

DEPARTMENT

PUBLIC WORKS
FUND 10 – GENERAL GOVERNMENT

Program Description

The Public Works Department is responsible for maintaining public property including roadways, catch basins, curb and gutters, sidewalks, greenbelt management; sign installations and maintenance, signal maintenance for the Village owned traffic signal at the intersection of Washington Street and Kettle Moraine Drive, and maintenance of the Village owned facilities and parking areas. The Department also provides engineering services, plan reviews and support for new developments and other capital improvement projects.

Recent DPW goals include performing more maintenance activities utilizing in-house staff and comparing the estimated cost of these services to the expense to contract these services out with the ultimate goal of providing taxpayers with high quality work for the least cost.

2015 Accomplishments

- Continued with the annual crack filling program.
- The Public Works Department placed 115 tons of asphalt pavement patches so far this year at a total cost of almost \$5,500 which resulted in a savings to the Village of between \$25,000 and \$40,000 when compared to contracting this work out. A couple of the larger patches were placed along Oak Terrace and Nordic Lane at locations where pavement failure occurred.
- Public Works reconstructed or repaired 20 manholes throughout the Village at a cost of \$8,000. This resulted in a savings to the Village of nearly \$30,000 this year when comparing the costs to contracting this work out.
- Improvements in shouldering rural roadways have resulted in annual cost savings of \$2,000 annually.
- Completed the reconstruction of Scenic Avenue, Scenic Court and Central Avenue.
- Completed construction of a new sidewalk along Kettle Moraine Drive North from Forestview Drive to the new bridge over Interstate 41.
- Replaced the street name signs at the intersection of Kettle Moraine Drive and Washington Street with larger, more visible signage.

