

# Milwaukee Area Domestic Animal Control Commission

## MADACC

### 2017 Annual Operating Budget

### October 18, 2016



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## **2017 MADACC Budget Highlights**

MADACC will strive to improve animal control and sheltering services for Milwaukee County in a cost efficient manner.

Short term goals for MADACC include: developing Standard Operating Procedures (SOPs) for all MADACC operations; improving infectious disease control protocols to increase the number of animals available for transfer and adoption; strengthening MADACC's network of placement partner organizations to increase transfer of animals; expanding MADACC's foster and adoption programs to save more lives of adoptable animals not taken by placement partners; expanding MADACC's low-cost spay/neuter program and rabies vaccination program to include basic veterinary services for preventative health maintenance of Milwaukee County's pet population; expanding MADACC's humane education efforts in the community to promote responsible pet ownership and respect for animals; working with law enforcement to educate pet owners to reduce the number of safekeep animals, expanding information technology practices with current software system to increase efficiency and effectiveness of shelter operations; and promoting the practice of permanent identification of companion animals by providing low-cost microchipping service and registration to the public.

Some long-term goals include: developing meaningful partnerships with area humane societies to address the needs of the community and focusing on breed and species specific programs to decrease shelter intakes, expanding the license program through marketing, partnerships with area veterinarians and low-cost clinics; researching new revenue generating programs and grant opportunities; enhancing partnerships and collaboration with County law enforcement agencies, prosecutors and humane organizations to improve outcomes of animal cruelty and other criminal cases.

**Overall Summary (page 10):** We anticipated a small surplus for 2015 and 2016. We expect there to be a \$6,301 surplus for 2017.

**General Fund Summary (page 11):** For the 2015 and 2016 proposed budget, small positive surpluses were anticipated, and we expect a surplus of \$4,337 for 2017.

**Revenues (page 12):** The 2017 budget reflects a .8% increase in Billings to Members. There is a 0% increase for deficit reduction/reserve accumulation. For 2017, other projected revenue is approximately the same.

**Personnel Costs (page 13):** In 2016 a 1% increase had been budgeted representing a 1% merit increase. We are proposing the same for 2017.

**Contracted Services (page 14):** This category has increased 1.41% due to anticipated increases for maintenance agreements and the increased PILOT billing.

**Materials and Supplies (page 15):** Total expenses in this account have decreased 2.86% due to lower animal supply costs and office supply expenses.

**Capital Outlay (page 16):** There is one vehicle scheduled for replacement in 2017.

**Capital Projects Fund (page 17):** The Equipment and Building Reserve Billings to Members remains at \$50,000.

**Debt Service Fund (page 19):** The Debt Service Fund reflects activity associated with the borrowing of funds for the MADACC building improvement project. Payments for building expenditures were made starting in the latter half of 2015 and are anticipated to be fully paid by the fourth quarter of 2016. In 2016, it is anticipated that MADACC pays back the City of Wauwatosa for the short term promissory note used to fund the building expenditures, plus associated interest. The funding source of the 2016 payment on the promissory note stems from transfers from the General Fund and Capital Projects Fund, along with proceeds from long term debt to be secured using the debt capacity of Milwaukee County or one of the member municipalities. It is estimated that the issuance will be a \$2.5 million 15 year taxable bond, and the 2017 budget reflects interest and principal payments to be made starting 2017. Since the long term debt has not been finalized within the timeframe of the 2017 budget approval process, it is anticipated that a 2017 budget amendment will need to be made once the long term debt schedule is finalized.

**Special Revenue Fund (page 21):** License and Ordinance Fees are recognized within a Special Revenue Fund. These fees are “pass through” funds collected by MADACC and passed to members. In 2008, MADACC first began to retain 50% of license fees sold at MADACC’s facility as a License Fee Handling Retainage of approximately \$138,600. These funds help MADACC offset administrative and material costs associated with the selling, issuing and mailing of pet licenses for the municipalities. Additionally, the revenue offsets higher increases in Billings to Members.

**Reserve Accumulation and Fund Balance (page 22):** The combined fund balance remains positive at the end of 2016 due to a large fund balance in the Capital Projects Fund and a positive balance in the General Fund. MADACC will maintain a surplus in the General Fund as recommended by MADACC’s auditing firm Baker Tilly.

Attached at the end of the presentation are the individual member billing spreadsheets (see pgs. 23 -26).

## **MISSION STATEMENT**

To provide animal regulation and care services which protect the health, public safety and welfare of people and animals in Milwaukee County.

## **PURPOSE**

- Provide effective and cost efficient animal control services by active enforcement of Wisconsin State Statues pertaining to animal welfare
- Ensure safe, temporary shelter, veterinary and humane care for stray, unwanted, abandoned, mistreated and injured animals
- Provide a central location for owners to find and recover their lost pets
- Expedite the return of animals to their rightful owner
- Provide a progressive animal licensing program for Milwaukee County
- Provide and encourage responsible, safe placement opportunities for homeless animals
- Promote and maintain the highest levels of customer service and accountability to the public
- Educate the public about responsible companion animal ownership
- Provide humane euthanasia and disposal of stray and unwanted animals when necessary
- Provide low-cost basic veterinary services to residents of Milwaukee County to help control pet overpopulation, provide public safety and increase the health and wellbeing of the pet population in Milwaukee County

## **MADACC ORGANIZATIONAL GOALS**

- Expand licensing program through marketing plan, partnerships with Milwaukee County veterinarians, low-cost clinics to the public and web licensing
- Convert to a “paperless” system through current software system
- Develop Standard Operating Procedures (SOPs) for all MADACC operations
- Develop public awareness campaign for MADACC services and programs including new website and brochures
- Research new revenue generating programs and grant opportunities
- Enhance partnerships and collaboration with County law enforcement agencies, prosecutors and humane organizations to improve outcomes of animal cruelty and other criminal cases
- Develop partnerships with other animal welfare organizations to address community needs in an effort to decrease shelter intake
- Improve and develop new strategies to increase transfer of animals to traditional and non-traditional animal placement partners
- Develop infectious disease control protocols to increase the overall health in shelter animals
- Provide comprehensive customer service training for shelter employees
- Develop humane education materials and presentations on responsible pet ownership
- Promote the practice of permanent identification of companion animals by providing low-cost microchipping service and registration
- Expand volunteer program and adoption program

## **Field Services**

Field staff provides enforcement and rabies control services in accordance with Wisconsin State Statutes seven days a week, as well as 24 hour on-call emergency response service. Services include rescue of stray, lost, dangerous, abandoned, sick, mistreated, neglected and injured animals to prevent human and animal injuries, the spread of disease and help prevent animals from becoming nuisances to the community or a burden to its citizens. Animal control services to include safety and animal handling classes are performed for and in close association with law enforcement agencies, the Milwaukee Department of Neighborhood Services, health departments and other agencies throughout the county.

