

DPW – Operations Division

2023 Budget Overview

Finance & Personnel Committee

October 13, 2022

REI – 2023 Operations

- **Workforce Development**

- Urban Forestry Apprenticeship program
- Eliminated CDL permit requirement for City Laborer
- Changed Operations Driver Worker to continual recruitment
- Robust relationship with Wisconsin Community Services
- IDEAS group initiation

- **Community Engagement**

- Active in Ald. Rainey's MCARGO initiative
- Applied for Workforce development grant
- Received grant to plant trees in target neighborhoods

Budget Summary

Category	2022 Adopted Budget	2023 Proposed Budget	Change Amount	Percent Change
FTEs – O&M	689.58	670.08	-19.50	-2.8%
FTEs - Other	61.26	61.26	0.00	0.0%
Total Positions Authorized	815	800	-15	-1.8%
Salaries & Wages	\$35,878,863	\$36,248,646	\$369,783	1.0%
Fringe Benefits	16,504,277	16,311,891	-192,386	-1.2%
Operating Expenditures	11,230,629	15,184,504	3,953,875	35.2%
Equipment	3,422,670	2,122,550	-1,300,120	-38.0%
Special Funds	16,965,857	20,362,193	3,396,336	20.0%
TOTAL	\$84,002,296	\$90,229,784	\$6,227,488	7.4%

ARPA Funding				
Vacant Lot Maintenance -	2,300,000	0	-2,300,000	-100.0%
Energy Offset	2,310,000	0	-2,310,000	-100.0%
TOTAL	\$4,610,000	\$0	-\$4,610,000	-100.0%

TOTAL - Including ARPA	\$88,612,296	\$90,229,784	\$1,617,488	1.8%
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- \$4.6 million in operating expenditures offset by ARPA funding in 2022
- Operating expenditures reduced by \$650K in 23022 accounting for ARPA allocation

Position Changes

Fleet Service

- Vehicle Service Technician -7.00
- Fleet Maintenance Technician -2.00
- Garage Attendant -2.00
- Driver Training Instructor +2.00
- Auxiliary Positions -2.00

Sanitation Services

- Operations Driver Worker +13.00
- Sanitation Laborer Pool -6.00

Forestry Services

- Urban Forestry Specialist -8.00
- Urban Forestry Laborer -3.00

Operating

Operating	2022 Adopted Budget	2023 Proposed Budget	Amount Change	Percent Change
General Office Expense	\$ 56,000	\$ 61,000	\$ 5,000	9%
Tools & Machinery Parts	4,800,000	4,583,000	(217,000)	-5%
Construction Supplies	60,000	50,000	(10,000)	-17%
Energy	710,000	3,809,000	3,099,000	436%
Other Operating Supplies	311,100	425,000	113,900	37%
Vehicle Rental	1,550,000	780,000	(770,000)	-50%
Professional Services	233,746	273,746	40,000	17%
Information Technology Services	50,000	75,000	25,000	50%
Vehicle Repair Services	1,710,000	2,352,930	642,930	38%
Other Operating Services	719,555	1,203,000	483,445	67%
Reimburse Other Departments	753,000	1,294,600	541,600	72%
TOTAL	\$ 11,230,629	\$ 15,184,504	\$ 3,953,875	35%

- Energy funded in 2023 with ARPA allocation
- Vehicle Rental reduced by 50%
- Vehicle Repair Services
- Reimburse Other Departments

Equipment

Equipment	2022 Adopted Budget	2023 Proposed Budget	Amount Change	Percent Change
Fleet Services: Total	\$ 2,084,000	\$ 1,372,462	\$ (711,538)	-34%
Refuse Packers	1,650,000	1,032,462	(617,538)	-37%
Equipment < \$50,000	423,000	279,000	(144,000)	-34%
Diagnostic Equipment	11,000	11,000	-	0%
Brine Equipment	-	50,000	50,000	100%
Sanitation Services: Total	\$ 1,251,670	\$ 684,088	\$ (567,582)	-45%
Carts, Refuse	1,224,670	655,198	(569,472)	-47%
Littercans (F)	12,000	12,840	840	7%
Front and Rear Load Containers	15,000	16,050	1,050	7%
Forestry Services: Total	\$ 87,000	\$ 66,000	\$ (21,000)	-24%
Mowing Equipment	66,000	66,000	-	0%
Trailers	21,000		(21,000)	-100%
TOTAL	\$ 3,422,670	\$ 2,122,550	\$ (1,300,120)	-38.0%

- Cart replacement funding reduced by 47%
 - Cart Balance: 11,595
 - 2022 Budget: 12,330
- Reductions in fleet and forestry equipment reduced to meet budget target
- Major Fleet Capital increased by \$1,000,000 to offset O+M reduction

Special Funds

Account	2022 Adopted Budget	2023 Proposed Budget	Amount Change	Percent Change
In-Rem Vacant Lot Maintenance - ARPA Funded	\$ 2,300,000	\$ -	\$ (2,300,000)	-100%
Vacant Lots - Mowing & Snow Removal	-	1,600,000	1,600,000	100%
Vacant Lots - Illegal Dumping & Cleanup	-	800,000	800,000	100%
Salt Supply	2,295,000	2,466,000	171,000	7%
Waste Disposal	14,670,857	15,496,193	825,336	6%
TOTAL	\$ 19,265,857	\$ 20,362,193	\$ 1,096,336	6%

In Rem/Vacant Lot Special Fund

- Created two new special funds for Vacant Lot Maintenance to better track expenditure use
- \$100,000 increase