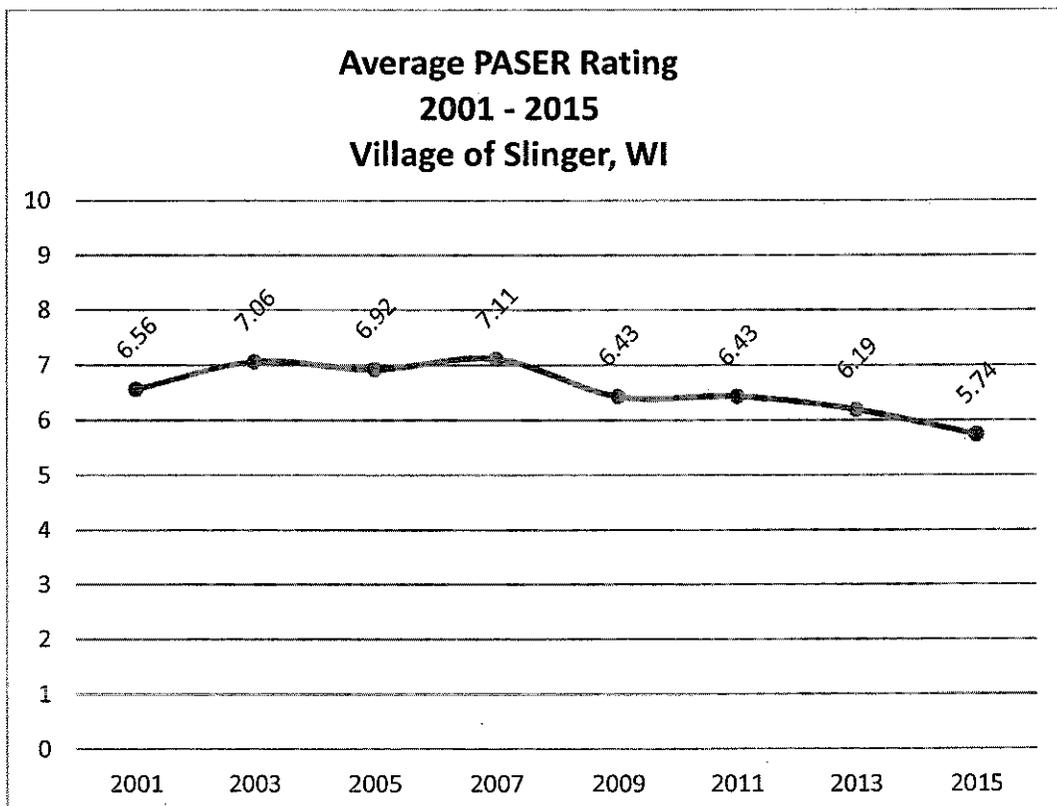
2016 Objectives

- Continue implementation of the Safety and Personal Protection Equipment program.
- Continue with the inventory and upgrade of street signage throughout the Village.
- Continue to expand the asphalt pavement patching program while repairing more utility structures with Slinger operators.
- Begin an in-house replacement and patching of concrete sidewalks and curb and gutter in areas requiring smaller replacements.

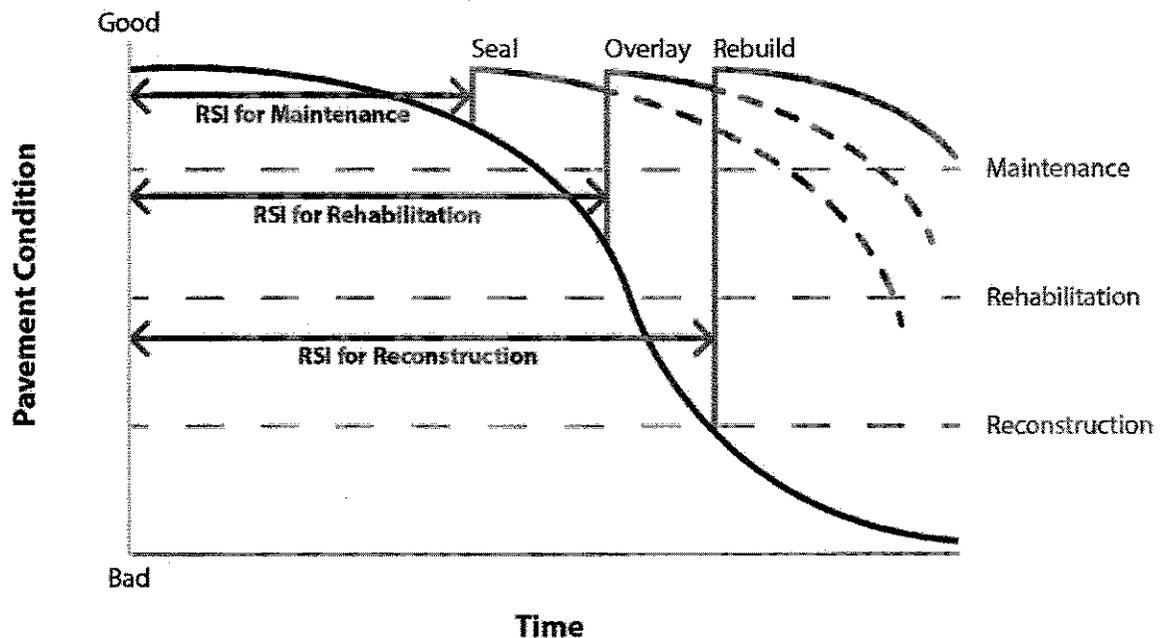
Village PASER Ratings

All of the Village’s nearly 29 centerline miles (69.5 lane miles) of roadways were re-rated for pavement condition in 2015. The ratings will be reported to the Wisconsin Department of Transportation prior to the end of the year as required every odd year.

The overall average roadway rating has dropped every year since the high of 7.11 was reached in 2005. The current average road rating is 5.74 which is a decrease of nearly 20% in less than 10 years. The overall average road rating between 2001 and 2015 is shown on the chart below.



The Village really must devote more resources to address the road network with a significant road program to address the decline in overall rating before roadway conditions become too bad to address with even moderate rehabilitation. If left too long the Village will be faced with the need to reconstruct a majority of its roadway system. When new, roadways benefit from routine and minor routine maintenance, which the Village has been doing a good job of addressing over the past decade. However, we are facing the need to spend significantly more resources than has been allocated in previous years. Below is a graph that illustrates the life cycle of a typical roadway.



