



City of Stoughton

Citizens' Guide to the Fiscal 2013 Budget

Donna Olson, Mayor

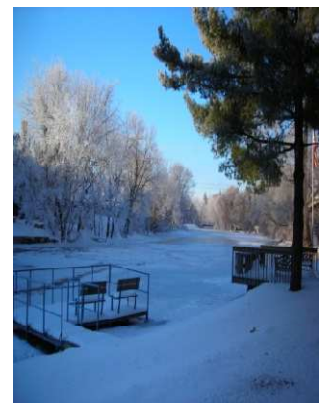


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BEAUTIFUL VIEWS OF STOUGHTON





Message from the Mayor

This is our second year of utilizing the Budgeting for Outcomes (BFO) process to help us obtain a better understanding of departmental budgets. Through Budgeting for Outcomes we identify all the components of each service we provide. The “true cost” of valued services provided enables us (Mayor, Leadership Team, Council members and our community) to make more informed decisions. We begin each year by focusing on available revenues to fund services in each priority. The 2013 budget is a very responsible budget that allows us to “Pay for today’s needs with today’s dollars”.

Working with our leaders on the Council, we have taken great steps to enhance the City of Stoughton’s fiscal stability. We have established a Building Maintenance Fund and Equipment Replacement Fund. These funds allow us to take care of what we already have and plan for future needs.

The adoption of a storm water utility equitably spreads the cost of the city’s storm water needs across all users in our community- homeowners, businesses and non-profit entities alike. Paying for storm water requirements through a storm water utility allows the city budget to retain valued services for our community.

Economic Development has been and will continue to be a major focus in 2013.

TIF Districts are now cash flowing enabling us to invest in projects in the RDA & Business Park. We are working with local businesses to expand and grow right here in Stoughton. We are engaging developers. We continue to work with the Redevelopment Authority to revitalize underutilized areas in our community. The Opera House shines brightly and attracts thousands of people to our community. Working with volunteers, donors and a local foundation, we were able to reinvent Troll Beach and bring unprecedented numbers of kids and families to the swim facility. We will continue to focus on growing our community.

I am proud to say that Stoughton has a great Leadership Team and outstanding staff. Working with the leaders on our Common Council, we have taken major strides to enhance our fiscal stability. I believe that quality staff and services along with great leadership through our Common Council will enhance our community and bring business growth and new families to Stoughton.

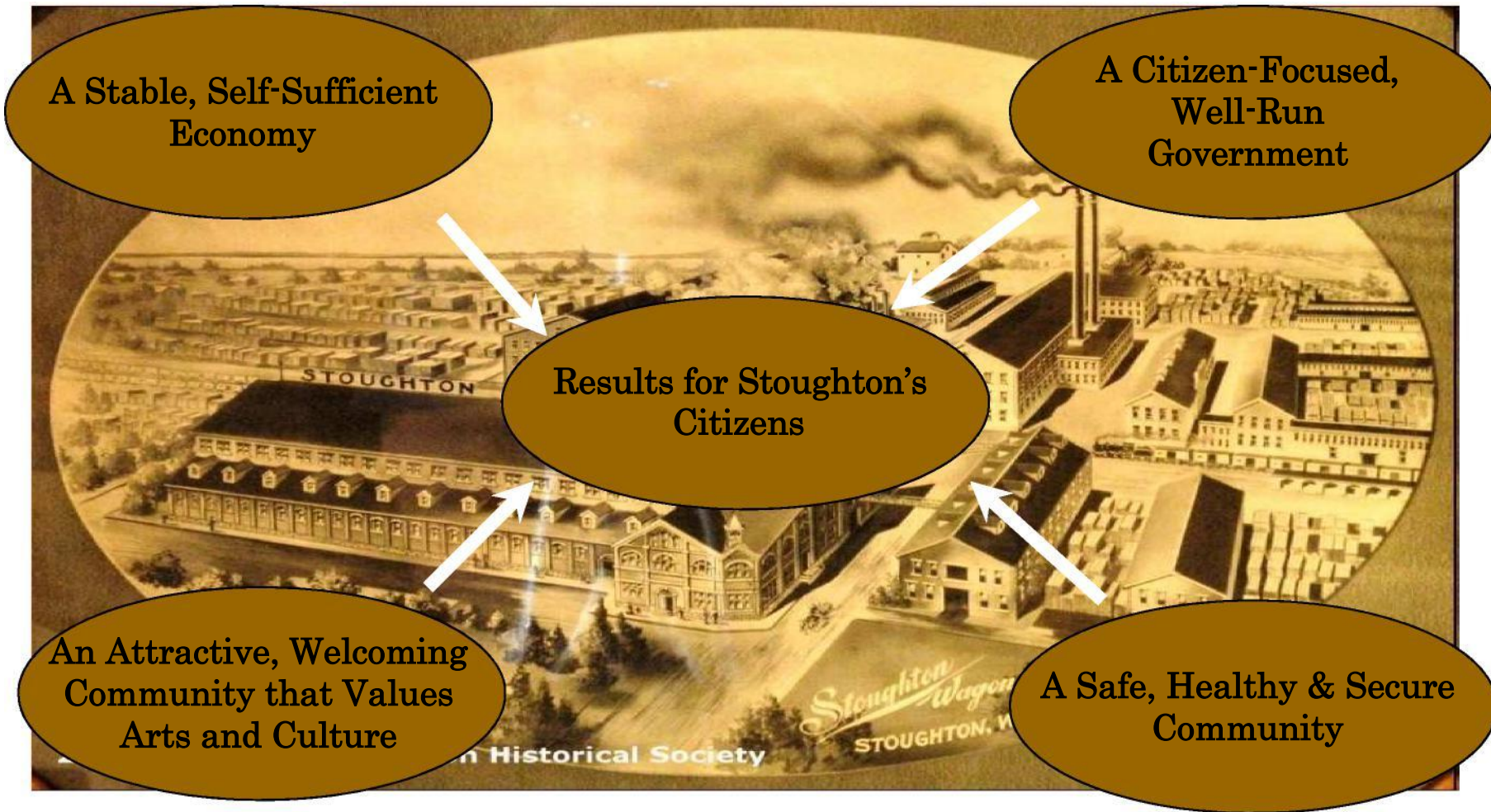
We will keep our focus on enhancing services and growing Stoughton.

Donna Olson

Mayor



Stoughton's Strategic Priorities



CITY OBJECTIVES FOR FISCAL 2013

Budgeting for Outcomes

For Fiscal 2012, the City of Stoughton transitioned to a new budget planning process called Budgeting for Outcomes. It starts with a set of measureable results that citizens want and requires departments to compete and collaborate for every dollar of funding based on how well their services help to achieve those results. Budgeting for Outcomes is more strategic than traditional budgeting, which starts with last year's spending and uses across-the-board cuts to deal with revenue shortfalls.