Salt & Waste Disposal

- Salt tonnage funded at \$2.5 million: Balance Tons = 22,850 / Budget Tons = 32,150
- Waste Disposal: Funded at 260,000 Tons
- Recycling Processing: Funded at 27,500 Tons

Revenues

Description	2022 Adopted Budget	2023 Proposed Budget	Amount Change	Percent Change
Solid Waste Fee	\$ 44,930,000	\$ 46,727,000	\$ 1,797,000	4%
Snow and Ice Control Fee	10,297,000	10,682,000	385,000	4%
Extra Garbage Cart Fee	1,786,000	1,857,000	71,000	4%
Forestry - Stormwater Management	24,396,000	24,396,000	-	0%
Sale of Recyclable Materials	1,240,000	1,360,000	120,000	10%
Self-Help Centers	1,300,000	1,900,000	600,000	46%
Fleet Services	3,190,000	3,540,000	350,000	11%
Forestry Services	870,000	760,000	(110,000)	-13%
Sanitation - Miscellaneous	2,777,000	2,711,000	(66,000)	-2%
Total	\$ 90,786,000	\$ 93,933,000	\$ 3,147,000	3%

- Major Fee's increase by 4%
- Self-Help Center revenue increase is based on experience

Capital Improvements Budget

Category	2022 Adopted Budget	2023 Proposed Budget	Amount Change	Percent Change
MRF Seawall Replacement	\$ 50,000	\$ -	\$ (50,000)	-100%
Smart City Work Order System	-	482,000	482,000	100%
Concealed Irrigation & Landscaping	200,000	200,000	-	0%
Tree Planting & Production	1,200,000	1,200,000	-	0%
Stump Removal	860,000	1,175,000	315,000	37%
EAB Response	860,000	860,000	-	0%
Brine Equipment	700,000	100,000	(600,000)	-86%
Major Capital	6,700,000	7,800,000	1,100,000	16%
Total	\$ 10,570,000	\$ 11,817,000	\$ 1,247,000	12%

- Onboard work order system: Annual Maintenance O+M funded / No Harris System
- Stump Removal: 100% contracted service / address backlog over 4 years
- Brine Equipment: Continued commitment to upgrade and replace aging equipment
- Major Fleet Capital: +\$1.1 million / multi-year commitment to reduce fleet age

Fleet Services – 2023 Operations

	2021 Funding (59 VSTs)	2022 Funding (53 VSTs)	2023 Funding (46 VSTs)
Total equipment	4,981	4,819	4,906
Rolling stock	2,954	2,920	2,918
Components	2,027	1,899	1,988
Outside Vehicle Repair Account	\$2,210,140 Funded @ \$1.7m	\$2,208,050 Funded @ \$1.7m	\$2,352,930
Total equipment	4,981	4,819	4,906

Rolling Stock

versus

Components



Fleet Services Operations

- Fleet Services currently maintains 787 MPD vehicles
 - Total pieces of equipment maintained 4,906 citywide
- Staying within Outside Repair account will reduce in service rates
 - External Labor Rate = \$130/hour
 - Internal Labor Rate = \$ 89.41/hour
- Anticipated in service rate based on staff reductions = 85%
- The industry standard for maintenance is 60 pieces of equipment per 1 mechanic (60:1)
- Constant recruitment and training needed for new employees

Sanitation Operations

- **Garbage & Recycling Collections**
 - Weekly garbage service, including up to 1 cubic yard outside cart
 - Every Other Week seasonal recycling service
 - Service to Tax Exempt properties & City facilities
- **Sanitation Special Services**
 - Seasonal street sweeping, at least monthly target
 - Fall leaf collection operations (4-6 cycles)
 - Bulky Waste collection (fee for service & abatement, up to 6 cubic yards)
 - Brush collection by request (up to 2 cubic yards)
- **Service delays expected**
- **Constant recruitment and training needed for new employees**
- **Capital Funds – “Smart City” onboard truck operating system**

Forestry Operations

- Tree Operations
 - Tree Removals – Up to 18 months to remove down to stump level
 - Stump Removals – Up to 24 months after tree removal
 - Tree Planting & Production – Trees planted up to 36 months after tree removal
 - Tree Pruning – Extend inspection/pruning cycle from 5 to 6 years
 - Ash Treatments – No impacts (Treat 8,884 ash trees annually)
- Boulevard Planting & Maintenance
 - Extend mowing & bed maintenance cycles
 - Reduce annual flower planting
 - Reduce/remove signature beds
- Prioritization of work throughout the year
- Constant recruitment and training needed for new employees

City Lot Maintenance Operations

- **Vacant Lots/In Rem Properties: Funding \$2.4 million**
 - Illegal dumping and litter pick up (\$800,000)
 - Mowing – 6 cycles, reduced from 11 cycles in 2022 (\$800,000)
 - Snow removal from public sidewalks up to 47” snow (~\$800,00)
- **Unfunded Services**
 - Hazardous tree removal on City-owned properties (\$109,673)
 - Nuisance vegetation removal on City-owned properties (\$47,889)
 - Private walk snow removal on City-owned properties (\$30,488)
 - Snow removal and mowing on bike paths (\$14,956)
 - Lakeshore gateway landscape maintenance (\$5,000)

Snow Operations

- Types of snow and ice control operations
 - Anti-icing
 - Salting/Partial Plowing for 0 – 4". Approx. 35 operations/year
 - Two teams alternating every 12 hours until done
 - Full Plowing for 4+". Approx. 4 operations/year
 - The salting team continues to work during a plowing
 - Garbage trucks have plows mounted
- All Forestry, Sanitation and Fleet staff work snow operations
- Constant recruitment and training needed for new employees