### Goals:

- Prevent injury and damage to the public caused by stray animals by collecting and containing such animals
- Protect the health and safety of stray animals
- Improve rescue capabilities by expanding training and partnerships
- Increase public awareness of animal issues and educate the public on the proper care and treatment of animals

### Objectives:

- Provide rescue and handling of approximately 8,000 animals per year
- Increase partnerships with other public safety agencies and increase safety, animal handling and animal investigation training
- Participate in local events to promote public safety and animal welfare

## **Veterinary Department**

Medical Department provides medical care services 365 days-a-year, and administers public animal health programs. Services performed by the medical department include routine veterinary care, microchipping, testing for infectious disease, medical treatment for special needs, vaccine and parasite treatment, rabies quarantine observation and humane euthanasia.

### Goals:

- Maintain the overall health of the shelter population, including intake exams, vaccinations and administering medications
- Administer routine and limited emergency care to animals in MADACC's care
- Focus on community initiatives to improve community animal health and decrease shelter intakes which include vaccination programs and low-cost spay/neuter services
- Efficiently manage state mandated rabies quarantine program

### Objectives:

- Maintain optimal shelter health at all times and address the needs of all animals in MADACC's care
- Protect the community by increasing the number of animals with rabies vaccines in Milwaukee County
- Reduce shelter intake by performing low cost sterilization surgeries

## **Shelter/Care Services**

Shelter staff provides veterinary care, food, water and a clean and sanitary environment to nearly 13,000 animals every year. Services provided for animals 365 days-a-year include behavior assessments, population management, disease control through cleaning protocols, coordinating animal transfers to placement partners Placement of adoptable animals is done through cooperative efforts between MADACC and southeast Wisconsin humane societies, approved regional breed rescue groups, and wildlife sanctuary centers.

### Goals:

- Provide a safe, sanitary environment for all animals and the public
- Reduce the number of animals housed and animals euthanized
- Increase the number of live animal placements
- Prevent the incidence of disease of housed animals
- Utilize volunteer labor

### Objectives:

- Provide shelter and care for nearly 11,000 animals per year
- Improve animal placement programs and increase partnerships with animal welfare agencies
- Improve infectious disease protocols
- Research available community service and internship programs
- Participate in local events to promote animal welfare and educate the public on responsible pet ownership

## **Administrative/Office Services**

Administrative/Office staff provides courteous, professional assistance to citizens of Milwaukee County. This includes receiving, dispatching and referring animal related service requests, overseeing animal license program, accepting animals brought to the facility, facilitating animal redemptions, processing lost animal reports, maintaining all records and monitoring all revenue.

### Goals:

- Receive and intake approximately 6,000 animals brought to the facility by the public
- Provide accurate, appropriate and complete information to the public
- Increase efficiency of administrative procedures
- Increase percentage of animals returned to owner
- Increase animal license compliance

### Objectives:

- Optimize use of software programs to maintain all records and revenue and to assist the public
- Reduce paper use by doing more work via computer and online
- Streamline processes for better efficiency

## **Volunteer Services/Community Outreach**

The Volunteer Coordinator/Community Outreach director provides direction and supervision of over 100 volunteers who work within the shelter, at off-site locations and events, and coordinates off-site foster care for MADACC animals. Additionally, this department oversees the marketing and information distribution to the residents in all 19 municipalities in Milwaukee County.

### Goals:

- Increase the number of regular volunteers who can provide assistance to staff and provide the animals with enrichment activities such as dog walking
- Provide accurate, appropriate and complete information to the public and the media regarding MADACC operations and public service information
- Develop humane education programs for the public
- Increase the number of foster homes that can care for adoptable animals off-site until adoptive homes are found
- Increase animal license compliance and return to owner rates

### Objectives:

- Develop marketing plan to inform the public of organization services and programs
- Establish partnerships with local media outlets, community organizations, and municipal officials to ensure that organization news, updates, programs and animals are promoted to the community
- Increase contact with the public through increased responses to service requests and visitors to the facility
- Increase website, social media, and educational information to update the public on events, activities and information on various animal related topics

## **Operations Department**

The Operations Manager is a multifaceted position and includes roles in the financial, technical, human resource, vendor purchasing, maintenance and safety and security aspects of MADACC. The role of the Operations Manager is to ensure MADACC runs efficiently and in a cost effective manner.

