City of West Bend
Value Task Force
July 2011 – April 2013
Final Summary

May 20, 2013

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1. Chairman's Letter & Introduction

West Bend Common Council:

On behalf of the Value Task Force (VTF), I'd like to thank you for the opportunity to serve you. After 21 months of department reviews, meetings, work sessions, reports, and presentations, we have concluded the mission set forth to us by you in 2011.

I'd like to sincerely thank my colleagues on the Value Task Force. I'm grateful to have been surrounded by people of their caliber, and I appreciate the time and commitment they gave to the process. They truly made my role significantly easier.

The final reports that were presented to the Common Council were a result of not only the VTF's efforts, but also the department heads and personnel of each department we reviewed. It's clear that the city's employees take great pride in the work they do. We appreciate their participation during the review process, and thank them for the extra time they committed to our mission. We'd also like to thank the Clerk's office, I.S. department, and Community TV for assisting us in different capacities during the past 21 months.

The following report is a culmination of 1,500 hours of volunteer service including: 18 department reviews, over 40 public meetings and work sessions, and 10 presentations to the Common Council. We are confident this report and others before it will serve as helpful context as you make important decisions well into the future.

Thank you for the opportunity to serve,

Matt Ciriacks
Chairman, Value Task Force

2. Final Summary Overview

This final summary concludes the work of the Value Task Force. Section 3 contains a collection of the most common findings, recommendations, and value opportunities discovered during our review of multiple city departments.

Perhaps the most important discovery from our 20-months of review is the general lack of knowledge of each individual department's true operating costs. Understanding how funds are appropriated and reconciled within budgets was a common theme and a challenging task to uncover throughout the review process. To appropriately identify and provide value in the services offered to its citizens, the city must clearly understand the true cost to provide that service. Section 3 covers more of this information.

Despite the inability to clearly understand true department costs, we were still able to present several findings and recommendations throughout the review process, and within this final summary.

Lastly, we felt it important to include a summary of each respective department's response to the section within the RFI Document: *Department Function – Future*; *Value Opportunities you envision for your department.* Within each department review, department heads were given an opportunity to suggest changes they could make to achieve more productivity and efficiency. Section 4 of this report contains those department head responses, for your reference.

3. Summary of Findings & Value Opportunities

3.1 BUDGET

How much does it cost to operate your department?

It is critical that managers and department heads are responsible for and accountable to their budgets. In addition to providing more transparency around the costs and allocations of time within of each department's budget, managers should be able to properly measure and clearly define the true cost to operate their department.

Throughout the review process, the VTF ran into challenges when trying to identify this cost. In some cases, numbers were simply missing from the budget. In other cases, it was difficult to clearly understand the effects of wages, benefits, health care costs, and allocations of time on the budgets. It was difficult to identify what specifically a department spends, and without that specific information, we were limited in our recommendations. Some of these challenges were due to a lack of measuring and documenting these items. A budget summary showing in-flow and out-flow would have been helpful, but was not available. Additionally, the former City Administrator completed most of the department budgets, resulting in department heads not knowing the answers to several budget-related questions.

Without a clear understanding of these elements, it is impossible to properly measure the true cost to operate a department. Without a proper measure of true cost, it is impossible to properly define true value. These are critical sources of information that are needed to make informed decisions. One of the fundamental responsibilities of a department head should include deep budget knowledge, and they should be equipped with the tools to properly manage their department's budget.

Budget Performance Metrics

The city budget is over 500 pages. Approximately 90% of budgeted costs are personnel-related costs (i.e. salary, overtime, benefits). The remaining 10% is discretionary cost, yet we see over 500 pages. Capital projects are not clearly defined. What is the true definition? Budgets normally include a list of accomplishments from the previous year, and a list of performance metrics. What isn't clear is how budget goals are developed, and what impact the results of those goals had on the budget.