Budgeting for Outcomes offers multiple advantages:

- Addresses fiscal constraints strategically
- Rewards innovation and promotes long-term thinking
- Makes city government more accountable by measuring performance
- Makes the budget more transparent by connecting resources to results

The City's budget process aims to align resources with results that matter most to citizens, as determined by the Citizen Summit held in February of 2011. For the Fiscal 2013 budget, these results are organized around four City Objectives. They are:

1. A STABLE, SELF-SUFFICIENT LOCAL ECONOMY

The priorities within this objective were **Business Attraction and Retention, Strong Residential Workforce, Strong and Effective Partnerships and Accessibility for Business.**

Business Attraction & Retention is our top priority. We feel without Stoughton being able to attract new and retain current businesses the local economy will not be stable, or self-sufficient. The city must provide incentives, market the city to potential businesses, and develop sites for a diverse business environment. A Strong Residential Workforce is what we believe Stoughton must strive for in order to be self-sufficient. Providing affordable family housing and being able to provide lifelong learning within our city is what will achieve this goal. We want more of our citizens to work, shop, and be entertained locally. By establishing Strong & Effective Partnerships between the city, businesses, and civic groups, the city can share costs of programs that might otherwise not be affordable to the city under the current economic conditions. These partnerships will also demonstrate the City's willingness to support local businesses. Accessibility for Business is vital so that our residents and visitors will invest in the city by using city services and shopping locally. The city must have a solid infrastructure and plan responsibly so that new and current businesses can thrive. The city will need to improve upon the ease of information gathering for residents and visitors. Knowing the "who, what, where, and how" is essential for our customers, who ultimately will stimulate, and create, a **Stable and Self-Sufficient Local Economy.**

2. A SAFE, HEALTHY AND SECURE COMMUNITY

The priorities under this objective included **Public Safety, Health Promotion and Community Involvement and Partnerships.**

What makes citizens feel safe & secure? Participants of the Appreciative Inquiry have identified Stoughton's excellent history of emergency response, new fire and EMS facilities, and low crime. Support for senior citizens was also cited. As our team's examination has found, a safe, secure, healthy community encompasses many other factors, as well.



It includes safe and reliable drinking water, storm water infrastructures, well maintained structures and streets, as well as community support and collaboration that promote health and safety where citizens live, work and play.

3. CITIZEN-FOCUSED, WELL- RUN GOVERNMENT

A number of things contribute to establishing a Citizen-Focused, Well-Run Government. The following were cited as necessary: **Leadership, Financial Stability, Communication, Participation, Strong Management, and Knowledgeable, Experienced Staff.**

The vision of the Citizen-Focused, Well-Run Government represents more than just input from citizens and city staff. A community that places emphasis on a Citizen-Focused, Well-Run Government is one that has agreed upon the importance of an accessible, healthy leadership team that works collaboratively with a multitude of other players to produce the best possible results being sought. We believe the combination of these six primary factors have a direct and positive impact on making a Citizen Focused, Well-Run Government.



4. AN ATTRACTIVE, WELCOMING COMMUNITY THAT VALUES ARTS, CULTURE AND RECREATION

Streetscapes, Shared Public Experiences, Positive Community Image and an Engaged, Informed Community will produce an attractive, welcoming community that values arts, culture and recreation.

By utilizing the input of residents; the City Comprehensive Plan, and by using information from other communities, we believe these four factors to be a good foundation to build from for future budgeting processes. We placed special emphasis on things that are visually attractive and welcoming to residents including attributes that place value on the arts and the cultural aspects of the community.



For more information about Budgeting for Outcomes and the City of Stoughton 2013 budget, please visit our website at www.stoughtonbfo.com

WHAT IS THE CITY BUDGET?

The City's total Fiscal 2013 budget is \$11,042,164. Of that number \$7,136,381 comes from the Tax Levy. The budget is divided into three major categories: Operating, Debt and Capital.

What is the Operating Budget?

The operating budget is a proposed plan of revenue and expenditures for a given year. The operating budget funds the City's day-to-day expenses, including salaries and benefits of City employees, rent and utilities, materials and supplies, and equipment needed to provide public safety, recreation, health, sanitation, transportation and other services to City residents. The City of Stoughton requires a balanced budget by the end of the fiscal year.

What is the Debt Budget?

Debt Service is the amount of principle and interest that the City must pay in the current year for its General Obligation Debt. The City's debt management policy sets borrowing limits to ensure that the budget does not become overextended. The most common type of bonds used by the City is General Obligation Bonds (G.O.).

In accordance with Wisconsin Statutes, total general obligation indebtedness of the city may not exceed 5% of the equalized value of taxable property within the city's jurisdiction. The debt limit as of December 31, 2011, was \$48,174,030. Total general obligation debt outstanding at year end was \$18,490,000. Therefore, the city was at 38% of the legal debt limit.

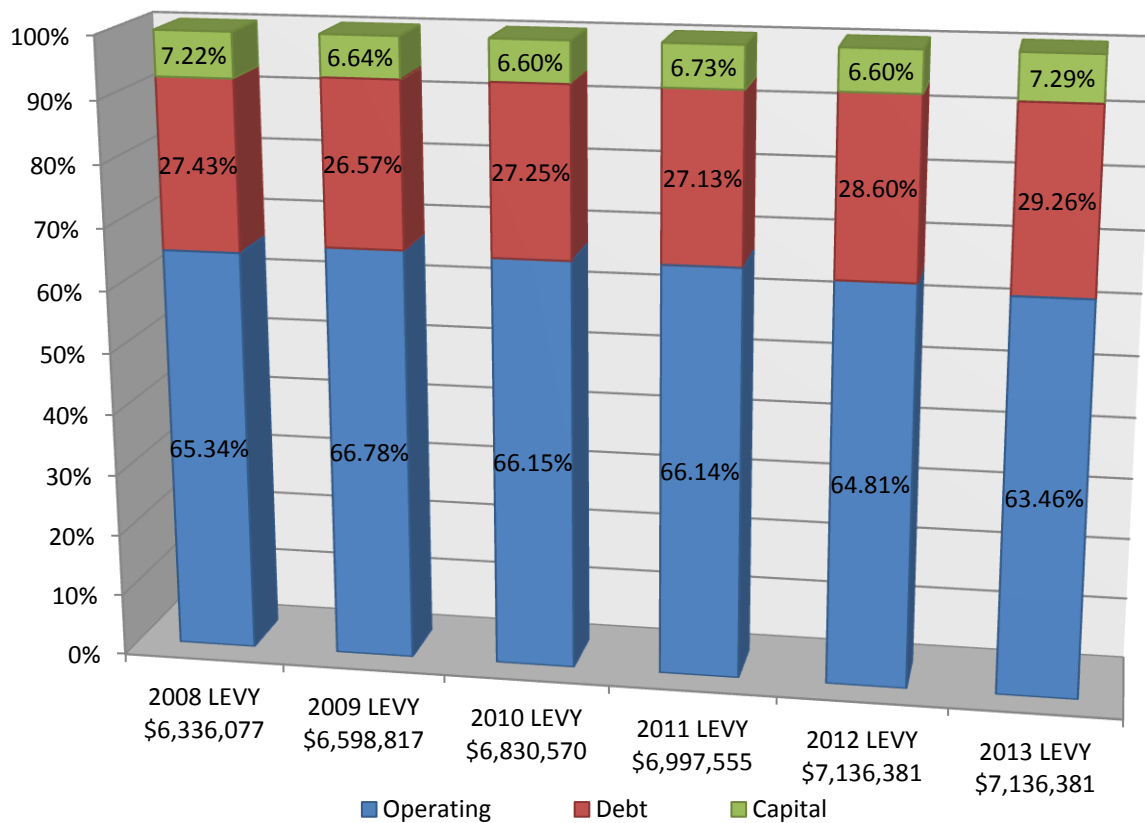
What is the Capital Budget?