SOURCE: Pavements Never Die, They Just Get Service" 6 January 2014. <http://www.pavementinteractive.org>

Please note that the overall Slinger road rating is now nearing the range between rehabilitation and reconstruction on the graph above. As you look at the graph you will also note that this zone is in the region where roadway deterioration accelerates and cannot be counteracted by maintenance or minor rehabilitation. During this past rating period, some of the roads have decreased in rating by one or two full ratings.

Staffing

Position	FTE (Full-Time Equivalent)
Village Engineer/Director of Public Works	1
Superintendent of Utilities/Public Works	1
DPW Operator	2

Salary and Wage Distributions

The Village Engineer/Director of Public Works earns an annual salary of \$82,243. This amount is divided as follows:

Public Works	10%
Electric Utility	40%
Sewer Utility	20%
Stormwater Utility	10%
Water Utility	20%

The Superintendent of Utilities/Public Works earns an annual salary of \$70,504. This amount is divided as follow:

Highway & Streets	20%
Sewer Utility	30%
Water Utility	20%
Central Equipment	10%
Stormwater Utility	20%

The two DPW Operators earn an hourly wage ranging from \$19.19 to \$24.04. With each position scheduled a full 2080 hours for the year, total wages equal \$89,919. These positions are paid by the following departments, with the amount under “Utilities Support” divided equally among the Village’s four utilities:

Highway & Streets	60%
Recycling Program	20%
Central Equipment	10%
Central Services	10%

Account Detail

53100-300 – Admin Supplies & Expense: This account pays for manuals, training, memberships and conferences as well as miscellaneous mapping.

53100-305 – Public Works Safety Supplies: This expense pays for the safety supplies that are used through all Village departments.

53100-310 – Central Services: This is the Public Works department’s portion of administrative and support costs, as discussed under Fund 76, Central Services.

53300-300 – Highway/Street Supplies & Expenses: This amount is for asphalt, salt, patch and filling materials and other items associated with street repair and maintenance. The increase in this account is due to anticipated cost increases for these items.

53300-345 – Central Equipment: This is the Public Works department’s payment for the use of municipally owned vehicles and equipment.

53631 accounts – Recycling: These expenses are recorded and monitored in distinct categories to provide accurate reporting as required by the Department of Natural Resources’ recycling grant criteria.