A good example was the Water Utility's budget. The former department head was not familiar with the budget, and didn't have an integral role in completing the budget. This was a concern considering the Water Utility alone has hundreds of accounts on its balance sheet. In addition to being an almost direct duplicate of the previous year's budget, it was 47 pages long and there were achievements for 2011 and goals for 2012 on eight different pages. It was very difficult to see a good recap of the department from an achievement perspective or goals perspective, and there was no way to confirm whether or not the department achieved any of the goals listed.

Department heads, City Council, and the citizens they represent should be able to interpret how well a department performs by the goals and achievements found within the budget. Many of the goals were

well thought out; however, the lack of measured impact on those goals does not translate into specific accomplishments. Instead, accomplishments listed in the budget read more like a diary or a report ("here's what we did"), and not an evaluation. Confusing "goals" with "accomplishments" is also prevalent within the RFI document completed by department heads. You'll see examples of this in Section 4.

We suggest changing the budget format to list all previous year's achievements on one page, and align these achievements with the goals of the department so there is an indicator of how well the department is performing. Also, placing the goals on one page makes them easy to identify within the budget. Goals should be SMART (Specific, Measurable, Achievable, Realistic, and Time-based). Every goal should have a measure against it. Creating these types of performance indicators also presents opportunities for department managers to encourage employee participation and accountability in the department's overall performance.

Before anything else however, more time, resources, education, and training should be invested to help all department heads clearly understand their budgets, as many department heads have not had exposure to budget management.

3.2 MUNIS

We presented several findings and recommendations regarding MUNIS within our Finance Department Final Report. Additionally, the Budget Task Force dedicated a bulk of their time reviewing MUNIS. Despite this, we still felt it to be important to include another mention in this final summary.

It's clear that MUNIS has not been used to its full potential throughout the city. At the time of its implementation, proper funding was not available to train all city departments on MUNIS software, and many city departments have simply learned how to function without full MUNIS utilization. This impacted all city departments because they all have access to the system and they all rely on MUNIS software for their budget monitoring. MUNIS software was originally selected on the recommendation of the I.S. Department, under the assumption that MUNIS would more easily integrate with other software for all city departments.

Contributing to MUNIS' underutilization could be the lack of training funds to maximize the technology MUNIS offers. Also, there has been a general lack of leadership regarding MUNIS management within the city. There seems to be disagreement as to who should be considered the MUNIS "experts" on behalf of the city. We strongly suggest the new Finance Director prioritize this issue, as Finance personnel are the city's key users of MUNIS. A good start would be to take advantage of the multiple MUNIS training opportunities and user group meetings offered. Some department heads may prefer MUNIS, and may have a higher comfort level with other mechanisms they feel works best for their individual department, but keep in mind MUNIS software maintenance fees cost the city approximately $36,000-$38,000 per year.

In governmental accounting, funds must be tracked separately. The City of West Bend has 26 funds, and within most of these funds there are multiple funding sources that need to be tracked, following

Governmental Accounting Standards Board (GASB) standards. These 26 funds have a balance sheet, revenue, and expenditure guidelines. Most also have their own budget, which are maintained and monitored individually – in spreadsheets outside of the MUNIS software (Sue Bartell likened this process to "keeping the books for 26 companies"). It is possible that many of the budget challenges identified in the previous section could be solved through expanded city-wide MUNIS use. Proper training and implementation could provide more depth in its use, resulting in more effective measures. There has to be a better way. The new leadership coming into the department presents a great opportunity to get a fresh perspective on which direction to take.

3.3 LEADERSHIP, PERSONNEL & TRAINING

We see a tremendous opportunity for the city to do more with less by investing in training for city employees. Overall, there seems to be a gap between budgeted training funds, and actual implementation of training and certification. Despite this need for additional training, it has not been fully utilized. This is due to a variety of reasons, including decreased training budgets and lack of free-time.

The Police Department report highlighted Chief Meuler's goals to ensure the department has well-trained and educated personnel at all positions within his department. We consider this a best practice – utilizing in-service training, specialized training, and encouraging employees to complete formal education / certification on their own time and cost.

There are several user groups – some local – that offer low-cost options. Training and seminar opportunities do exist to learn new technologies, and to keep current with software. Many diverse groups exist that provide the ability to network with other municipalities and outside businesses – many of these groups are specific to the functions of each individual department. Departments can also take advantage of web-based training.