### Goals:

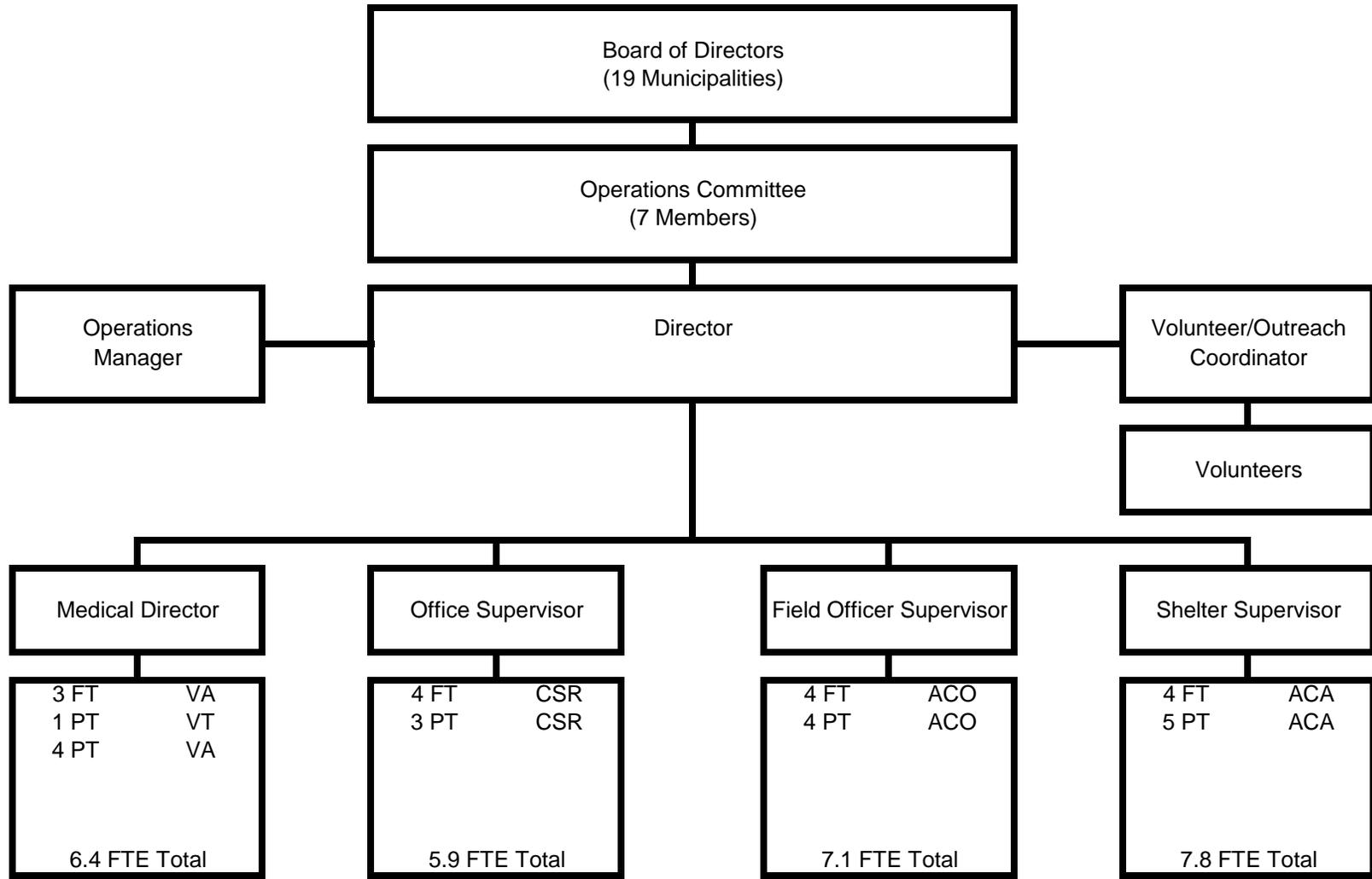
- Manage financial expenditures to meet organizational budget objectives
- Maintain all facets of technology to ensure efficiency of system applications to manage shelter operations
- Execute human resource processes to ensure compliance for all MADACC employees
- Manage general building and equipment maintenance schedules and repairs to support shelter operations
- Maintain proper security controls for people, process and technology

### Objectives:

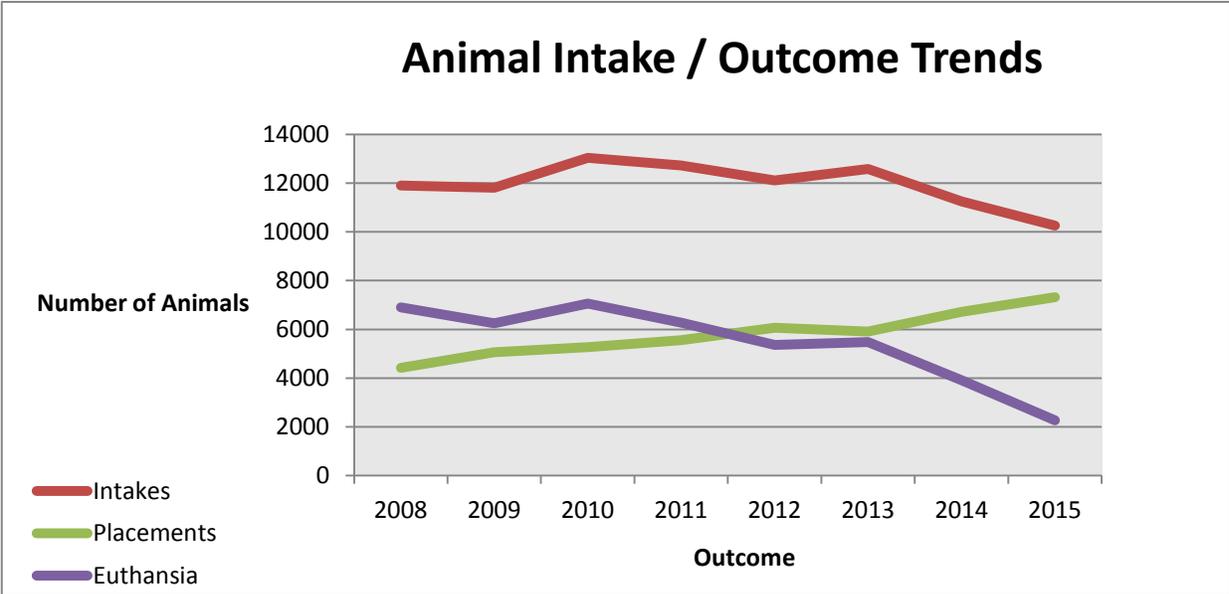
- Create standard operating procedures and implement process improvements in Chameleon shelter software to improve operational productivity
- Control operational costs through competitive supplier analysis and donations
- Re-design MADACC's website to improve consumer usability in an effort to reunite owners with their lost pets and generate a more positive impression of MADACC to the public
- Generate statistical data to set baselines for making informed decisions to advance future MADACC goals and objectives

# Milwaukee Area Domestic Animal Control Commission

## Organizational Chart



ACA	Animal Care Attendant
ACO	Animal Control Officer
CSR	Client Service Representative
VA	Veterinary Assistant
VT	Veterinary Technician
FT	Full Time
PT	Part Time
FTE	Full Time Equivalent



MADACC has had continued success in decreasing euthanasia and increasing live outcomes over the past few years and 2016 has been no exception.