2016 PROPOSED BUDGET

PUBLIC WORKS

	2014 ACTUAL 12/31/2014	2015 ACTUAL 7/31/2015	2015 PROJECTED YEAR-END	2015 AMENDED BUDGET	2016 PROPOSED BUDGET	%CHANGE BUDGET
100-53100-101-000 PUBLIC WORKS ADMIN SALARY	22,070.76	13,004.97	22,294.23	19,298.61	8,225.00	-57.38%
100-53100-102-000 PUBLIC WORKS ADMIN SEC WAGES	44.34	-	3,682.98	3,682.98	-	-100.00%
100-53100-130-000 PUBLIC WORKS ADMIN S/SECURITY	1,567.57	925.71	1,854.00	1,920.74	630.00	-67.20%
100-53100-132-000 PUBLIC WORKS ADMIN RETIREMENT	1,548.15	884.27	1,568.00	1,624.45	543.00	-66.57%
100-53100-133-000 PUBLIC WORKS ADMIN BENEFITS	13,451.79	3,585.31	14,794.00	14,794.00	15,830.00	7.00%
100-53100-300-000 P/ W ADMIN SUPPLIES & EXP	1,239.08	753.25	1,291.29	1,500.00	1,500.00	0.00%
100-53100-305-000 PUBLIC WORKS SAFETY SUPPLIES	6,578.13	5,748.75	7,500.00	5,000.00	7,500.00	50.00%
100-53100-310-000 PUBLIC WORKS CENTRAL SERVICES	31,470.00	15,940.00	31,880.00	31,880.00	31,880.00	0.00%
100-53300-101-000 HWY.&STR.MAINT DEPT HEAD WAGE	16,505.33	10,024.70	17,185.20	4,166.12	14,101.00	238.47%
100-53300-102-000 HWY.&STR.MAINT FULL TIME WAGES	39,156.34	20,838.13	35,722.51	46,276.44	53,952.00	16.59%
100-53300-130-000 HWY.&STR.MAINT S/SECURITY	3,987.69	2,218.03	3,802.34	4,030.75	5,206.00	29.16%
100-53300-132-000 HWY.&STR.MAINT RETIREMENT	3,896.11	2,098.68	3,597.74	4,233.28	4,492.00	6.11%
100-53300-133-000 HWY.&STR.MAINT BENEFITS	17,526.42	8,371.56	17,512.00	17,512.00	18,738.00	7.00%
100-53300-300-000 HWY.&STR.MAINT SUPPLIES & EXP	99,252.10	48,711.27	83,505.03	85,000.00	85,000.00	0.00%
100-53300-345-000 HWY&ST CENTRAL EQUIPMENT	44,237.00	37,683.00	49,545.00	49,545.00	56,229.00	13.49%
100-53400-300-000 ROAD RELATED SIGNS	3,120.41	4,306.49	7,500.00	7,500.00	6,883.00	-8.23%
100-53420-220-000 STREET LIGHTS UTILITY SERVICE	69,130.50	29,518.25	59,036.71	72,000.00	70,000.00	-2.78%
100-53430-300-000 SIDEWALKS SUPPLIES & EXP	3,230.19	-	3,000.00	3,000.00	3,000.00	0.00%
100-53620-200-000 REFUSE & GARBAGE CONTRACT	265,916.54	125,443.21	265,000.00	265,000.00	265,000.00	0.00%
100-53631-101-000 RECY COLL DEPT HEAD SALARIES	2,183.35	1,422.61	2,438.76	3,332.89	-	-100.00%
100-53631-102-000 RECY COLL FULL TIME WAGES	10,965.74	6,819.49	11,690.55	8,083.53	17,984.00	122.48%
100-53631-130-000 RECY COLL S/SECURITY	941.45	593.40	1,017.26	954.95	1,376.00	44.09%
100-53631-132-000 RECY COLL RETIREMENT	920.34	560.44	960.75	874.15	1,187.00	35.79%
100-53631-133-000 RECY COLL BENEFITS	3,572.00	2,462.30	4,221.09	3,039.00	3,252.00	7.01%
100-53631-200-000 RECY COLL CONTRACT SERVICES	46,493.56	23,100.19	45,000.00	45,000.00	45,000.00	0.00%
100-53631-300-000 RECY COLL SUPPLIES & EXP	3,216.32	(166.91)	500.00	500.00	500.00	0.00%
100-53631-345-000 RECY COLL CENTRAL EQUIPMENT	7,823.00	4,302.00	8,605.00	8,605.00	11,027.00	28.15%
TOTAL EXPENDITURES	720,044.21	369,149.10	704,704.44	708,353.89	729,035.00	2.92%

DEPARTMENT**CAPITAL PROJECTS
FUND 50****Program Description**

This fund is used to finance major items such as streets and other construction projects. Revenues are generated primarily through the tax levy, grants, or borrowings for specific items. The fund's levy amount remains at its 2015 level of \$100,000 for 2016.