With the recent turnover within several of the city's leadership positions, opportunities exist to mold and train managers early in their tenure, and set them (and the city) up for long-term success. The same goes for promoting within. The city has a very strong employee base. We recommend first identifying talent within the existing pool of employees, and making an investment in their development, through training offerings. Managers and HR should help develop "professional tracks" for high-potential employees.

The lack of succession planning throughout the department review process was somewhat shocking. During our 20-months of review, we witnessed a few glaring examples of no succession planning with the Water Utility, Finance, Library, and I.S. departments. Many departments who experienced turnover lacked any sort of formal succession planning – including, ironically, the Human Resources department. It is critical that succession plans are established with clearly defined roles and proper training to handle day-to-day functions in the event of a department head's absence or departure.

3.4 PUBLIC/PRIVATE PARTNERSHIPS

Like many other municipalities, the city of West Bend faces short-term and long-term budget circumstances. Having informed discussions about private partnership and finding solutions that preserve as many core services as possible should be a priority. Although some services might not make sense for private partnership, others may. For the Common Council to make better-informed budget decisions, department heads should be encouraged to consider private partnerships when evaluating debt, current/future benefit costs, duplications of services, quality of services, and cost within their departments. While these are not always easy discussion items, they should at the very least be considered and explored.

The VTF identified potential public/private partnerships during our review of several departments and subsequent discussions. Following are highlights from our reviews of the Recreation division of Parks, Recreation & Forestry, and the Engineering Department.

Recreation Division
During our review of the Recreation Division, we learned that the city made it an initiative to subsidize recreation over 30 years ago. When allocating increasingly scarce tax dollars in today's environment, it is sensible to question and discuss why the city subsidizes, to a small portion of the community, the same types of programming offered by local private entities that specialize in recreation. Essentially, the city competes with other private and non-profit organization offerings that are well-equipped to handle the same functions more efficiently. Instead, the city could be better served to partner – particularly as a promotional partner – with these organizations.

Engineering Department
Regarding the Engineering Department, we reported there was clearly less work for the department over the past few years, and the amount of reduced work did not align with the reduction in staff resources. Determining the labor needed for specific projects was a challenge for the department, yet there wasn't a sufficient system in place to determine necessary staffing levels. This is another area of opportunity for exploring private partnership – not necessarily in the department's core functions, but in specific, specialized functions that present a one-time need. For example, if Engineering has a lot of projects one year and very few the next, the department could flex its resources more to its workload.

3.5 FACILITIES MANAGEMENT

Although the VTF did not have an opportunity to review the Building Maintenance Department, we did discuss several inventory-related topics that we felt the Common Council should consider. Management of the substantial number of facilities, properties, and inventories owned by the city should be a priority for the Common Council to address. A list of items and questions the VTF compiled includes:
- Total number of buildings / square feet / maintenance costs
- Total number of parking lots / square feet / maintenance costs
- Clearly defined energy policy and inventory accounting (i.e. lighting, boilers, condensers)
- City-owned building inspections (i.e. How do we know when a roof needs to be replaced?)
- Strategic long-term facilities planning (i.e. Does the city need more space? How much? When?)
- Who maintains the city-owned buildings?

4. Summary of RFI Document Responses

Within the RFI document template, the VTF gave each department head an opportunity to make value opportunity suggestions in their own words. We believe these responses were important to include in this final summary, to give the Common Council additional references directly from each department head's perspective on value opportunities. Please note that these responses were given prior to the VTF's recommendations and final reporting of each department. Also note that several departments have current managers in place, who were not the department head at the time these departments were reviewed. The name of the department head at the time of their review is listed next to each respective department. Listed below are the responses from each respective department, taken from the section in the RFI Document titled: *Value opportunities you envision for your department (i.e. Are there any changes you could make within your department to make it more productive/efficient? What are they?).*

COMMUNITY TV (Mike Ryan)
- With the upgrade in technology, we have reduced the number of hours it takes to actually put programs out on the channels. We are increasing the number of programs we produce and we are focusing on bringing more government meetings to the channel. Plus we have added streaming video so those without cable can also see these programs.