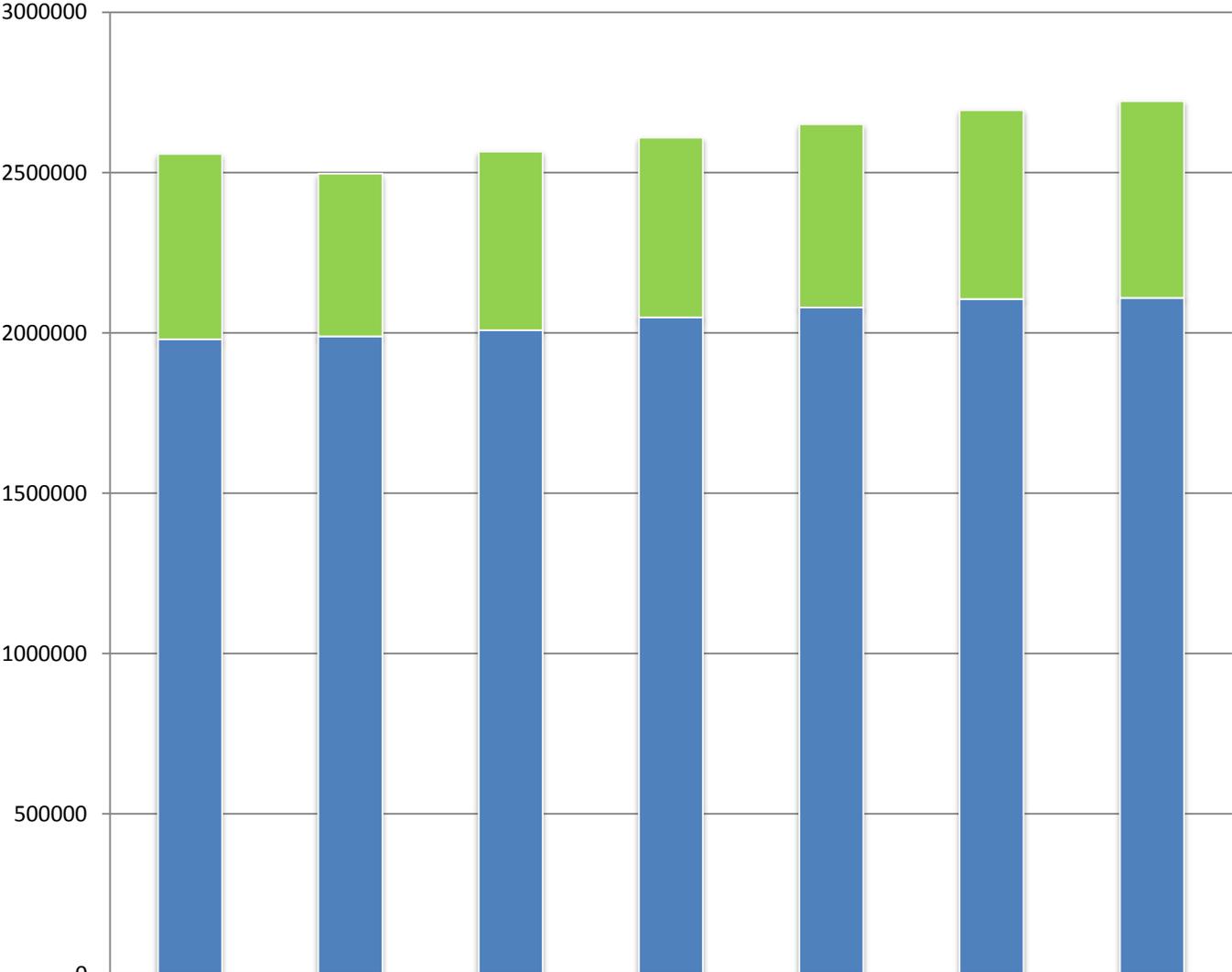
We have made progress in lowering our intake numbers when possible and referring owner surrenders to Wisconsin Humane Society. In addition, we are working with MPD and other law enforcement agencies to stop seizing animals from owners where the owners can receive assistance with husbandry and provide a better quality of life for the animal.

Euthanasia continues to decline thanks to our kitten foster program and our ability to find affordable resources for animals with medical needs that we do not have the equipment or expertise to handle in house.

Improvements to the building have also improved the overall health of the animals in the shelter and we have been able to transfer animals to other shelters much faster thanks to the shorter stray hold and their overall improved health.

We work closely with UW Madison Veterinary School Shelter Medicine Program, and this year as of July 31 we have a 79% live release rate for cats and 82.5% live release rate for dogs. We have been advised by the UW-Veterinary School Shelter Medicine department that for an open admission animal control facility that these numbers are outstanding.

# Revenue Trends



	2010	2011	2012	2013	2014	2015	2016
Non-Member Revenue	\$578,721	\$506,684	\$557,487	\$560,620	\$572,100	\$589,283	\$613,433
Member Billing	\$1,979,744	\$1,989,623	\$2,008,328	\$2,048,495	\$2,079,222	\$2,105,212	\$2,109,422

## Overall Summary

## MADACC 2017 Budget

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
General Fund Revenue	\$2,648,280	\$2,716,260	\$2,796,331	\$2,735,362	\$1,413,589	\$2,722,855	\$2,786,537	1.87%
General Fund Expenses	\$2,582,276	\$2,620,121	\$2,692,286	\$2,735,269	\$1,209,128	\$3,080,253	\$2,782,200	1.72%
Surplus (Deficit)	\$66,004	\$96,139	\$104,045	\$93	\$204,461	(\$357,398)	\$4,337	4563.85%
Capital Project Fund Revenue	\$50,000	\$50,000	\$3,650,000	\$50,000	\$25,000	\$50,000	\$50,000	0.00%
Capital Project Fund Expense	\$65,845	\$44,679	\$1,249,511	\$2,202,734	\$1,505,011	\$2,515,047	\$50,000	-97.73%
Surplus (Deficit)	(\$15,845)	\$5,321	\$2,400,489	(\$2,152,734)	(\$1,480,011)	(\$2,465,047)	\$0	-100.00%
Debt Service Fund Revenue	\$229,295	\$200,000	\$200,000	\$3,300,000	\$100,000	\$3,270,000	\$231,214	-92.99%
Debt Service Fund Expense	\$229,295	\$0	\$0	\$3,256,285	\$0	\$3,270,000	\$231,250	
Surplus (Deficit)	\$0	\$200,000	\$200,000	\$43,715	\$100,000	\$0	(\$36)	-100.08%
Special Revenue Fund Revenue	\$202,930	\$202,537	\$207,445	\$197,000	\$148,167	\$202,000	\$201,500	2.28%
Special Revenue Fund Expenses	\$191,210	\$190,819	\$195,414	\$197,000	\$141,153	\$212,500	\$199,500	1.27%
Surplus (Deficit)	\$11,720	\$11,718	\$12,031	\$0	\$7,014	(\$10,500)	\$2,000	
TOTAL REVENUES:	\$3,130,505	\$3,168,797	\$6,853,776	\$6,282,362	\$1,686,756	\$6,244,855	\$3,269,251	-47.96%
TOTAL EXPENSES:	\$3,068,626	\$2,855,619	\$4,137,211	\$8,391,288	\$2,855,292	\$9,077,799	\$3,262,950	-61.12%
TOTAL SURPLUS ( DEFICIT)	\$61,879	\$313,178	\$2,716,565	(\$2,108,926)	(\$1,168,536)	(\$2,832,944)	\$6,301	-100.30%

