



TO: FINANCE COMMITTEE MEMBERS

FROM: MARYANNE GROAT

DATE: NOVEMBER 5, 2014

SUBJECT: 2015 Fee and License Schedule

Purpose: To evaluate the 2014 fee and license schedule and make modification recommendations for the 2015 budget.

Facts:

The Finance Committee at the November 11th meeting approved the 2014 fee schedule. The schedule did not include an increase for the airport hangar fees as the Airport Committee had not yet made a recommendation. At the November 12th Airport Committee the recommendation of a 1.5% increase was unanimously supported. Please see the schedule attached. If approved by Finance, these adjustments will be incorporated in the full schedule which will be considered by Council on November 25th.

**CITY OF WAUSAU
COMPREHENSIVE FEE SCHEDULE**

DEPARTMENT: AIRPORT

FEE, LICENSE, PERMIT, CHARGES DESCRIPTION	CURRENT RATE	DATE OF LAST INCREASE	PROPOSED RATE	MAXIMUM RATE ALLOWED BY LAW
FEE, LICENSE, PERMIT, CHARGES DESCRIPTION				
DEPARTMENT: AIRPORT				
T-hangars 1-10	\$86.79	2014	\$ 88.09	
T-hangars 12-14 & 17-19	\$115.69	2014	\$ 117.43	
T-hangar 15	\$173.55	2014	\$ 176.15	
T-hangar 11, 16, 20	\$130.17	2014	\$ 132.12	
T-hangars 21 & 30	\$144.62	2014	\$ 146.79	
T-hangars 22-24 & 27-29	\$126.57	2014	\$ 128.47	
T-hangars 25 & 26	\$173.55	2014	\$ 176.15	
T-hangars 31 & 40	\$151.75	2014	\$ 154.03	
T-hangars 32-34 & 37-39	\$134.35	2014	\$ 136.37	
T-hangars 35 & 36	\$184.16	2014	\$ 186.92	

DEPARTMENT	POSITION	ANNUAL SALARY	BENEFIT AMOUNT	VACANCY DATE	TARGET FILL DATE
Engineering	Director of Public Works & Utilities	\$95,000 +/-	\$45,600	06/20/2014	01/19/2015
Engineering	Administrative Assistant I	\$28,014 (min) to \$35,107 (mid)	\$13,447 to \$16,851	11/20/2014	under review
Public Works	Electrical Worker III	\$40,267 (min) to \$50,334 (mid)	\$19,731 to \$24,160	10/26/2014	12/01/2014
Inspections	Plumbing Inspector	\$43,298 (min) to \$54,123 (mid)	\$20,783 to \$25,979	11/07/2014	12/01/2014
Police	Police Officer	\$45,585.47	\$21,881	08/16/2014	01/05/2015
Police	Police Officer	\$45,585.47	\$21,881	07/14/2014	01/05/2015
Police	Police Officer	\$45,585.47	\$21,881	06/13/2014	01/05/2015
Police	Police Officer	\$45,585.47	\$21,881	09/16/2014	01/05/2015
Police	School Crossing Guard	\$6156.80 +/-	n/a	09/16/2014	11/24/2014
Fire	Firefighter/Paramedic	\$48,524.00	\$23,292	03/23/2014	01/05/2015
Fire	Firefighter/Paramedic	\$48,524.00	\$23,292	12/17/2014	01/05/2015
Fire	Firefighter/Paramedic	\$48,524.00	\$23,292	12/19/2014	01/05/2015
Fire	Firefighter/Paramedic	\$48,524.00	\$23,292	12/30/2014	01/05/2015
Metro Ride	Bus Operator I	\$20,732.40 +/-	\$9,952	06/03/2014	12/15/2014

RESPONDING TO PUBLIC INPUT ON THE CITY BUDGET

Goal: To have an orderly consideration of possible changes to the 2015 city budget with accurate cost information that people can view in advance of the discussion.

Why?: Through a series of emails, phone calls, editorials, letters-to-the-editor, comments at public hearings and community survey responses, citizens have expressed their concerns about the impact of the city's high rate of taxes on economic growth in general and their concerns about the proposed 4.2% tax increase for 2015 in particular. As representatives of the people, we have a duty to make a good faith effort to address their concerns.

Process Outline:

1. Brainstorm a list of possible budget reductions.
 - a. Council members have been asked to email their ideas to the finance committee chairman by Friday, November 14th.
 - b. The list will be compiled for review at a special meeting of the finance committee on Tuesday, November 18th, and crafted into a written amendment for consideration by the full council on November 25th.
 - c. Between November 18th and November 21st, city staff will be asked to research and compute the dollar values associated with each change listed in the resolution.
2. Introduce the resolution as an amendment to the budget proposal on November 25th.
3. With the amendment on the floor, consider one-at-a-time amendments to the amendment to strike items on the brainstormed list.
4. Vote on the amendment as amended.
5. Vote on the 2015 budget as amended (or not amended).