The City's capital projects fund accounts for the funds accumulated for the purpose of obtaining capital assets or for capital projects and other expenditures that are unique and are not normal operating or maintenance type expenditures reportable within the general fund or other governmental funds. The capital budget is funded through a combination of local revenues, user charges, grants and debt financing.

Budget History

The following chart shows the 6 year history of the amount of Tax Levy it takes to fund the City's Operating, Debt and Capital budget. The operating budget has continued to decline since 2009, mainly due to Levy limit constraints and growing costs for Storm Water and Debt.

2008-2012 Use of Tax Levy



WHY IS THE CITY BUDGET IMPORTANT?

The City's Budget is the plan for how the Mayor and City Council accomplish their policy and strategic priorities. The City is responsible for a vast array of services that directly impact the daily lives of Stoughton residents.

In planning the Fiscal 2013 budget, the City faced a large shortfall between the cost of maintaining the current level of City services and expected revenues.

The Fiscal 2013 budget closes the \$547,000 shortfall with a combination of spending reductions and new revenue.

WHAT DO WE GET FOR OUR MONEY?

Through Outcome Budgeting, the City was able to maintain funding for high priority services that are proven effective, reward innovation, and eliminate lower value services. Below are **select** priority-funded services for Fiscal 2013,

- 24 hour Municipal Law Enforcement
- Volunteer Fire Department
- Fully equipped and staffed Volunteer Emergency Medical Service
- Recreation programs and sports leagues for all ages.
- Well maintained parks and a city wide trail system.
- Carnegie Library which offers an array of programs for all ages.
- Senior Center that improves the quality of life through case management and social opportunities for our seniors.
- Shared Ride Taxi Service
- Municipal Water, Wastewater and Electric Utility
- Well maintained streets, lights and traffic signals.
- Leaf and brush pickup as well as a convenient drop off site.
- Full service City Hall – Clerk, Finance, and Planning
- Expert inspections and services through the City Planning Department
- Local entertainment and cultural opportunities at an award winning Opera House
- Cable broadcast and web site publishing of Council meetings and important City information.

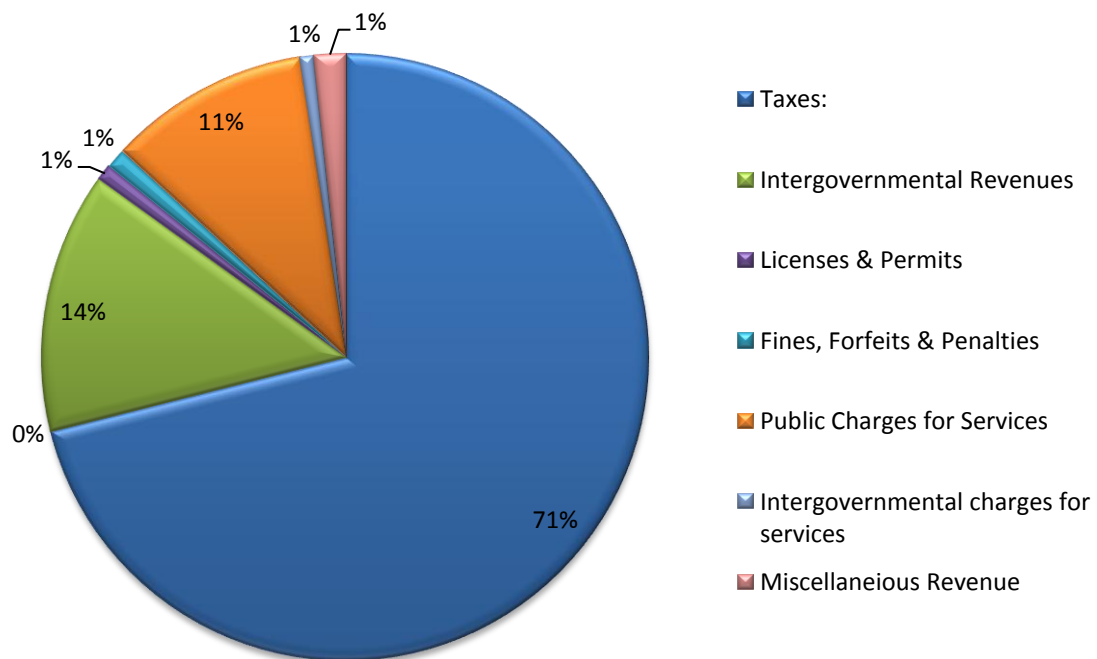
WHERE DOES THE MONEY COME FROM?

The pie chart below shows the revenue sources for the General Fund. The General Fund is the largest fund and its revenues come primarily from local taxes.

GENERAL FUND REVENUES:

	2012	2013	% Change
Taxes:			
General Property Taxes	7,136,381	7,136,381	0.00%
Other Taxes (Pilots)	656,000	713,500	8.77%
Intergovernmental Revenues	1,539,307	1,528,309	-0.71%
Licenses & Permits	100,665	98,100	-2.55%
Fines, Forfeits & Penalties	127,750	115,500	-9.59%
Public Charges for Services	1,187,017	1,185,255	-0.15%
Intergovernmental charges for services	82,000	82,000	0.00%
Miscellaneous Revenue	180,042	183,195	1.75%
TOTAL OPERATING REVENUES	11,009,152	11,042,164	0.48%

Revenue by Source:



HOW IS THE MONEY USED?