## General Fund Summary

## MADACC 2017 Budget

OPERATING	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
<b>Revenue</b>								
Billings to Members	\$2,048,495	\$2,079,222	\$2,105,212	\$2,109,422	\$1,054,711	\$2,109,422	\$2,126,297	0.80%
Billings to Members--DR/RA*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Licenses and Permits	\$134,774	\$138,383	\$140,380	\$140,000	\$117,287	\$141,500	\$142,000	1.43%
Public Charges for Services	\$376,586	\$392,605	\$403,946	\$412,000	\$193,531	\$395,600	\$436,800	6.02%
Interest Income	\$533	\$466	\$680	\$500	\$999	\$2,100	\$2,000	300.00%
Other Revenue	\$87,892	\$105,584	\$146,113	\$73,440	\$47,061	\$74,233	\$79,440	8.17%
Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Subtotal</b>	<b>\$2,648,280</b>	<b>\$2,716,260</b>	<b>\$2,796,331</b>	<b>\$2,735,362</b>	<b>\$1,413,589</b>	<b>\$2,722,855</b>	<b>\$2,786,537</b>	<b>1.87%</b>
<b>Expense</b>								
Personnel Costs	\$1,798,304	\$1,856,295	\$1,919,206	\$1,905,519	\$870,577	\$1,909,790	\$1,947,000	2.18%
Contracted Services	\$530,293	\$524,910	\$530,954	\$555,350	\$242,885	\$527,313	\$563,200	1.41%
Municipal Services & Deposits	\$7,210	\$6,790	\$5,880	\$6,500	\$1,890	\$4,500	\$4,000	-38.46%
Materials & Supplies	\$197,499	\$209,947	\$211,683	\$240,900	\$69,987	\$209,650	\$239,000	-0.79%
Capital Outlay	\$48,970	\$22,179	\$24,563	\$27,000	\$23,789	\$29,000	\$29,000	7.41%
Transfer to Debt Service Fund						\$400,000		
<b>Subtotal</b>	<b>\$2,582,276</b>	<b>\$2,620,121</b>	<b>\$2,692,286</b>	<b>\$2,735,269</b>	<b>\$1,209,128</b>	<b>\$3,080,253</b>	<b>\$2,782,200</b>	<b>1.72%</b>
<b>Surplus (Deficit)</b>	<b>\$66,004</b>	<b>\$96,139</b>	<b>\$104,045</b>	<b>\$93</b>	<b>\$204,461</b>	<b>(\$357,398)</b>	<b>\$4,337</b>	<b>4563.85%</b>

# Revenues

# MADACC 2017 Budget

Line Item	Account Description	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
4150	Billings to Members	\$2,048,495	\$2,079,222	\$2,105,212	\$2,109,422	\$1,054,711	\$2,109,422	\$2,126,297	0.80%
	Billings to Members--DR/RA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Licenses								
4158	Animal License Fees	\$134,774	\$138,383	\$140,380	\$140,000	\$117,287	\$141,500	\$142,000	1.43%
	Public Charges for Services								
4154	Impound Fees	\$42,934	\$36,923	\$37,228	\$35,000	\$15,671	\$35,000	\$35,000	0.00%
4176	Quarantine Impound Fee	\$2,625	\$2,289	\$2,297	\$1,500	\$1,275	\$1,800	\$1,800	20.00%
4156	Board Fees	\$53,794	\$44,957	\$41,340	\$42,000	\$17,959	\$38,000	\$38,000	-9.52%
4180	Rabies Vaccination Fee	\$48,111	\$49,759	\$53,293	\$60,000	\$28,629	\$53,000	\$60,000	0.00%
4159	Trap Deposit	\$7,140	\$6,860	\$5,880	\$6,000	\$2,100	\$4,500	\$4,500	-25.00%
4160	Euthanasia Service Fee	\$28,314	\$25,941	\$25,514	\$24,000	\$15,380	\$21,000	\$24,000	0.00%
4177	Microchip Fee	\$16,906	\$22,193	\$18,421	\$23,500	\$8,685	\$18,000	\$22,500	-4.26%
4220	Spay/Neuter Program	\$108,906	\$123,212	\$102,099	\$130,000	\$54,908	\$105,000	\$120,000	-7.69%
4167	Medical Fees	\$9,955	\$9,218	\$8,413	\$10,000	\$3,455	\$7,800	\$8,000	-20.00%
4168	Vaccines	\$9,855	\$19,178	\$20,541	\$22,000	\$13,282	\$22,000	\$24,000	9.09%
4170	Adoption Fees	\$45,175	\$48,608	\$83,775	\$55,000	\$29,793	\$84,000	\$95,000	72.73%
4175	ID Tag Revenue	\$844	\$1,152	\$924	\$1,000	\$265	\$500	\$1,000	0.00%
4260	Taxable Supplies Revenue	\$2,027	\$2,315	\$4,221	\$2,000	\$2,129	\$5,000	\$3,000	50.00%
	<b>Subtotal</b>	<b>\$376,586</b>	<b>\$392,605</b>	<b>\$403,946</b>	<b>\$412,000</b>	<b>\$193,531</b>	<b>\$395,600</b>	<b>\$436,800</b>	<b>6.02%</b>
	Investment Income								
4163	Interest Income	\$533	\$466	\$680	\$500	\$999	\$2,100	\$2,000	300.00%
	Other Revenues								
4162	Donations/Contributions	\$38,758	\$76,909	\$96,721	\$57,000	\$32,254	\$55,000	\$61,000	7.02%
4165	Misc. Revenue	\$27,412	\$9,888	\$4,582	\$5,000	\$4,042	\$5,000	\$5,000	0.00%
4179	Pit Bull/Rottweiller Seminar	\$1,440	\$1,860	\$1,440	\$1,300	\$975	\$1,300	\$1,300	0.00%
4200	Animal Supplies	\$0	\$90	\$0	\$0	\$0	\$0	\$0	
4240	License Process Fee	\$9,196	\$8,112	\$8,311	\$8,500	\$5,717	\$8,500	\$9,000	5.88%
4250	Collars/Leashes	\$896	\$1,349	\$1,644	\$1,100	\$360	\$700	\$1,100	0.00%
4178	Sales Tax Discount	\$30	\$40	\$40	\$40	\$20	\$40	\$40	0.00%
4169	ASPCA Grant	\$0	\$3,000	\$1,290	\$0	\$0	\$0	\$0	
4169.1	Best Friends Grant	\$2,000	\$0	\$30,750	\$0	\$0	\$0	\$0	
4197	Sale of Assets	\$1,042	\$3,788	\$0	\$500	\$3,693	\$3,693	\$2,000	300.00%
4164	Insurance Recovery	\$7,118	\$548	\$1,335	\$0	\$0	\$0	\$0	
	<b>Subtotal</b>	<b>\$87,892</b>	<b>\$105,584</b>	<b>\$146,113</b>	<b>\$73,440</b>	<b>\$47,061</b>	<b>\$74,233</b>	<b>\$79,440</b>	<b>8.17%</b>
	Other Financing Sources	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
	<b>TOTAL</b>	<b>\$2,648,280</b>	<b>\$2,716,260</b>	<b>\$2,796,331<sup>2</sup></b>	<b>\$2,735,362</b>	<b>\$1,413,589</b>	<b>\$2,722,855</b>	<b>\$2,786,537</b>	<b>1.87%</b>