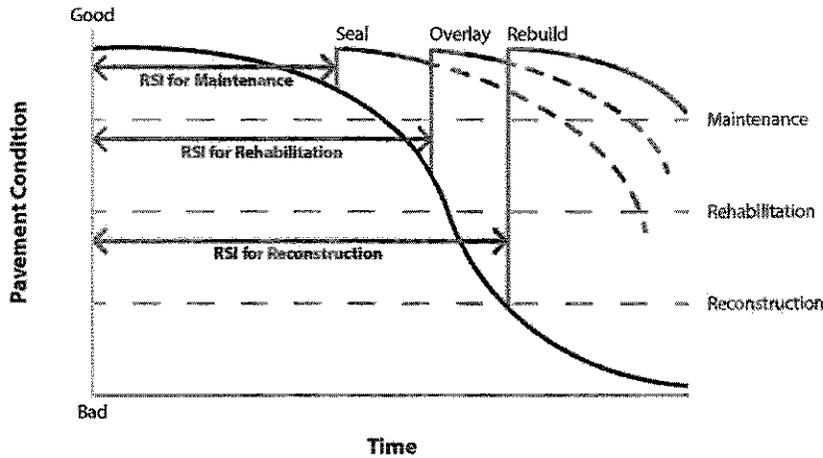
The Village continues to implement the comprehensive Capital Improvement Plan initiated in 2014 to provide better overview of all capital-related projects scheduled in each of the Village's departments or utilities. In accordance with best practices recommended by the Government Finance Officers Association, the capital budget is adopted by the Village Board as a component of the annual operating budget.

The Capital Improvement Plan includes a summary of all planned projects with individual plan summaries for each department and utility. The plan document is located in this section of the annual budget to place further emphasis on the importance of coordinating capital planning efforts.

The Village roads and street infrastructure are one of the most important priorities for the Capital Projects fund. Up to and including 2016, the Village has been able to devote only minimal resources to this priority due to constraints placed on Village budgets by the large portion of equalized value located in Tax Increment District (TID) #3. The termination of TID #3 that took place in 2015 will return approximately 26% of the Village's tax base and create a significant increase in available levy. The Village has committed to dedicating much of this increase to its roads program.

Road Ratings

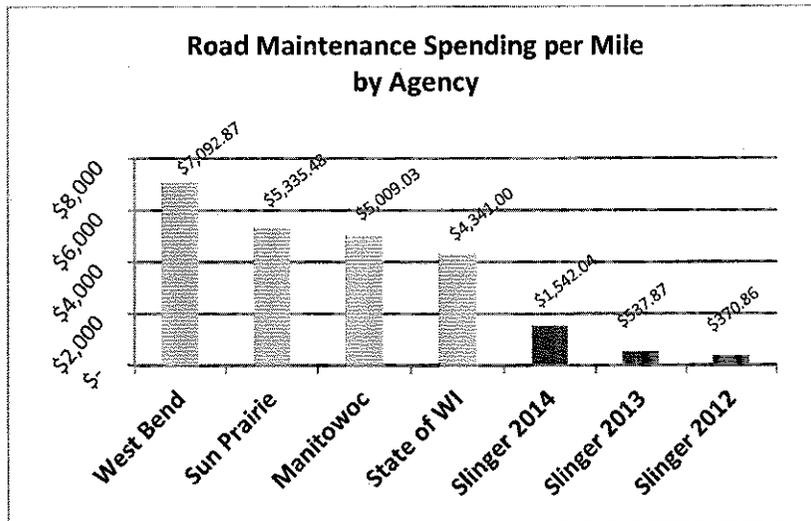
Attached is the spreadsheet that includes updated road ratings for all Village roadways. The road ratings were completed earlier this year and are reported to the Wisconsin Department of Transportation every odd-numbered year. The Village has approximately 29 centerline miles of roadways in its system and the overall road rating is currently 5.74. This overall rating has fallen from a high of 7.11 in 2007 to the current low of 5.74, representing a decrease of nearly 20% in less than 10 years and placing the overall average roadway at the beginning of the quickest deterioration on the pavement deterioration curve shown below.



SOURCE: Pavements Never Die, They Just Get Service" 6 January 2014. <http://www.pavementinteractive.org>

There currently exist 38 roadways that are rated at a “3” or lower on the Wisconsin DOT’s PASER (Pavement Surface Evaluation and Rating) scale. This is up from 29 just two years ago which seems to indicate that the roadway deterioration is proceeding at an increasing rate.