AIRPORT (Jim Retzlaff)
- Expansion of commercial/private hangars for increased rental income.
- Option to place self-serve fuel pumps (Federal funds available) bringing in approximately $.50/gallon revenue. Currently the fixed based operator (West Bend Air) provides fuel and City receives the fuel flowage fee of $.07/gallon for AV fuel and $.08/gallon for Jet fuel.
- Develop commercial site for business use lease (providing tax revenue, employment and lease revenue).

- Potential expansion of runway length to attract increased corporate and business aircraft use.
- Encourage additional commercial or special event activities.

CLERK (Amy Reuteman)
- Unfortunately, the idea I have to make our department more productive/efficient would have to do with changing the layout of our front counter so that we could have more people being waited on at the front counter during absentee voting for the elections. This would be extremely difficult and costly in our present location.

VEHICLE MAINTENANCE (Steve Schmeling)
- We will continue to review new and existing equipment. Possible equipment purchases include a refrigerant recovery/recycling and recharging machine and a smoke tester to check pressurized fuel systems.
- We could use more training for our mechanics due to the changes in technology on equipment. Training is needed on the new can controllers on vehicles and the new exhaust systems on medium duty trucks.

WATER (Jim Kell)
- Move meter exchange program from A/S 400 system to Utility Billing. (Majority of savings realized in cost of forms versus copy paper cost. Also personnel time to drive to City Hall to print forms, burst and staple forms.) Currently in process of implementing.
- Utilize new billing system to increase efficiency in billing procedures. (Using sort codes for sorting bills in preparation for mailing is one example.)

ENGINEERING (Judy Neu)
- Earlier Approval of Final Capital Projects Budget (Oct/Nov) – allows for earlier bidding, more competition, and lower prices on major construction projects. While this is something that is completely out of the Engineering Department's control, it's a critical part of our annual operation. We submit Capital Projects requests for construction in August of each year. Since there are always more projects that need to be done than can be financed each year, we are placed in the position of possibly focusing large amounts of effort into projects that may not be financed the following year, or ever. In lieu of earlier approval of the budget, an option might be to obtain annual approval / prioritization assistance from the Board of Public Works on a 2 year construction project list early each year. Engineering Department staff would prepare a prioritized list of projects that we believe should be done in the near future. For 2012, that list would include projects we think should be completed in 2013 and 2014. The Board would be asked to approve and prioritize the list, after which we would begin the design work so that these projects could be ready to bid as soon as the Capital Projects Budget is approved.
- Early decisions (Feb/March) on the following year's major construction projects (two years in advance would be even better) would allow ample time for surveying in more favorable weather, design, internal reviews, permitting, and revisions to help ensure very few field changes, change orders, etc. Combined with an early approval of the final Capital Projects

budget, this would allow us to bid these projects much earlier in the year before contractor's schedules fill up. Major parts of this issue are beyond the Engineering Department's control. We do make recommendations each year of which projects we think should be pursued, and we have begun coordinating projects early with administration and the other City utilities, but because we do not make the final decisions on what projects will be financed, it can be a challenge to decide where to focus our efforts. What we would like to do is conceptually scope 3 or 4 major projects, and have the decision making authorities help us to prioritize those projects so we know which projects to pursue and which to abandon.

- Standardized Special Provisions Outline and Language – We are in the process of creating an outline and gathering standard special provisions in a centralized location so that the authors of our contracts (typically our engineers) can be much more efficient when writing the contracts. While much of the language in our special provisions has been standardized over the years, each project is unique. Having a standard outline, or order, in which each section is found in the special provisions will make it easier for Inspectors and Contractors to locate the section of the specs that is pertinent to the work that is being done or is going to be done next. The author would start with the outline, take out the sections that do not pertain to his/her project, and then gather the standard special provision language into their special provisions document. That language would then be revised to fit the specific circumstances of the project to complete the special provisions.