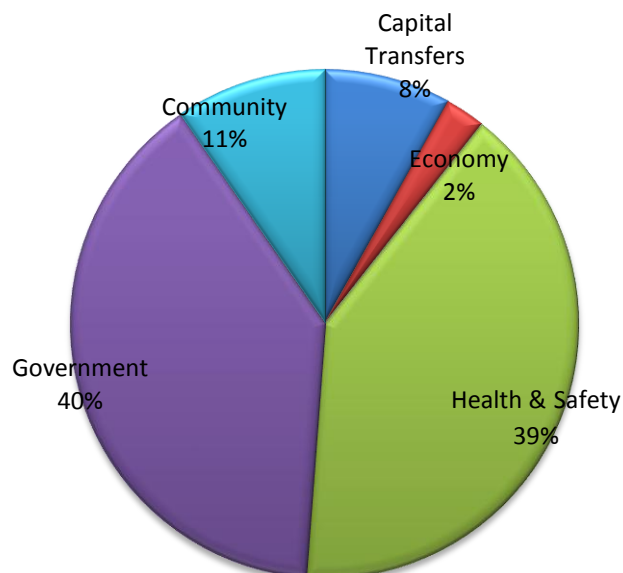
The following chart shows how General fund revenues were allocated by City Objective in the Fiscal 2013 budget:

BFO Funding Allocation Equation =

- Total Revenue Available 12,467,137
- Less Dedicated Revenue - 2,871,128
- Equals Total funds available for allocation \$ 9,596,009

PRIORITY AREA	TOTAL OFFERS	GEN FUND DEDICATED REVENUE	OUTSIDE REVENUE	FUNDING NEEDED	GEN FUND ALLOCATION
CAPITAL/TRANSFERS	\$ 774,525	\$ -	\$ -	\$ 774,525	\$ 774,525
ECONOMY	\$ 582,752	\$ 165,000	\$ 172,648	\$ 245,104	\$ 245,104
SAFETY	\$ 4,309,213	\$ 378,460	\$ 37,252	\$ 3,893,501	\$ 3,893,501
GOVERNMENT	\$ 4,517,848	\$ 716,400	\$ 40,150	\$ 3,761,298	\$ 3,761,298
COMMUNITY	\$ 2,282,799	\$ 241,371	\$ 1,119,847	\$ 921,581	\$ 921,581
				\$ -	
TOTALS	\$ 12,467,137	\$ 1,501,231	\$ 1,369,897	\$ 9,596,009	\$ 9,596,009

2013 Funding Allocation



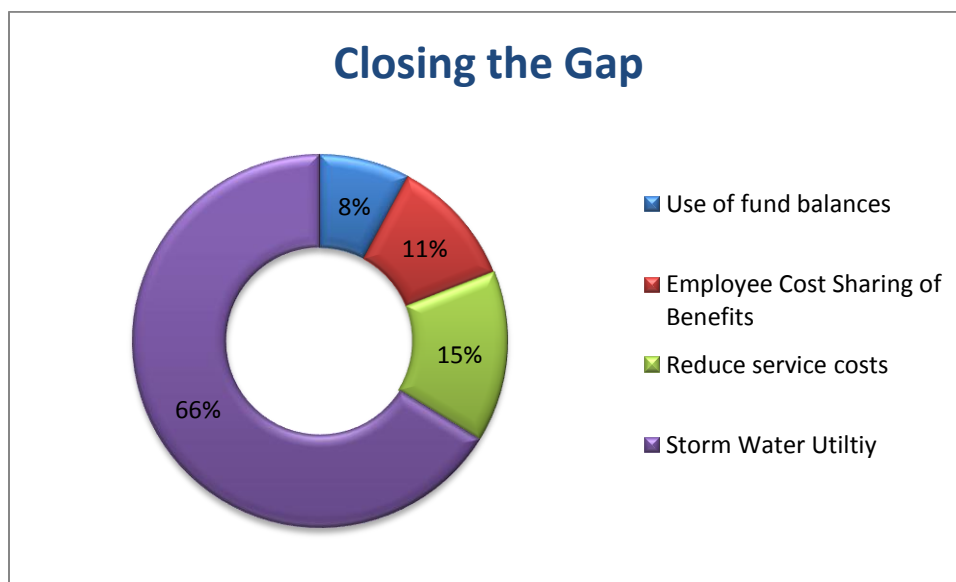
2013 General Fund Budget

			2011-11	2012-12	2013	2013-2012	2013-2012
			Prior year	Current year	Council Approved	\$\$ Diff	% Diff
Account Number	Account Title		Budget	Budget	Budget		
REVENUE							
100	41 TOTAL TAXES	\$	7,655,055	\$ 7,792,381	\$ 7,849,881	\$ 57,500	0.74%
100	43 TOTAL INTERGOVERNMENTAL REVENUE	\$	1,702,347	\$ 1,528,854	\$ 1,528,309	\$ (545)	-0.04%
100	44 TOTAL LICENSES	\$	71,700	\$ 100,665	\$ 98,100	\$ (2,565)	-2.55%
100	45 TOTAL FINES	\$	123,000	\$ 127,750	\$ 115,500	\$ (12,250)	-9.59%
100	46 TOTAL CHARGES FOR SERVICES	\$	1,177,259	\$ 1,187,017	\$ 1,185,255	\$ (1,762)	-0.15%
100	47 INTERGOV CHARGES FOR SERVICES	\$	73,000	\$ 82,000	\$ 82,000	\$ -	0.00%
100	48 TOTAL OTHER GEN REVENUE	\$	190,363	\$ 180,042	\$ 183,195	\$ 3,153	1.75%
100	49 TOTAL TRANSFERS IN	\$	-	\$ -	\$ -	\$ -	#DIV/0!
100	40000 TOTAL GENERAL FUND REVENUE	\$	10,992,724	\$ 10,998,709	\$ 11,042,240	\$ 43,531	0.40%
EXPENSES							
100	51200 TOTAL COURT	\$	87,853	\$ 84,936	\$ 79,989	\$ (4,947)	-5.82%
100	51300 TOTAL LEGAL	\$	114,000	\$ 113,500	\$ 132,500	\$ 19,000	16.74%
100	51400 TOTAL MAYOR	\$	133,425	\$ 96,397	\$ 99,442	\$ 3,045	3.16%
100	51420 TOTAL CLERK	\$	223,910	\$ 207,286	\$ 226,075	\$ 18,789	9.06%
100	51440 TOTAL ELECTIONS	\$	15,500	\$ 32,600	\$ 15,300	\$ (17,300)	-53.07%
100	51510 TOTAL FINANCE	\$	570,539	\$ 588,580	\$ 563,437	\$ (25,143)	-4.27%
100	51530 TOTAL ASSESSOR`	\$	45,929	\$ 43,700	\$ 45,700	\$ 2,000	4.58%
100	519 OTHER GENERAL GOVERNMENT	\$	209,918	\$ 209,918	\$ 221,234	\$ 11,316	5.39%
TOTAL GENERAL GOVERNMENT			1,401,074	1,376,917	1,383,677	6,760	0.49%
100	52100 TOTAL POLICE	\$	2,424,927	\$ 2,409,221	\$ 2,426,725	\$ 17,504	0.73%
100	52200 TOTAL FIRE	\$	505,290	\$ 450,649	\$ 448,968	\$ (1,681)	-0.37%
100	52400 TOTAL BLDG INSPECTION	\$	87,006	\$ 82,938	\$ 91,134	\$ 8,196	9.88%
TOTAL PUBLIC SAFETY		\$	3,017,223	\$ 2,942,808	\$ 2,966,827	\$ 24,019	0.82%
100	53200 TOTAL CITY BUILDINGS	\$	139,278	\$ 135,924	\$ 170,902	\$ 34,978	25.73%
100	53300 TOTAL STREETS	\$	1,865,622	\$ 1,861,067	\$ 1,748,635	\$ (112,432)	-6.04%
TOTAL PUBLIC WORKS		\$	2,004,900	\$ 1,996,991	\$ 1,919,537	\$ (77,454)	-3.88%
100	54600 TOTAL SENIOR CENTER	\$	494,825	\$ 466,561	\$ 486,288	\$ 19,727	4.23%
100	54910 TOTAL CEMETERY	\$	31,000	\$ 31,000	\$ 35,000	\$ 4,000	12.90%
TOTAL HUMAN SERVICES		\$	525,825	\$ 497,561	\$ 521,288	\$ 23,727	4.77%
100	55100 TOTAL COMMUNITY CONTRIBUTIONS	\$	8,000	\$ 2,500	\$ 2,500	\$ -	0.00%
100	55200 TOTAL PARKS	\$	192,997	\$ 168,348	\$ 183,814	\$ 15,466	9.19%
100	55300 TOTAL RECREATION	\$	253,880	\$ 258,047	\$ 275,456	\$ 17,409	6.75%
100	55400 TOTAL YOUTH CENTER	\$	62,886	\$ 44,052	\$ 41,700	\$ (2,352)	-5.34%
100	55500 TOTAL MEDIA SERVICES	\$	174,640	\$ 176,296	\$ 183,867	\$ 7,571	4.29%
TOTAL CULTURE/RECREATION		\$	692,403	\$ 649,243	\$ 687,337	\$ 38,094	5.87%
100	56300 TOTAL PLAN	\$	196,221	\$ 194,016	\$ 181,878	\$ 156,076	-6.26%
100	59000 TOTAL TRANSFERS OUT	\$	3,109,075	\$ 3,304,121	\$ 3,408,959	\$ 104,838	3.17%
TOTAL GENERAL FUND EXPENSE		\$	10,946,721	\$ 10,961,657	\$ 11,042,164	\$ -	0.73%
TOTAL GENERAL FUND REVENUE		\$	10,992,724	\$ 10,998,709	\$ 11,042,240	\$ -	0.40%