According to an article in the Saturday, February 14, 2015 West Bend Daily News, the Village of Slinger is spending significantly less on road maintenance than both the state of Wisconsin and neighboring communities. I reviewed the data and prepared the chart below to compare Slinger spending with that of the state and the communities that the paper reviewed.



As shown on the chart, Slinger has spent between \$10,000 and \$45,000, with the higher amounts being spent in the last couple of years alone, while other communities and the state of Wisconsin would have spent between \$125,000 and \$200,000 for maintaining a road network of Slinger’s size. Staff is recommending funding a road program of \$250,000 per year to catch up on maintenance that has been delayed due to budgetary considerations.

2015 Accomplishments

The major accomplishment for 2015 was reconstructing Scenic Avenue, Central Avenue and Scenic Court. The project included replacing water main along Scenic Avenue that had numerous water main breaks along Scenic Avenue, replacing asbestos-cement water main along Central Avenue and lowering the storm sewer along Scenic Avenue that created a large bump along the length of Scenic Avenue.

2016 Goals

The rehabilitation of Glacier Pass between Lou's Way and Lover's Lane is the one, major project scheduled for 2016. This road was selected for rehabilitation in 2016 as it is rated at a "3" on the PASER scale and because of the traffic volume that is on the roadway. Peak traffic is on this roadway in the morning and afternoon due to school and during the little league and football season. This project is preliminarily estimated at \$360,000 and staff is applying for Local Road Improvement funding to help pay for a portion of the cost.

Long-Range Planning

The Capital projects 5-year improvement plan is included to this discussion. Significant improvement projects are proposed for the St. Paul Subdivision in 2017, including St. Paul Drive, Fairview Court and Woodview Court; Hartford Road/James Street area in 2018, the Rauh Subdivision in 2019, including Charolais Drive, Century Court, Whitetail Court and Guernsey Court; and Howard Avenue in 2020. Improvement plans for the Stormwater Utility, Water Utility and Sewer Utility are included to the long range planning.

Five-year plans are also included for Central Equipment, Police Equipment, Central Services, Library, Parks and the Electric Utility.

Fund Balance

The Capital Projects fund ended the 2014 budget year with a fund balance of \$95,595. Revenues projected through the end of 2015 equal \$100,295 and expenses projected through the end of 2015 equal approximately \$167,462. This will give the Capital Projects and Equipment funds an estimated fund balance of \$28,428 on 12/31/15.

While the projected fund balance is relatively lower than in prior years, it is reflective of the increased activity the Village is already conducting for road projects

**2016 PROPOSED BUDGET
CAPITAL PROJECTS**

	2014 ACTUAL 12/31/2014	2015 ACTUAL 7/31/2015	2015 PROJECTED YEAR-END	2015 AMENDED BUDGET	2016 PROPOSED BUDGET	%CHANGE BUDGET
500-41110-000-000 REAL & PERSONAL PROPERTY TAX	75,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%
500-42300-000-000 STREET IMPROVEMENTS	-	-	-	-	-	n/a
500-45210-000-000 AWARDS & DAMAGES	-	94.44	161.90	-	-	n/a
500-48120-000-000 CAP PROJECTS INTEREST INCOME	263.44	126.36	216.62	400.00	400.00	0.00%
500-49230-000-000 TRANSFER FROM RESERVES	-	-	-	84,600.00	-	-100.00%
TOTAL REVENUES	75,263.44	100,220.80	100,378.51	185,000.00	100,400.00	-45.73%

**2016 PROPOSED BUDGET
CAPITAL PROJECTS**

	2014 ACTUAL 12/31/2014	2015 ACTUAL 7/31/2015	2015 PROJECTED YEAR-END	2015 AMENDED BUDGET	2016 PROPOSED BUDGET	%CHANGE BUDGET
500-57100-000-908 ELM STREET RECONSTRUCTION	18,369.30	-	-	-	-	n/a
500-57100-000-909 CENTRAL & SCENIC RECON	7,935.39	72,249.79	123,856.78	50,000.00	-	-100.00%
500-57100-000-910 JAMES ST & HARTFORD RD	3,733.25	-	-	100,000.00	-	-100.00%
500-57100-000-953 KETTLE MORaine ROAD RECON	38,463.26	38,463.26	38,463.26	-	-	n/a
500-57100-000-981 ANNUAL ASPHALTING	44,195.38	-	35,000.00	35,000.00	35,000.00	0.00%
TOTAL EXPENDITURES	112,696.58	110,713.05	197,320.04	185,000.00	35,000.00	-81.08%
Excess Revenues over Expenditures	(37,433.14)	(10,492.25)	(96,941.53)	-	65,400.00	