- Design Procedures Document – step by step instructions on design of typical engineering department design projects (reconstruction, water main replacement, storm sewer, sanitary sewer, etc.) – This list of steps has been started. Most of us have been through these steps many times before, and know them well, but it is easy to forget a step if you haven't been through a specific process in some time. Many of the steps are listed on the first few pages of this document. This document will also help designers move more efficiently through the processes and help management keep tabs on the status of a design project.

- Office Supply Inventory Record – recently implemented

- Maintenance Program Procedures Document – Complete, step by step guide on how Engineering Staff creates and implements the City's Annual Pavement Maintenance Program from concept to research to contract to final payment. Will include documentation on how decisions are made, and how priorities are set – in process

- Survey Field Procedures Manual – A collection of outlined procedures, checklists and flow chart examples intended to ensure high quality and consistent survey data and construction staking services. This manual provides guidelines upon which to build a survey for various types of projects. Procedures outline important tasks, and suggest a method to complete them, recognizing that flexibility is required. This document has been created, but we feel it could be expanded and improved. Improvements could include explanations for what we believe to be important about each overall task, the allowable tolerances, and why we do the task in the explained manner. The end product or "deliverable" would also be described. With knowing the big picture and by picking one of the acceptable methods a new employee should be able to perform the required surveys with the desired results, and important tasks that are not done

often would be done consistently over time. We want the manual to be specific enough to yield the desired results but generic enough to not require constant revisions due to technology changes.

- Office Procedures Document – Recently completed. Comprehensive procedures for all Administrative Assistant functions for the Department, central storage for contact information and calendars, how-to guide for admin functions. Includes: Damage Assessment Team Call Out Tree / List, Staff home contact information, quote and contract flow processing procedures, various sample documents (with file paths), News Release copy list, sidewalk procedures, how to use paragon mapping service document, etc.
- On-line Postings – We have recently added the City Standard Specifications, Subdivision Design Guidelines, and Storm Water Management Permit Guidelines to our portion of the City's web page. In addition, we post all quote and RFP requests on the City's web site as well as construction bid advertisements and bid tabulations, to name only a few.

PARKS, RECREATION & FORESTRY (Craig Hoeppner)

- Conduct a Community Needs Assessment/Satisfaction Survey – We need to ask our residents what we do well, what can be improved and what services they want. This could be completed for all City Departments. Our Department has not conducted a Satisfaction Survey in a number of years and would request that we are provided the money to do so in 2013.
- Improve City Website – needs to be much easier for customers to navigate and provide much more information at their fingertips. For that very reason, both the Friends of Lac Lawrann Conservancy and Friends of Parks and Recreation have created their own websites. We should have virtual tours of our parks and facilities, interactive maps and help promote West Bend more.
- Improve Communication with our customers. Continue to incorporate modern communication tools while executing major projects, annual forestry maintenance programs, or any type of departmental influence that may impact our customers. Some examples would be texts or emails, QR codes, e-mail flyers, e-mailing class and league information as opposed to paper information.
- Increase Training Budget – we currently have only $2386 budgeted for 18 FT employees. We attempt to provide a lot of in-house training, but there is a need for additional training and certifications.
- Increase Marketing dollars – our entire budget is $4000, which pays for the printing and distribution of three seasonal Activity Guides annually. This is an extremely low price and a great value. We do not have money for any other advertising or promotions and the PRF Department should be front and center in attracting businesses and families to West Bend.
- Create a Community Center -- possibly in cooperation with the Senior Center and/or other Non-profit organizations. The Mutual Mall is our most heavily used indoor space for programming and depending what happens with the Police Department, it may be demolished. It is increasingly more difficult each year to use the School District buildings on a consistent basis because of their own programming needs.

- Provide a City-wide Calling System for emergencies and information. An automated system that could be dispatched to portions of the City or the entire City, as needed.

FIRE (Chief Jim Vest)
- Any changes must affect personnel safety in a positive way. That is the safety of our personnel and the safety of the people we respond to.