HOW WAS THE BUDGET SHORTFALL CLOSED?

The City faced an unprecedented budget shortfall of near \$574,000 for fiscal year 2013. A budget shortfall is the difference between projected revenues and the estimated costs of continuing to provide current level of City services.

Mayor Olson, City Council and the Leadership Team worked together on a comprehensive plan to balance the Fiscal 2013 budget. As shown in the chart below, the plan has four components:



- **Use of Fund Balances**

Reduce transfers from General Fund by using alternative funding sources

- Reduce Economic Development Transfer
- Reduce RDA Transfer
- Reduce Sick Leave Transfer

- **Increased Employee benefit cost sharing**

Employee Health Insurance

- Deductibles
- Premiums
- Chiropractic Co Pay

- **Reduced operating budgets**

- Offer Expenses

- Reduce HR operating supplies
 - Reduce Street and Parks operating costs
 - Eliminate Police Liaison funding for 2013
 - Reduce Police vehicle maintenance
 - Adjust Library allocation
 - Other budget corrections

- Garbage collection revenue

- Police WRS

- Legal fees

- **Other Revenues Sources**

- Stormwater Utility

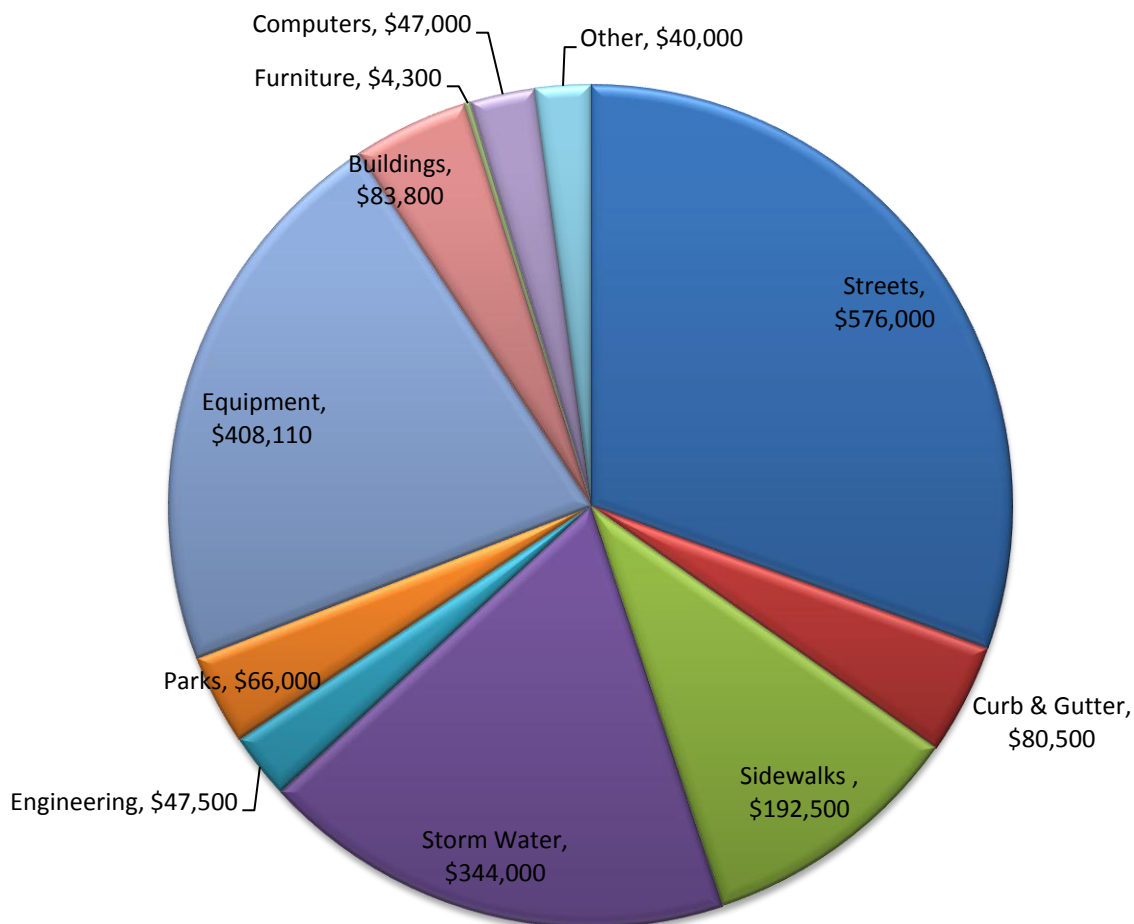
Why a Storm Water Utility?

- State Mandated costs for Storm Water operations and infrastructure are squeezing out other important services to the Public.
- A Storm Water Utility removes storm water costs from the tax levy and allows the City to continue to provide basic services to the community.
- Storm Water improvements are funded through a dedicated rate instead of competing with other community programs.
- Creates an equitable rate structure that charges properties based on their impact to the Storm Water system; not based on assessed value.
- Tax exempt properties participate in the funding for storm water management, including City Buildings.
- Puts dollars back in the General Fund that can help pay for additional debt, equipment replacement and service operations.
- Allows City to maintain a Zero percent levy increase for 2013

WHAT IS IN THE CITY'S CAPITAL PLAN?