## Personnel Costs

## MADACC 2017 Budget

Line Item	Account Description	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
5201	Salaries / Wages	\$1,230,552	\$1,243,985	\$1,252,377	\$1,270,770	\$581,668	\$1,280,000	\$1,297,369	2.09%
5210	OASI	\$91,372	\$92,953	\$93,463	\$99,126	\$43,587	\$100,139	\$101,161	2.05%
5215	Pension	\$78,188	\$90,136	\$92,724	\$85,521	\$29,012	\$86,394	\$88,199	3.13%
5220	Health Insurance	\$363,369	\$391,932	\$445,814	\$414,891	\$204,811	\$412,507	\$428,526	3.29%
5225	Life Insurance	\$2,301	\$2,726	\$2,899	\$2,211	\$1,078	\$1,750	\$1,745	-21.08%
5230	Unemployment Compensation	\$11,343	\$6,662	\$2,303	\$8,000	\$0	\$0	\$5,000	-37.50%
5240	Disability Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
5221	Dental Insurance	\$0	\$0	\$0	\$0	\$165	\$0	\$0	
5202	Overtime	\$21,179	\$27,901	\$29,626	\$25,000	\$10,256	\$29,000	\$25,000	0.00%
	<b>Total</b>	<b>\$1,798,304</b>	<b>\$1,856,295</b>	<b>\$1,919,206</b>	<b>\$1,905,519</b>	<b>\$870,577</b>	<b>\$1,909,790</b>	<b>\$1,947,000</b>	<b>2.18%</b>

## Contracted Services

## MADACC 2017 Budget

Line Item	Account Description	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
5000	Storage Rental	\$1,190	\$1,281	\$1,190	\$1,100	\$549	\$600	\$0	-100.00%
5010	Natural Gas	\$24,345	\$34,578	\$15,958	\$32,500	\$10,132	\$17,000	\$25,000	-23.08%
5020	Maintenance Agreements	\$29,762	\$31,211	\$32,456	\$28,000	\$3,167	\$33,000	\$35,000	25.00%
5030	Electricity	\$64,289	\$50,723	\$62,909	\$60,000	\$18,959	\$55,000	\$57,000	-5.00%
5040	Telephone/Internet	\$26,516	\$28,425	\$30,369	\$32,000	\$13,252	\$30,000	\$31,000	-3.13%
5050	Water/Sewer	\$30,900	\$32,601	\$41,886	\$34,000	\$10,656	\$30,000	\$32,500	-4.41%
5060	PILOT	\$41,747	\$42,617	\$42,035	\$42,500	\$51,313	\$51,313	\$52,000	22.35%
5070	Postage	\$15,774	\$14,591	\$12,974	\$15,000	\$5,778	\$15,000	\$15,000	0.00%
5080	Waste Removal	\$7,800	\$9,229	\$9,307	\$10,000	\$4,855	\$10,000	\$11,000	10.00%
5090	Vehicle Maintenance	\$14,852	\$5,713	\$5,060	\$7,500	\$2,911	\$5,000	\$7,500	0.00%
5100	Equipment Maintenance	\$12,016	\$20,254	\$12,898	\$18,000	\$7,238	\$14,000	\$18,000	0.00%
5110	Building Maintenance	\$16,775	\$17,216	\$16,341	\$20,000	\$8,923	\$16,000	\$20,000	0.00%
5120	Snow Removal	\$4,305	\$5,101	\$3,534	\$4,000	\$2,645	\$3,500	\$4,000	0.00%
5230	Lawn Care	\$2,365	\$2,861	\$3,115	\$2,500	\$950	\$3,200	\$2,500	0.00%
5140	Insurance Payments	\$45,642	\$46,616	\$51,515	\$50,000	\$24,288	\$51,500	\$52,000	4.00%
5150	Fuel / Oil	\$27,364	\$25,651	\$17,763	\$24,000	\$5,288	\$17,000	\$22,000	-8.33%
5160	Legal Services	\$16,079	\$15,596	\$18,576	\$15,000	\$1,406	\$10,000	\$15,000	0.00%
5170	Fiscal Services	\$13,411	\$17,878	\$13,797	\$15,000	\$6,548	\$14,000	\$15,000	0.00%
5180	Subscription/Membership	\$1,433	\$1,774	\$1,378	\$1,500	\$599	\$1,400	\$1,500	0.00%
5190	Training	\$1,024	\$1,814	\$3,434	\$5,000	\$515	\$3,000	\$5,000	0.00%
5195	Audit Services	\$10,525	\$10,425	\$9,740	\$10,750	\$10,125	\$11,300	\$11,500	6.98%
5198	Other Professional	\$25,435	\$13,023	\$13,439	\$22,500	\$2,978	\$10,000	\$15,000	-33.33%
5185	Travel	\$1,055	\$1,648	\$3,381	\$5,000	\$2,234	\$5,000	\$5,000	0.00%
5522	Spay/Neuter Program	\$81,750	\$86,780	\$97,417	\$87,000	\$41,257	\$110,000	\$100,000	14.94%
5370	Advertising	\$2,860	\$0	\$1,007	\$1,500	\$0	\$1,000	\$1,000	-33.33%
5340	Credit Card Services	\$7,399	\$4,424	\$8,275	\$8,000	\$5,718	\$8,300	\$8,500	6.25%
5425	IT Services	\$3,680	\$2,880	\$1,200	\$3,000	\$600	\$1,200	\$1,200	-60.00%
	<b>Total</b>	<b>\$530,293</b>	<b>\$524,910</b>	<b>\$530,954</b>	<b>\$555,350</b>	<b>\$242,885</b>	<b>\$527,313</b>	<b>\$563,200</b>	<b>1.41%</b>