LIBRARY (Sue Cantrell)
- Adding more volunteers to reduce the backlog due to staff not having the time to do certain duties. This would be primarily in the circulation department.
- Hire two part-time librarians to replace one full time due to retirement. While saving money it will also help to have an extra person to do some of the things we want and couldn't with limited staff such as offering computer classes. This also will work when staff is off due to vacation and illness by having an extra person to fill in. This offers us the flexibility of having two people working different times of the day even though the number of hours is the same.
- We already eliminated mailing out overdue notices. This has reduced staff time significantly and saved a lot of money in postage, envelopes and paper.
- Develop a new vision statement and strategic plan to help us focus on goals and objectives that are measurable.
- Work with our consortium to purchase computers in bulk to lower the cost per computer. This will enable us to regularly keep up-to-date with the technology.

BUILDING INSPECTION (Rob Chalifoux)
- Having already capitalized on the value of adding local Plumbing Plan Review to our Commercial Building Plan review status with the State has resulted in expediting many commercial projects that would be delayed if sent to the State for review, and in some cases is the difference between locating a business in West Bend or another municipality. Local plan review is an economic development tool. In the future the office would like to pursue additional structural plan review for commercial buildings 5000 square feet or less.
- The current process of reviewing, permitting, and inspecting fences, driveways, and signs involves the Inspection Office receiving the application, DCD reviewing the application, and Inspection issuing the required permits after DCD approval. This process was reviewed, problems were identified, and changes have been made. This process has now been shifted to the Inspection Office. This process was part of the overall review conducted last fall by Redevelopment Resources and will remain in the Inspection office until the new director of Community Development has an opportunity to review department processes.
- Reduce the back log of our Aging Report. In 2006 our Aging Report dated back to the year 2002 for open permits without an inspection. In the past we have been able to reduce the report so it dates back to 2009. This report should be able to be kept within the 18th month expiration time frame of the permit. Projects of larger scope would not effect this report.
- Online Permitting; our customers have frequently inquired if obtaining permits online was available. This would be followed by an inquiry to pay for permits by credit card or debit card at

the counter. This is an opportunity the Inspection Office would like to explore and will hopefully take up with the new Director.

ASSESSOR (Shannon Krause)
- Office/Software Procedures Document: Develop an office procedural manual that is directly in line with the statutory filing deadlines that relates to the process deve3loped in our assessment software. Additionally, a detail account of the individual assignments by position and their responsibilities and the process of updating the electronic assessment records; ie personal property discovery, personal property valuation, real property sale inspections…etc.
- Asset Management: Collect, document, photograph and value all municipality owned land and buildings. The assessor's office maintains records on all assessable property but we are responsible for maintaining a property record card (even if exempt) of all parcels within our corporate boundaries. By collecting this data we can establish and maintain information for insurance claims and asset management. Our assessment software uses the same software that the insurance industry uses to value site improvements for damage claims. We would collect detailed information to provide should there be a claim and would maintain historical data of each parcel. Many times we are asked for the value of land for the sale of right-of-ways or city owned parcels, additionally, we are also responsible for assisting Engineering for the annual reporting of GASB (City owned ROW lands).
- Devnet Software Enhancements: Further the development of our current assessment software in the collection / valuation of commercial property. Streamline the new reporting requirements set by WI Dept. of Revenue; annual value reports and the AAR report starting in 2013. Continue refining the residential sketches that did not convert from old software and add condos sketches that did not exist in prior software. Work with Devnet on our website (wEdge) to link with GIS data.

POLICE (Chief Ken Meuler)
We continually review and look for ways to be more efficient – We have or are presently studying the following as possible ways to improve our operations:
- Department Manual / Policies and Procedures – We are reviewing and considering hiring a service to review and rewrite our Department Manual – Policies and Procedures.
- Evidence Processing – We are reviewing our evidence processing and storage needs and looking to ensure that we have the most efficient system that maintains the integrity of all evidence that we process and inventory.
- Building Project – As we designed our building addition and remodeling, we did so with the intent to be as efficient as possible. As we go through the building process, we will continue to work to ensure that we are getting the best value for the City of West Bend.
- Budget – We continue to look for the best value for any purchases we make and for the most efficient means to staff the department to ensure the City has adequate police coverage 24-7-365. One of the items that we reviewed during the budget process was to shift the tax burden for the school crossing guards and school liaison officers to the school. Ultimately, we concluded this merely shifts costs and there is no real cost savings.