The 2013 Capital spending plan includes Street, Sidewalk, and curb & gutter construction projects on Lincoln Street, Ridge Street, Hillside Street, and Church Street. Storm Water projects for 2013 include Phase 4 and Phase 5 of the Jefferson Street project. Also included in the plan is a down payment on a new Fire Engine, the purchase of three squad cars, various park improvements and city building maintenance projects. The full Capital Spending plan for 2013 is available to view on the City's website.

Total 2013 Capital Expenditures = \$1,889,710

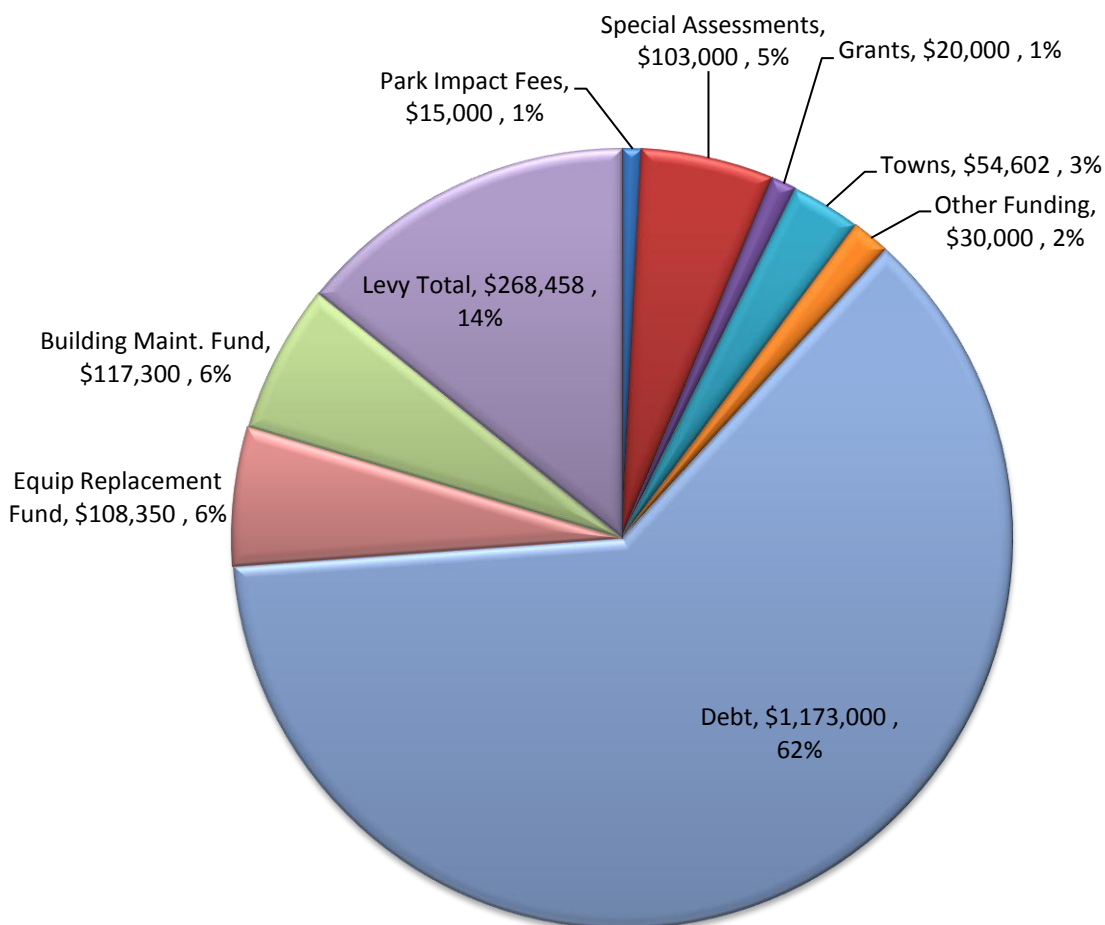


HOW DOES THE CITY FUND CAPITAL PROJECTS?

The City uses several funding sources to meet its capital investment needs, including funds from the Equipment Replacement and Building Maintenance funds, G.O. Debt borrowing, Grants, Donations, Special Assessments, Township funds and General Fund Tax Levy.

The pie chart below shows the sources of funding for the 2013 Capital Projects.

2013 Capital Funding Sources:



Capital Funding Sources = \$1,889,710

HOW IS THE CITY BUDGET CREATED?

The four key groups involved in the creation of the City's budget are the Mayor, the Leadership Team, the Results Team and the City Council.

Mayor

The Mayor is the City's chief executive officer, elected by the citizens to a four-year term in office.

The Mayor is responsible for:

- Effective operations of the City departments
- Proposing the annual budget to the City Council
- Representing the citizens of the City of Stoughton

City Council

The City Council is the City's legislative body, made up of twelve alderpersons elected from the four districts of Stoughton and a President elected by the City Council alderpersons.

The City Council is responsible for:

- Studying, discussing and passing the City budget
- Setting the property tax rate
- Authorizing modifications to the Adopted Budget throughout the year

Leadership Team

The Leadership Team is comprised of the twelve department heads in the city and the Mayor. They are responsible for submitting offers to the Results teams in the effort to propose an annual budget. The leadership team will also answer questions and make adjustments to their offers during the Budgeting for Outcomes process.

Results Teams

Results teams consist of members who represent all areas of City services. Team members are required to put on their "citizen hats" as they put the best interests of the public at the forefront of their decision making and not to advocate for any specific service or department. The teams are asked to follow the procedures of the Budgeting for Outcomes process and ultimately they rank the final offers that are given to the Mayor and Leadership Team.

2013 BUDGETING FOR OUTCOMES

Budgeting for Outcomes is a form of priority based budgeting where spending is linked to overall community results. Instead of the traditional approach to budgeting that begins with last year's budget and is focused on expenditures, the starting point for the budget process becomes setting priorities and establishing the amount of revenue available for achieving those priorities. Efficiencies and outcomes become the focus. Departments prepare budgets based on programs or services provided. Those services are then ranked based on priorities set by the council and the community.

- The process starts with education and strategic planning. Overall big picture priorities are set at the citizen summit.
- The department heads and staff quantify the services provided. Individual services are defined and the costs of those services are identified. Benchmarks are defined.
- Services are put into a matrix that identifies the cost inputs, services, and expected outcomes.
- Services are ranked by priority. A table is prepared that shows the service, ranking, outcome and cost.
- Decision tables are prepared that show where the "Line" is drawn. (Where revenue meets expenses).
- Department heads see where services fall in the funded or not funded category.
- Department's are sent back to find efficiencies to fit more programs into the funded category.
- Council decides the funding/service level of the budget.
- Program budgets are broken down into line item budgets for budget approval.
- Performance and benchmark reviews/reports/communication to public.

Benefits of Budgeting for Outcomes

Financial Resiliency – Meeting budget targets. Strategic approach to cost reductions.