DEPARTMENT

TAX INCREMENT DISTRICT (TID) #3
TAX INCREMENT DISTRICT (TID) #4
REDEVELOPMENT AUTHORITY (RDA)
FUNDS 53, 504 & 54

Program Description – TID #3

TID #3 was established on September 7, 1993 to promote economic development within the Village. The original TID plan was amended twice since its conception and the district eventually grew to include 26.75% of the Village's equalized value.

TID #3 was terminated on July 20, 2015 after it was confirmed that the 2016 increment would provide sufficient funding for the district's remaining debt. Since some of the outstanding debt is not yet callable, a trust fund will be established to maintain the funds that will be set aside for debt service. It will not be possible to set up the trust fund until the 2015/2016 increment has been received, so that will take place in February 2016.

After the last increment is recorded and the trust fund is established, the Village will work with our financial advisors and auditors to calculate the final distribution of remaining increment among the taxing jurisdictions and submit the final report to the Department of Revenue. There is no 2016 budget for TID #3 since the only activity possible is the completion of the termination process.

Program Description – TID #4

TID #4 was created on August 3, 2015 as the Village's first mixed-use district. The district is composed of approximately 12 parcels located along the I-41/STH 60 interchange. The potential projects listed in the TID plan include acquisition of property, easements or right-of-way, site preparation activities, utilities infrastructure, street improvements, and economic development activities. Presently the district has only one active development but is well positioned to take advantage of future development opportunities as they arise.

With the TID's creation taking place before September 30th, the base value for the district is set at the January 1, 2015 assessment level. This gives the district a base value of \$3,438,590 or 0.7% of the Village's equalized value of \$438,427,900. The district's first increment will be determined with the January 1, 2016 assessment and received in early 2017. The existing development within the district includes a recapture agreement that will return a portion of the increment generated by the project to the developer. The Village has also committed to reimbursing the costs, up to a specified amount, related to the construction of a public street for the project. If reimbursement is required prior to increment creation, the Redevelopment Authority (RDA) has agreed to lend the funds to the district with repayment coming from future increment.

Program Description – Redevelopment Authority (RDA)

The RDA was established in February 1994 to direct redevelopment projects within the Village and particularly within the Village's tax increment financing districts. The RDA was especially active from 2001 to 2005 as TID #3 developed several projects in the area of E Commerce Boulevard and STH 60 and US 41. After 2005, RDA activity decreased since the majority of TID #3's projects were completed and the TID's focus shifted to debt service for those projects. RDA activity resumed in 2010 when the Village obtained a United States Department of Agriculture (USDA) Rural Economic Development Grant to begin a revolving loan program to promote economic development and job creation programs.

The RDA also provides support for Economic Development/Washington County to further development and business support within the area and maintains the Slinger Economic Development Corporation (SEDC), a 501(c)4 organization set up to assist with fundraising efforts as needed. The SEDC is not active at this time, however the RDA completes the annual filing required to keep the corporation's registration valid should this tool be needed for community development in the future.

In 2014 the RDA increased its level of activity to prepare for the upcoming closure of TID #3 and begin evaluating possible opportunities for future development within the Village. This activity continued in 2015 as the RDA participated in the Village's visioning process and assisted with the creation of TID #4.

The RDA intends to expand its range of activity in 2016 to explore other development potential and take a more forward role in promoting the Village. To finance future economic development efforts, the RDA's 2016 budget includes a request for \$25,000 in levy. The RDA plans to use these funds to engage a professional consultant to assist the Village in identifying and pursuing development opportunities.