SEWER (Scott Tutas)

- The Sewer Utility will be under contract for the Bio-Gas Utilization at the WWTP. This will allow the use of methane produced at the WWTP to be used to generate electricity which in turn will be sold back to WE Energies. The WWTP is currently accepting outside waste which raises the production of methane. The Sewer Utility charges for the outside waste which is disposed at the WWTP for another source of revenue.

FINANCE (Sue Bartell)

- When the Value Task Force began, there was discussion of the city's purchasing procedures. I agree that the current policy requires review and updating to take advantage of better technology and efficient methods of purchasing. Government tends to like purchase order systems, which can delay purchases as well as add layers of authorization and paperwork. There are circumstances that still warrant a purchase order, and the steps required to obtain one, such as three quotes, and authorization by the department manager, purchasing agent, and budget director. However, there are alternate ways of handling smaller items, such as purchasing cards, internet purchases, and electronic payments. A strong policy regarding credit card/purchasing card procedures would need to be developed and adhered to for internal controls and protection.
- In the area of receipting, the on-line access by customers to their utility accounts has been very successful. We may want to look into a lockbox service for the remaining payments. Primarily, the goal would be to reduce the amount of data entry and traffic into the Finance Department teller area. Lockbox services can provide a file that can be uploaded to the utility billing software that would negate the need for City staff to enter in the payments. We would also like to explore the MUNIS self-serve option to see how we could accept payments on line for other departments. Lastly, I have been working with Washington County to expand on line access to the tax system. Currently, credit card payments can be made for taxes, but those payments must be entered into the tax system by city staff; it is not updated through a file like the utility payments.
- Perhaps the Common Council would like to review the four payment tax plan. While it has been in existence for nearly 20 years, perhaps the current economy dictates that it is no longer wise to keep it in existence. A cost analysis of that service to the taxpayer would need to be updated; and ultimately, the Common Council would need to decide if it is a service of value that their constituents want to have continued.

DEPT OF DEVELOPMENT (T.J. Justice & Mark Piotrowicz)
- Computer Tablets (site visits, code enforcement, paperless agendas and packets, etc.)
- Maximum utilization of information technology to enhance business recruitment and attraction
- Creating an effective business attraction marketing strategy for the City of West Bend
- Utilizing Tax Re-Investment program (TRIP) as an incentive program which will distinguish West Bend from other communities
- Utilize staff to implement and maintain consistent business retention effort.
- Look for opportunities to use city's Revolving Loan Fund (RLF) program dollars as leverage to obtain additional non-city funds.

GIS (T.J. Justice & Mark Piotrowicz)
- Utilizing ArcGIS Server would create city-wide efficiency. We are starting to switch from client-side to server-side technology which allows us to run software through the web instead of the desktop/laptop computers. This will significantly reduce the amount of time spent on software administration and reduce hardware costs as we will not need to buy laptops and can rely on less costly tablets.

TAXI (T.J. Justice & Mark Piotrowicz)
- Explore combining service with Washington County program.
- Computerized routing software (third party operating in the process of researching for more effective dispatching and fuel savings.

5. Conclusion

The single most important takeaway from our work is this: ***Without a clear understanding of a department's true operating cost, it is virtually impossible to justify its value.*** This fundamental body of knowledge is arguably the most important aspect to the overall city budget, the city's operations, and the management of each department. Once true operating costs are realized, "finding value" can shift from being a goal to being a standard.

Additionally, many of the challenges identified during our examination have the potential to be resolved with the right allocation of resources. The Value Task Force's challenge to the common council is to continue to use the information we've provided to you, and to continue to engage in asking questions that haven't been asked before.

Thank you again for the opportunity to serve, and all the best for a successful future.

Value Task Force:

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