## Municipal Services & Materials and Supplies

## MADACC 2017 Budget

Line Item	Account Description	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
<b>Municipal Services &amp; Deposits</b>									
528	Trap Deposit Refunds	\$7,210	\$6,790	\$5,880	\$6,500	\$1,890	\$4,500	\$4,000	-38.46%
<b>Materials &amp; Supplies</b>									
701	Uniforms	\$1,689	\$3,502	\$2,956	\$4,000	\$2,770	\$4,000	\$4,000	0.00%
702	Animal Supplies	\$70,437	\$66,982	\$70,041	\$80,000	\$16,162	\$70,000	\$75,000	-6.25%
524	Microchips	\$12,070	\$17,378	\$27,366	\$20,000	\$7,134	\$21,000	\$22,500	12.50%
523	ID Tags	\$656	\$906	\$728	\$900	\$105	\$350	\$500	-44.44%
536	Collars/Leashes	\$714	\$1,043	\$1,566	\$1,500	\$1,087	\$1,600	\$1,500	0.00%
703	Vaccines	\$29,760	\$30,428	\$35,376	\$34,000	\$14,282	\$35,500	\$36,000	5.88%
704	Office Supplies	\$11,314	\$14,593	\$8,354	\$14,000	\$4,560	\$10,000	\$12,000	-14.29%
707	Misc. Expenses	\$4,991	\$2,645	\$1,607	\$3,000	\$2,635	\$3,000	\$3,000	0.00%
708	Medical Supplies	\$65,902	\$71,999	\$63,701	\$74,000	\$21,333	\$64,000	\$74,000	0.00%
805	Cash Over & Short	(\$34)	\$471	(\$12)	\$500	(\$82)	\$200	\$500	0.00%
799	Contingency Fund	\$0	\$0	\$0	\$9,000	\$0	\$0	\$10,000	11.11%
<b>Total</b>		<b>\$197,499</b>	<b>\$209,947</b>	<b>\$211,683</b>	<b>\$240,900</b>	<b>\$69,987</b>	<b>\$209,650</b>	<b>\$239,000</b>	<b>-0.79%</b>

## Capital Outlay

## MADACC 2017 Budget

Line Item	Account Description	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
9050	Vehicle Replacement	\$45,090	\$21,859	\$23,463	\$23,000	\$23,789	\$25,000	\$25,000	8.70%
9010	Equipment Purchase	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
9100	IT Equipment/Software	\$3,489	\$320	\$0	\$3,000	\$0	\$3,000	\$3,000	0.00%
9200	Office Equipment	\$391	\$0	\$1,100	\$1,000	\$0	\$1,000	\$1,000	0.00%
	<b>Total</b>	<b>\$48,970</b>	<b>\$22,179</b>	<b>\$24,563</b>	<b>\$27,000</b>	<b>\$23,789</b>	<b>\$29,000</b>	<b>\$29,000</b>	<b>7.41%</b>

## Capital Projects Fund Summary

## MADACC 2017 Budget

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
<b>Capital Projects Fund Revenue</b>								
Equipment Reserve: Billing to Members	\$30,000	\$30,000	\$30,000	\$30,000	\$15,000	\$30,000	\$30,000	0.00%
Building Reserve: Billing to Members	\$20,000	\$20,000	\$20,000	\$20,000	\$10,000	\$20,000	\$20,000	0.00%
Transfer from Debt Service Fund	\$0	\$0	\$400,000	\$0	\$0	\$0		
Proceeds, Promissory Note	\$0	\$0	\$3,200,000	\$0	\$0	\$0		
<b>Total</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$3,650,000</b>	<b>\$50,000</b>	<b>\$25,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>
<b>Capital Projects Fund Expenses</b>								
HVAC Loan Repayment	\$38,429	\$0	\$0	\$0	\$0	\$0		
Capital Projects Total	\$27,416	\$44,679	\$1,249,511	\$2,202,734	\$1,505,011	\$2,345,047	\$50,000	-97.73%
Transfer to Debt Service						\$170,000		
<b>Total</b>	<b>\$65,845</b>	<b>\$44,679</b>	<b>\$1,249,511</b>	<b>\$2,202,734</b>	<b>\$1,505,011</b>	<b>\$2,515,047</b>	<b>\$50,000</b>	<b>-97.73%</b>
<b>Surplus (Deficit)</b>	<b>(\$15,845)</b>	<b>\$5,321</b>	<b>\$2,400,489</b>	<b>(\$2,152,734)</b>	<b>(\$1,480,011)</b>	<b>(\$2,465,047)</b>	<b>\$0</b>	<b>-100.00%</b>

from project expense report - includes additional estimated \$60k in cost  
also includes \$50k in capital project summary not related to building projects, plus \$82k for crematory