Clarity of Outcomes – Opening up the budget process and financial information to the entire organization in order to focus all employees on assisting with the financial challenges.

Internal Engagement – Training employees to identify outcomes, develop performance measures, and prioritize services.

Cross-Departmental Cooperation – Changing the organizational culture to one of service collaboration in order to meet priorities.

Budgeting by Priorities (BP) Process in Review

Budgeting by Priorities (BP) requires governments to work differently from past budgeting practices. Instead of starting with the last year's budget, adding a factor for inflation and perhaps a few new initiatives, this budgeting process is a bottom-up approach. Budgeting by

Priorities requires citizen involvement and a new way of thinking for City staff. All the services the City provides are reconsidered through the prism of what services the citizens' value most. The final budget "buys" only those services most valued by the citizens.

Objectives

- Align the budget with citizen priorities
- Measure progress towards priorities
- Get the best value for each tax dollar

Requests for Offers

- Cause and effect map
- Three measurable, specific indicators
- Purchasing strategies most likely to achieve the priority
- Requests for Offers are used as the basis for City departments to develop their Offers detailing
 - How they propose to produce the priority
 - How much it will cost
 - How its success will be measured

Budget Offers

- Service to produce priority
- Cost of the service
- Indicators to measure success

Departments respond to Requests for Offers with proposals (Offers) detailing their performance commitment for a stated Priority and assume no guarantee of funding based on historic levels. Only expenditures part of Offers will be funded in the Final Budget. Offers are opportunities for departments to propose new or innovative approaches and practices.

Offers are ranked by Results Teams according to their value in producing the Priority. Results Teams give feedback to departments about Offers so they can be improved. New offers may be proposed at this time.

Results Teams do final ranking of Offers based on what contributes most to achieving the Priority. Money allocations are applied and legitimate mandates considered. The team then makes Recommendations to the Mayor regarding what should be purchased.

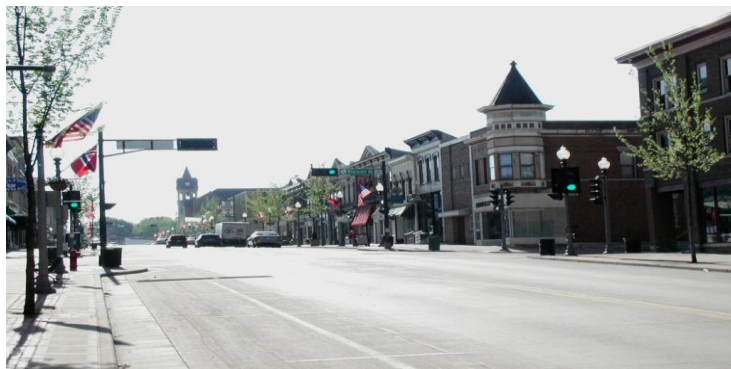
For more information about Budgeting for Outcomes and the City of Stoughton 2013 budget, visit our website at www.stoughtoncitydocs.com

LOOKING FORWARD, MAYOR DONNA OLSON'S PRIORITY OUTCOMES FOR THE CITY ARE:

- Work with the Common Council, Leadership Team (Department Heads) and community leaders to formulate a common vision for Stoughton's future.
- Grow Stoughton by assisting local business with expansion needs and bringing new business and jobs to our area.
- Enhance city services to provide for the changing needs of our city government and community.
- Expand the capital improvement and financial timeline/schedules to enable us to take full advantage of joint projects or initiatives.
- Continue to enhance the Budgeting for Outcomes process to best meet the needs of our community.
- Retain our focus on growing our community and enhancing services.

The following initiatives are examples of the Mayor's long-term efforts to make Stoughton a better, safer and stronger City.

- Taken major steps in enhancing the City's financial stability through the creation of a Building Maintenance Fund, Equipment Replacement Fund, Capital Project Review Committee and adoption of the Budgeting for Outcomes process.
- Utilizing the newly created Storm Water Utility to equitably spread the cost of storm water maintenance across all users. This allows the city budget to support valued services for our citizens and business.
- Utilizing the positive cash flow in our TIF districts to invest in projects in our Business Park and underutilized areas of our community.
- Growing our community by working closely with the Stoughton Area School District to let everyone know about our great school system, quality city services and wonderful community.
- Working collaboratively with Dane County Cities and Villages to identify and adopt joint initiatives and cost saving opportunities for all.
- Engaging developers to bring needed jobs, goods and residential growth to Stoughton.



HOW CAN I GET MORE INVOLVED IN THE BUDGET PROCESS?

- Learn about City departments and their budgets.
- Meet with your council person to discuss your concerns or suggestions.
- Send your ideas to the appropriate City department head with the suggestion to meet with him or her at a later date. It is never too early to start.
- Attend City Council budget hearings. Dates can be found on the City website and anyone can sign up to speak.
- Keep in mind that budget preparation for the next fiscal year, which begins January 1st, starts 12 months ahead of time.
- Use the City Website as a resource
 - **City of Stoughton Website** www.cityofstoughton.com
 - **City Document Website** www.stoughtoncitydocs.com



GENERAL TAX LEVY AND BILLING EXPLANATIONS

This page has been included into the budget because the tax levy process and preparation of tax bills can be confusing. The real estate tax bill each taxpayer receives in December is comprised of tax levies imposed by multiple taxing jurisdictions. Each jurisdiction will complete their respective budgets and determine the amount of tax levy needed to fully fund operations.

After the tax levy is determined by each jurisdiction, the amount must be sent by notice to the City Treasurer. The City must receive each jurisdictions levy before tax bills can be processed. In most years, the Stoughton Area School District and Madison Area Technical College are the first to submit their levy amount in early November. The City usually completes the budget process in late November. Dane County submits its levy amount along with the State's in late November.

There are three other components of the tax bill that need to be received by the City before the bill can be printed by Dane County and forwarded to the City for mailing. These items are lottery credits, school tax credit and estimated major state aids used to reduce taxes. All of this information is typically received late in November.

Once all the related information is obtained, the tax billing information is transferred to the Dane County Treasurer for inputting and processing the tax bills. The tax bills are then printed by the County and the City is contacted when they are ready to be picked up. State Statutes require that tax bills be mailed no later than the third Monday in December.

Tax bills are due and payable in two installments for real property; January 31st and July 31st following the December billing. Personal Property taxes are due and payable by January 31st. The City collects the first installment and the County collects all second installments and delinquencies.

Lottery Tax Credits

Did you move into your home during 2012? If you owned your home on January 1, 2012 and use it as your primary residence, you are eligible for a Lottery Credit on your property tax bill. Each year homeowners are able to claim a lottery tax credit on the first installment of their property tax bill. To be eligible for a lottery tax credit this year, you must have owned and resided in your home on January 1 of the current year. This residence also must be where you live for more than six months of the year. Vacation homes, rental homes, businesses and bare land do not qualify for this credit. If you purchased your home after January 1, there are a limited number of circumstances that will allow you to receive the credit this year.