Rules: For the committee meeting, the standard rules of brainstorming sessions will apply. All ideas will be welcome. Criticism of ideas will not be allowed. Everyone will get the opportunity to strike provisions they do not like at the council meeting. The purpose of the special meeting is to develop a written list of possible changes with accurate cost estimates.

Caveats: It is possible to make a series of minor cuts here and there and have them add-add up to a fair amount of one-time savings. However, to have material savings in the long-run while preserving or enhancing the quality of services requires, strategic changes in the way we do business will be required. Budgets are the place where strategic changes get made.

Compromise: We will all come to this processes with different preferences and slightly different interpretation of what the voters have asked us to do. It should also be recognized that a budget must be passed in a timely manner. Do not let "the perfect" become the enemy of "the good." Let's approach this process in the spirit of mutual respect and accommodation. We need to get the people's work done on time.

Prepared by: Keene Winters
November 13, 2014

LIST OF POSSIBLE CHANGES TO THE BUDGET

Dollars	FTE	Department	Description of Change
\$985,000	2.42	CURRENT BUDGET PROPOSAL	
-\$24,500	-0.50	G Assessment	Roll back the 0.5 FTE Property Appraiser added during 2014
-\$16,000	-0.38	G Finance	Roll back the 0.38 FTE Payroll Clerk added during 2014
\$14,000		G Finance	Audit of Community Development Department
\$250,000		G Finance	Budget for possible revenue concessions to the downtown mall
\$0		G Various	Eliminate all Department Level Budgets for Legal Services
-\$6,000		G Unclassified	Cut cleaning services of City Hall in half
\$0		G Assessment	Eliminate all Assessment Department Staff and obtain the services from a contract vendor*
\$0		G Various	Limit committee meetings to one-hour to save on staff time.
\$16,200		G Public Access	Fund public access TV coverage of all council committee meetings
\$233,700	-0.88	Subtotal – General Government	
-\$29,000	-0.75	C Community Development	Roll back the 0.75 FTE Administrative Assistant added during 2014
-\$160,000		D Debt Service	Defer borrowing and reduce debt service for the Schluenberg Pool Project
-\$160,000		D Debt Service	Defer borrowing and reduce debt service for the Memorial Pool Project
-\$320,000		Subtotal – Debt Service	
-\$45,000		P Motor Pool Fund	One-time transfer from the Motor Pool Fund to the General Fund to reflect lower fuel prices
-\$5,000		O Airport	Reduce increase in subsidy for Airport Operations from \$10,000 to \$5,000
-\$15,000		O Parks	"Rough cut" or reduce grass cutting in the smallest one-third of the parks
-\$25,000		O Parks	Reduce Parks Department budget to compensate for transferring 400 Block expenses to a segregated fund
-\$25,000		O Public Works	Eliminate the large item pick-ups
-\$25,000		O Public Works	Eliminate neighborhood leaf pick-up
-\$135,000		O Refuse / Remediation	Go to bi-weekly garbage pick-up. (Current contract runs through August)
-\$21,200		O Public Works	Put up no holiday decorations this year
-\$251,200		Subtotal – Other Government Services	
-\$71,000		PS Fire	Defer hiring four vacant firefighter positions for three months
-\$41,800	-1.00	PS Inspections	Roll back 1.00 FTE Property Inspector when all inspections are combined under the Fire Department by 3/30/2015**
-\$5,500	-0.12	PS Inspections	Reduce 0.12 FTE Administrative Assistant (Currently filled by a Temp).
-\$66,000		PS Police	Defer hiring two vacant police positions for six months
-\$184,300	-1.12	Subtotal – Public Safety	
-\$595,800	-2.75	TOTAL PROPOSED CHANGES	
\$389,200	-0.33	BUDGETED LEVY CHANGE AFTER ALL PROPOSED CHANGES	

* Average annual savings of an estimated \$150,000 may be possible. However, there will be an up-charge in the year of any revaluation. It may not be possible to save money in 2015 and still have a revaluation

** This is the savings for reduction of 1 position for ¾ of a year. If implemented and 2.0 FTE are removed from the 2016 budget, there will be an additional \$91,000 in savings

Random thoughts on ways to cut costs, find efficiencies & raise revenues. Cannot attest to the viability / feasibility / value / intelligence of many of these, so they're not all presented here as proposals — but to contribute to the discussion:

- Concentrate much more on finding expense reductions in administration, processes, overhead, physical plant, manpower, payroll, materials, redundancies and growth plans, rather than looking primarily at reductions in service or new fee-based revenue sources.
- Switch to bi-weekly general trash pickup. Those who prefer or require weekly service (restaurants, businesses, office buildings, health care, multi-family facilities, senior housing) can pay fee for additional service and their trash containers can be a different color or have a large sticker. Could be serial-coded / RFID-tagged to prevent theft.
- Spring large item pickup is an annual circus, often abused by dumpers and residents and managers of multi-family dwellings. Institute a fee — only items with purchased tags can be placed at curb. Serialize tags and provide space to write item description to prevent theft and re-use. This program would not prevent all abuse, but would raise some revenue.
- Since personnel-related costs account for much of the tax hike, then concentrate on staffing options (reduced hours, part-time where possible, contract workers).
- Set up a round-robin program of a period of reduced hours for full-time employees (hourly and salaried) to 36 hours ... still considered full-time and retaining benefits, but a 10% drop in salary for the designated time period (i.e., 6 weeks or 3 months). Rotate all employees so the reduction is shared throughout departments by each employee. Bottom line: 1.25% - 2.5% overall department full-time salary reduction while retaining full-time workers. The lowered pay is somewhat offset by the additional four

hours of personal time employees will have each week in their period. The 6 weeks needn't be contiguous ... just any 6 weeks in the year.

- Discontinue COLAs; few people in the real world of our community receive those anymore
- Sell our over-sized buses and transition to smaller, more efficient transit vehicles that better fit our needs / demand
- Some seasonal and / or contract workers for DPW to reduce full-time overhead
- Scratch the two new police hires or offer severance packages for voluntary early retirement
- Look for a health care plan similar to what Joe Citizen has; maybe explore PPACA exchange
- Use stop-and-check patrol model to strictly enforce pet license laws; police can routinely do this
- Sell prime city-owned properties to grow tax base
- Cede sub-prime city-owned properties to best RFP respondents
- Seize and auction condemned properties and require minimum buyer-financed upgrades
- Charge other communities for public safety calls on their turf
- Ask dept. heads to set goals to reduce material needs, physical overhead, operational expenses, paper reduction, utilities, thermostat settings, lighting, etc.
- Institute incentive programs for staff to uncover savings opportunities
- Police and fire budgets are among our largest and can likely be whittled down — some personnel adjustments in the form of reduced hours, part-timers and contracted labor. And review fleet needs for surplus and downsize.
- DPW may have room for cuts related to redundant or non-used equipment and vehicles.
- As final designs for the Thomas Street west project are developed, find new efficiencies there. And the east

portion has room for significant reduction in scope.

- Help defray maintenance costs by securing long-term visible sponsorships of high-profile public park and recreation facilities and amenities (ice rinks, Sylvan Hill, Athletic Park kids' addition, pools, Marathon Park amphitheater, pavilion, East Gate Hall, hockey arena, etc.)
- Sell the airport with covenant ensuring public access
- Seek buyer / developer for Wausau Center
- Phase out NTC funding or share profits if any
- Put two pool projects on hold until we see usage trends for new Kaiser pool that would indicate potential demand for the others to be upgraded
- Annual police auction (confiscated & unclaimed bikes, property and vehicles)
- Institute traffic "red zones" for strict speed limit enforcement (and issue citations) in school zones and designated thoroughfares. Also helps promote a bicycle-friendly Wausau.
- Require Wausau public workers to live in Wausau so they contribute to the tax base. Any current non-resident employees can have a grace period to relocate or face salary reductions or pay a non-resident fee.
- Determine if there are any city garages or similar city-owned buildings that could become profit centers as public storage for boats, RVs and trailers.
- May be a dumb question, but is there any way to consolidate TIF districts to ease debt service pressures?
- Require needs-based pre-authorization of all overtime
- Annex Schofield
- Consolidate Everest Metro & Wausau Police ("Metro Police")
- Pursue other shared services with surrounding communities (fire, streets / DPW, sewer, waste water, etc.)
- Shelve the proposed way-finder signage program; consider lamp post banner system instead

CONSOLIDATE CITY INSPECTIONS

Right now, the City of Wausau, has two inspections units. There are 2.0 FTE positions in the Fire Department to conduct fire inspections of buildings and 5.5 FTE positions in the Department of Public Works to conduct building and property inspections. The units should be combined under the supervision of the fire department.

Four months ago, the City of LaCrosse implemented this consolidation. Such a program can save money by reducing the number of positions exclusively dedicated to inspections and making better use of the down-time that firefighters have.

Such a program has additional advantages:

- Inspections schedules of the two units can be coordinated for the convenience of building owners and tenants.
- The fire department will build up a greater familiarity with the existing building stock, especially those buildings most likely to be problems.
- The fire code has tougher sanctions than the property code. Coordination of those two inspection allows us to engage the right public protections for the right circumstances.

The consolidation of these units should allow the city to reduce its workforce by 1.0 FTE inspector in 2015 and an additional 1.0 FTE inspector in 2016 through attrition while still implementing the rental unit licensing program.