.00	0.00	0.00	1.00
Community/Economic Development Planner	0.00	0.00	1.00	1.00	0.00
Grant Coordinator	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
<b>Total Planning and Development</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>

The addition of a Grant Coordinator in 2020.

<b>TOTAL GENERAL FUND</b>	<b>295.24</b>	<b>295.43</b>	<b>295.83</b>	<b>292.33</b>	<b>291.33</b>
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**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>SPECIAL REVENUE FUND</b>					
<b>Mead Public Library</b>					
Director	1.00	1.00	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00	1.00
Manager	2.00	2.00	2.00	2.00	2.00
Librarian II	2.00	0.00	0.00	0.00	0.00
Librarian I	4.75	0.00	0.00	0.00	0.00
Librarian	0.00	6.75	8.00	7.75	7.75
Page Supervisor	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	0.00	0.00	0.00
Public Information Specialist II	1.00	1.00	0.00	0.00	0.00
IT Specialist	1.00	1.00	1.00	1.00	1.00
Communications Specialist	0.00	0.00	1.00	1.00	1.00
Maintenance Technician	0.00	0.00	2.00	2.00	2.00
Administrative Assistant/Volunteer Coordinator	0.00	0.00	1.00	1.00	1.00
Administrative Assistant I	1.00	1.00	0.00	0.00	0.00
Maintenance Technician I	1.00	1.00	0.00	0.00	0.00
Library Assistant III	5.00	5.00	0.00	0.00	0.00
Library Assistant II	1.00	1.00	0.00	0.00	0.00
Library Assistant I	5.75	5.75	0.00	0.00	0.00
Cataloger	0.00	0.00	3.00	3.00	3.00
Public Safety Specialist	0.00	0.00	1.00	1.00	1.00
Library Assistant	0.00	0.00	9.25	9.25	9.25
Cleaners	1.50	1.50	2.00	2.00	2.00
Library Page	<u>9.50</u>	<u>9.50</u>	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>
<b>Total Mead Public Library</b>	<b>39.50</b>	<b>39.50</b>	<b>39.75</b>	<b>39.50</b>	<b>39.50</b>
No changes in 2020					
<b>Municipal Court</b>					
Municipal Court Judge	0.50	0.50	0.50	0.50	0.50
Municipal Court Clerk	1.00	1.00	1.00	1.00	1.00
Office Clerk	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Municipal Court</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
No changes in 2020.					
<b>Ambulance</b>					
Firefighter/Paramedic	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
<b>Total Ambulance</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
No changes in 2020.					
<b>Cable Television</b>					
TV Program Director	1.00	1.00	1.00	1.00	1.00
TV Production Technician	<u>0.50</u>	<u>0.50</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
<b>Total Cable Television</b>	<b>1.50</b>	<b>1.50</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>
No changes in 2020.					
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>47.50</b>	<b>47.50</b>	<b>47.50</b>	<b>47.25</b>	<b>47.25</b>