The credit amount varies by year and will not be determined until the beginning of December. For questions, to sign up for the credit or if the credit is not showing on your tax bill, please contact the City Treasurer's office (873-6677) or the Office of the County Treasurer (266-4151). **If the lottery credit is not on your tax bill, please request a "Lottery Credit Claim Form" before you pay your taxes and your bill will be reduced.**

STORMWATER UTILITY

In September, the City of Stoughton approved the creation of a Stormwater Utility. A Stormwater Utility provides a fair and equitable way of collecting revenue for stormwater management under which all property owners are charged a user fee based on the amount of stormwater “produced” on their property. The fees collected will be used to carry out stormwater management activities as follows:

a. Maintenance

- Cleaning, repairing, and replacing storm sewer manholes, inlets, and pipes.
- Constructing new storm sewer projects.
- Mowing ditches and greenways.
- Cleaning brush or debris from drainageways where allowed.

b. Water Quality Practices

- Street sweeping.
- Leaf collection.
- Inspecting and enforcing construction site erosion control standards.
- Maintaining stormwater detention basins.

c. Planning and Engineering

- Engineering studies to determine the size and type of structures that must be used to improve the drainage system and reduce risk of flooding.
- Reviewing and approving land development stormwater management practices.
- Water quality studies to determine the areas where pollution reduction practices must be utilized along with other state requirements to meet Wisconsin Department of Natural Resources (WDNR) permit goals.

Stormwater Utility Budget

Adopted 2013 Storm Water Budget and ERU Charge	
Operation Budget	\$ 347,157
New Debt Service	\$ 68,083
Equipment Replacement	\$ 21,300
Total Costs	\$ 436,540
Proposed \$\$ to be recovered through SW Utility	
CURRENT COSTS ONLY	\$436,540.00
Annual Cost Per ERU- Total 8533 ERUs	\$51.16
Monthly Cost Per ERU	\$4.26

Property owners will be billed monthly through a separate charge found on their Stoughton Utilities' Invoice starting in January 2013.

The Stormwater Utility charge is based on an ERU (equivalent runoff unit). An ERU is defined as the average impervious area of a single-family parcel. A sample of the single-family residential parcels was measured using aerial photography and the average impervious area of a single-family home in Stoughton was determined to be 3,105 square feet. Thus, 1 ERU equals 3,105 square feet for the City's Stormwater Utility rate structure. The monthly charge per ERU is estimated to be \$4.26.

For more information contact the Director of Planning and Development, Rodney Scheel. He can be reached at (608) 873-6619, or by [e-mail: rjscheel@ci.stoughton.wi.us](mailto:rjscheel@ci.stoughton.wi.us)

Mayor and Alderpersons

<u>NAME & ADDRESS</u>	<u>PHONE</u>	<u>E-MAIL</u>	<u>ALDERMANIC DISTRICT / TERM ENDING</u>
<u>MAYOR</u>			
OLSON, DONNA 820 Pleasant View Dr.	Home 873-9127 Work 873-6459	DOlson@ci.stoughton.wi.us	2014
<u>ALDERPERSONS</u>			
MAJEWSKI, THOMAS D 516 S Madison St.	Cell 712-8249	TMajewski@ci.stoughton.wi.us	DISTRICT 3 2013
CHRISTIANSON, RON 401 Fourth St.	Home 444-7022	RChristianson@ci.stoughton.wi.us	DISTRICT 2 2013
JENSON, GREG 724 Berry St.	Home 873-9567 Cell 206-3170	GJenson@ci.stoughton.wi.us	DISTRICT 3 2014
LAWRENCE, PAUL 305 S. Page St.	Work 205-3233 Cell 516-2392	PLawrence@ci.stoughton.wi.us (MAIL TO: PO Box 516)	DISTRICT 2 2014
ENGELBERGER, MICHAEL 1011 Summitt Ave. #10	Cell 444-5990	MEngelberger@ci.stoughton.wi.us	DISTRICT 2 2015
HOHOL, ERIC 1716 Roby Road	Home 873-0930	EHohol@ci.stoughton.wi.us	DISTRICT 4 2015
OLSTAD, ERIC 618 Nottingham Rd.	Home 877-5846 Cell 219-0942	EOlstad@ci.stoughton.wi.us	DISTRICT 4 2013
PETERSON, LARRY 1409 Kings Lynn Rd.	Home 877-0738 Cell 658-5074	LPeterson@ci.stoughton.wi.us	DISTRICT 4 2014
SUESS, TRICIA 316 Pine St.	Home 877-8081	TSuess@ci.stoughton.wi.us	DISTRICT 3 2015
SWADLEY, TIM 1617 N Page St.	Home 873-1790 Work 235-0824	TSwadley@ci.stoughton.wi.us	DISTRICT 1 2014
SWANGSTU, ELVIN (SONNY) 701 Bickley Ct.	Home 873-9428	SSwangstu@ci.stoughton.wi.us	DISTRICT 1 2013
KNEEBONE, DAVID 201 Brickson St.	Home 873-0521	DKneebone@ci.stoughton.wi.us	DISTRICT 1 2015

LEADERSHIP TEAM / DEPARTMENT HEADS

NAME / POSITION

PHONE / E-MAIL

CITY CLERK / PERSONNEL DIRECTOR
Nick Probst

873-6692 (Office)
nprobst@ci.stoughton.wi.us

EMS DIRECTOR
Cathy Rigdon

873-1563 (Office)
CRigdon@ci.stoughton.wi.us

FINANCE DIRECTOR / TREASURER
Laurie Sullivan

873-6691 (Office)
LSullivan@ci.stoughton.wi.us

FIRE CHIEF
Marty Lamers

873-7218 (Office)
MLamers@ci.stoughton.wi.us

LIBRARY DIRECTOR
Richard MacDonald

873-6281 (Library)
rmacdonald@scls.lib.wi.us

MEDIA SERVICES DIRECTOR
Bill Brehm

873-7523 (Office)
BBrehm@ci.stoughton.wi.us

OPERA HOUSE DIRECTOR
Bill Brehm

646-0433 (Office)
BBrehm@ci.stoughton.wi.us

PARKS AND RECREATION DIRECTOR
Tom Lynch

873-6746 (Office)
TLynch@ci.stoughton.wi.us

DIRECTOR OF PLANNING AND DEVELOPMENT
Rodney Scheel

873-6619 (Office)
rjscheel@ci.stoughton.wi.us

POLICE CHIEF
Greg Leck

873-3374 (Office)
gleck@ci.stoughton.wi.us

SENIOR CENTER DIRECTOR
Cindy McGlynn

873-8585 (Senior Center)
CMcglynn@ci.stoughton.wi.us

STREET SUPERINTENDENT
Karl Manthe

873-6303 (Office)
KManthe@ci.stoughton.wi.us

UTILITIES DIRECTOR
Robert Kardasz, P.E.

877-7423 (Office)
rkardasz@stoughtonutilities.com



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CREATED BY THE CITY OF STOUGHTON

FINANCE DEPARTMENT

Laurie Sullivan, Finance Director

QUESTIONS? PLEASE CALL 873-6677