2015 Accomplishments

- The Village successfully terminated TID #3 in July. The TID is on schedule to set up the trust fund needed to continue repayment of TID-related debt, distribute any remaining increment to all taxing jurisdictions and file the final report with the Department of Revenue.
- The Village created TID #4 in August and has approved its first development and recapture agreements. This district includes land that has been identified as some of the strongest potential for development within the Village.
- The RDA played a key role in both of the above processes and has significantly increased its level of activity in general.

2016 Objectives

- The Village and the RDA will work with property owners, the Wisconsin Department of Transportation, and other parties to promote development within TID #4.
- The RDA will continue to explore potential opportunities for utilizing tax increment financing to encourage and foster future development in other areas of the Village.
- The RDA plans to establish a working relationship with a marketing and development consultant in order to increase awareness for the Village and work with commercial developers on future projects.
- It is anticipated that the street project for the Hillside Terrace development will be completed in 2016. This will be financed with a loan between the RDA and TID #4.

Account Detail

Note that TID #4 accounts will show no activity in 2016 due to the timing of increment generation.

504-41123 – Tax Increment #4: This line will be used in future budgets to track the amount of increment generated by development within TID #4. There is no increment generated in 2016 since the district was just created in the later part of 2015.

504-43413 – State Computer Aid: This account may or may not be needed in future budgets, depending on whether any properties are developed with projects that would qualify for the aid.

504-51310-210 – Financial & Legal Services: Once increment is generated in the next budget, this account will include repayment to the RDA for the feasibility study completed by Ehlers & Associates that was needed for the creation of TID #4.

504-51510-210 – Admin Support Services: This account will be used to record fees paid to the General Fund for costs incurred in the administration and operation of the district.

540-52500-000 – Economic Development: This account includes the \$1,000 contribution to the Economic Development/Washington County program and the estimated cost of the consulting professional that will be engaged to assist with the Village's economic development projects.

2016 PROPOSED BUDGET

RDA

	2014 ACTUAL 12/31/2014	2015 ACTUAL 7/31/2015	2015 PROJECTED YEAR-END	2015 AMENDED BUDGET	2016 PROPOSED BUDGET	%CHANGE BUDGET
540-41110-000-000 REAL & PERSONAL PROPERTY TAX	-	-	-	-	25,000.00	n/a
540-46111-000-000 ADMINISTRATIVE FEES	793.27	645.59	645.59	550.00	516.00	-6.18%
540-48120-000-000 RDA INTEREST INCOME	615.99	333.75	572.14	750.00	750.00	0.00%
540-48129-000-000 REVOLVING FUND INTEREST	3,205.31	1,521.13	2,668.47	2,800.00	3,000.00	7.14%
TOTAL REVENUES	4,614.57	2,500.47	3,886.20	4,100.00	29,266.00	613.80%

2016 PROPOSED BUDGET

RDA

	2014 ACTUAL 12/31/2014	2015 ACTUAL 7/31/2015	2015 PROJECTED YEAR-END	2015 AMENDED BUDGET	2016 PROPOSED BUDGET	%CHANGE BUDGET
540-51310-210-000 LEGAL PROFESSIONAL SERVICES	-	-	-	-	-	n/a
540-51510-210-000 FINANCIAL ADM PROF SERVICES	1,000.00	5,200.00	14,000.00	2,000.00	1,000.00	-50.00%
540-51510-300-000 FINANCIAL ADM SUPPLIES & EXP	10.00	10.00	10.00	2,000.00	500.00	-75.00%
540-52500-000-000 ECONOMIC DEVELOPMENT	-	1,000.00	1,000.00	-	26,000.00	n/a
TOTAL EXPENDITURES	1,010.00	6,210.00	15,010.00	4,000.00	27,500.00	587.50%
Excess Revenues over Expenditures	3,604.57	(3,709.53)	(11,123.80)	100.00	1,766.00	