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>PROPRIETARY FUNDS</b>					
<b>Recycling Utility</b>					
Maintenance Worker II	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2.00</u>
<b>Total Recycling Utility</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>
This fund is new in 2020.					
<b>Transit Utility</b>					
Director	0.70	0.70	0.70	0.70	0.70
Operator Supervisor	2.00	2.00	2.00	2.00	2.00
SET Supervisor	0.00	0.00	0.00	1.00	1.00
Lead Support - ADA Coordinator	2.00	2.00	2.00	1.00	1.00
Lead Dispatcher	1.00	1.00	1.00	1.00	1.00
Fill-In Dispatcher	1.00	1.00	1.00	1.00	1.00
Lead Mechanic	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00
Fixed Route Operator	28.00	28.00	28.00	28.00	28.00
Paratransit Operator	12.00	12.00	12.00	12.00	12.00
Hostler	1.25	1.25	1.50	1.50	1.50
Cleaner	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>
<b>Total Transit Utility</b>	<b>51.20</b>	<b>51.20</b>	<b>51.45</b>	<b>51.45</b>	<b>51.45</b>
No changes in 2020.					
<b>Parking Utility</b>					
Director Parking and Transit	0.30	0.30	0.30	0.30	0.30
Lead Worker I	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Parking Utility</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>
No changes in 2020.					
<b>Water Utility*</b>					
Superintendent	1.00	1.00	1.00	1.00	1.00
Utility Accountant	1.00	1.00	1.00	1.00	1.00
Distribution Supervisor	1.00	1.00	1.00	1.00	1.00
Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Customer Relations/Fiscal Supervisor	1.00	1.00	1.00	1.00	1.00
Utility Engineer	1.00	1.00	1.00	1.00	1.00
Engineer Technician	1.00	1.00	1.00	1.00	1.00
Lead Distribution Technician	0.00	0.00	1.00	1.00	1.00
Distribution Technician	6.00	6.00	5.00	5.00	6.00
Lead Operations Technician	1.00	1.00	1.00	1.00	1.00
Operator	5.00	5.00	5.00	5.00	5.00
Operations Technician	2.00	2.00	2.00	2.00	2.00
Utility Support Specialist	4.00	4.00	4.00	4.00	4.00
Lab Technician	1.00	1.00	1.00	1.00	1.00
Lead Service Technician	1.00	1.00	1.00	1.00	1.00
Service Technician	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
<b>Total Water Utility</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>31.00</b>

An increase of 1.00 FTE in 2020. \*Approval authorized by the Board of Water Commissioners.

**PERSONNEL SCHEDULE  
AUTHORIZED PERMANENT POSITIONS 2017 - 2020**

	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Amended</u>	<u>2019 Estimated</u>	<u>2020 Executive</u>
<b>Wastewater Utility</b>					
Superintendent	1.00	1.00	1.00	1.00	1.00
Industrial Wastewater Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Engineer	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Process System/OPCO	1.00	1.00	1.00	1.00	1.00
Electromechanical Technician	1.00	1.00	1.00	1.00	1.00
Laboratory Technician	1.00	1.00	1.00	1.00	1.00
Plant Maintenance Mechanic	3.00	3.00	3.00	3.00	3.00
Operator III	1.00	1.00	1.00	2.00	2.00
Operator I	1.00	1.00	1.00	2.00	2.00
Clerk Typist	1.00	0.00	0.00	0.00	0.00
Clerk IV / Administrative Assistant	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Wastewater Utility</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>
No changes in 2020.					
<b>TOTAL PROPRIETARY FUND</b>	<b>96.50</b>	<b>96.50</b>	<b>96.75</b>	<b>98.75</b>	<b>101.75</b>
<b>INTERNAL SERVICE FUNDS</b>					
<b>Information Technology</b>					
IT Director	1.00	1.00	1.00	1.00	1.00
Systems Analyst	2.00	2.00	2.00	2.00	2.00
Network Administrator	1.00	1.00	2.00	1.00	1.00
PC Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Information Technology</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>
A reduction of 1.00 FTE Network Administrator position (unfilled) in 2020.					
<b>MOTOR VEHICLE FUND</b>					
<b>Motor Vehicle</b>					
Equipment Service Supervisor	1.00	1.00	1.00	1.00	1.00
Master Certified Truck Mechanic	1.00	1.00	1.00	1.00	1.00
Certified Truck Mechanic	6.00	3.00	3.00	2.00	2.00
Truck Mechanic	0.00	1.00	1.00	1.00	1.00
Service Mechanic II	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
<b>Total Motor Vehicle</b>	<b>8.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
No changes in 2020.					
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>13.00</b>	<b>11.00</b>	<b>12.00</b>	<b>11.00</b>	<b>11.00</b>
<b>TOTAL PROPRIETARY FUNDS</b>	<b>109.50</b>	<b>107.50</b>	<b>108.75</b>	<b>109.75</b>	<b>112.75</b>
<b>TOTAL CITY FUNDS</b>	<b>452.24</b>	<b>450.43</b>	<b>452.08</b>	<b>449.33</b>	<b>451.33</b>