## MADACC Capital Improvements Projects 2013 - 2017

	2013	2014	2015	2016	2017	5 year Total
<b>Building</b>						
Epoxy Floors						
Epoxy Paint (kennels and cat wards)						
HVAC in Administration						
Painting (Interior and Exterior)						
Electric Gate				\$20,000.00	\$20,000.00	\$40,000.00
Cabinets with Stainless Steel Sinks						
Electrical System updated and expanded						
Renovate Building Interior						
Blacktop and Concrete Repairs						
Building Renovation			\$2,437,768.00			\$2,437,768.00
Design Services, Building Renovation			\$143,500.00			\$143,500.00
Performance Bond/Potential Testing Costs			\$32,605.00			\$32,605.00
<b>Equipment</b>						
Freezer (Cooler)		\$15,000.00				\$15,000.00
Office Furniture (Lobby, Offices, Conference Rooms)				\$30,000.00		\$30,000.00
Refrigerators						
Radios			\$65,000.00			\$65,000.00
Security System		\$15,000.00			\$30,000.00	\$45,000.00
Medical Equipment (Building Renovation)			\$25,000.00			\$25,000.00
Mobile Data Terminals		\$10,000.00				\$10,000.00
Protective equipment for officers	\$8,000.00					\$8,000.00
<b>Animal Related</b>						
Guillotine doors for kennels						
Stainless Steel Cat Cages						
New Lighting in Kennels						
Resting Grates for Kennels						
Dog Kennels			\$381,750.30			\$381,750.30
Cat Condos			\$291,276.00			\$291,276.00
<b>Total</b>	<b>\$8,000.00</b>	<b>\$40,000.00</b>	<b>\$3,376,899.30</b>	<b>\$50,000.00</b>	<b>\$50,000.00</b>	<b>\$3,524,899.30</b>

## Debt Service Fund

## MADACC 2017 Budget

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
<b>Revenue</b>								
Billings to Members--Long Term Debt	\$229,295.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Billings to Members--Debt Service Fund	\$0.00	\$200,000.00	\$200,000.00	\$200,000.00	\$100,000.00	\$200,000.00	\$231,214.00	15.61%
Transfer from Capital Fund						\$170,000.00	\$0.00	
Transfer from General Fund						\$400,000.00	\$0.00	
Proceeds Long Term Debt	\$0.00	\$0.00	\$0.00	\$3,100,000.00	\$0.00	\$2,500,000.00	\$0.00	
<b>Total</b>	<b>\$229,295</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$3,300,000</b>	<b>\$100,000</b>	<b>\$3,270,000</b>	<b>\$231,214</b>	<b>-92.99%</b>
<b>Expense</b>								
June1 Interest Payment	\$5,459.40	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,625.00	
December 1 Principal Payment	\$218,375.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,625.00	
December 1 Interest Payment	\$5,459.40	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200,000.00	
Short Term Note Principal	\$0.00	\$0.00	\$0.00	\$3,200,000.00	\$0.00	\$3,200,000.00	\$0.00	
Short Term Note Interest	\$0.00	\$0.00	\$0.00	\$56,284.93	\$0.00	\$70,000.00	\$0.00	
Pension Accrual Expense*	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Transfer to Capital Projects Fund	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
<b>Total</b>	<b>\$229,295</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,256,285</b>	<b>\$0</b>	<b>\$3,270,000</b>	<b>\$231,250</b>	
<b>Surplus (Deficit)</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$43,715</b>	<b>\$100,000</b>	<b>\$0</b>	<b>(\$36)</b>	<b>-100.08%</b>

\*Note: Pension Accrual paid off in 2012 and Long Term Debt paid off in 2013

\*\* Major Building Improvements are being planned and will be presented after a feasibility study has been completed.

**Debt Service Schedule (Estimated)****MADACC Building  
15 year taxable bond**

Debt issuance: 12/1/2016  
\$2,500,000

<u>Date</u>	<u>Principal Balance</u>	<u>Principal Payment</u>	<u>Coupon</u>	<u>Interest Payment</u>	<u>Period Total</u>	<u>AnnualTotal</u>
6/1/2017	\$2,500,000.00		1.25%	\$15,625.00	\$15,625.00	
12/1/2017	\$2,300,000.00	\$200,000.00	1.25%	\$15,625.00	\$215,625.00	\$231,250.00
6/1/2018	\$2,300,000.00		1.50%	\$17,250.00	\$17,250.00	
12/1/2018	\$2,100,000.00	\$200,000.00	1.50%	\$17,250.00	\$217,250.00	\$234,500.00
6/1/2019	\$2,100,000.00		1.75%	\$18,375.00	\$18,375.00	
12/1/2019	\$1,900,000.00	\$200,000.00	1.75%	\$18,375.00	\$218,375.00	\$236,750.00
6/1/2020	\$1,900,000.00		2.00%	\$19,000.00	\$19,000.00	
12/1/2020	\$1,700,000.00	\$200,000.00	2.00%	\$19,000.00	\$219,000.00	\$238,000.00
6/1/2021	\$1,700,000.00		2.00%	\$17,000.00	\$17,000.00	
12/1/2021	\$1,500,000.00	\$200,000.00	2.00%	\$17,000.00	\$217,000.00	\$234,000.00
6/1/2022	\$1,500,000.00		2.25%	\$16,875.00	\$16,875.00	
12/1/2022	\$1,350,000.00	\$150,000.00	2.25%	\$16,875.00	\$166,875.00	\$183,750.00
6/1/2023	\$1,350,000.00		2.50%	\$16,875.00	\$16,875.00	
12/1/2023	\$1,200,000.00	\$150,000.00	2.50%	\$16,875.00	\$166,875.00	\$183,750.00
6/1/2024	\$1,200,000.00		2.75%	\$16,500.00	\$16,500.00	
12/1/2024	\$1,050,000.00	\$150,000.00	2.75%	\$16,500.00	\$166,500.00	\$183,000.00
6/1/2025	\$1,050,000.00		3.00%	\$15,750.00	\$15,750.00	
12/1/2025	\$900,000.00	\$150,000.00	3.00%	\$15,750.00	\$165,750.00	\$181,500.00
6/1/2026	\$900,000.00		3.00%	\$13,500.00	\$13,500.00	
12/1/2026	\$750,000.00	\$150,000.00	3.00%	\$13,500.00	\$163,500.00	\$177,000.00
6/1/2027	\$750,000.00		3.25%	\$12,187.50	\$12,187.50	
12/1/2027	\$600,000.00	\$150,000.00	3.25%	\$12,187.50	\$162,187.50	\$174,375.00
6/1/2028	\$600,000.00		3.50%	\$10,500.00	\$10,500.00	
12/1/2028	\$450,000.00	\$150,000.00	3.50%	\$10,500.00	\$160,500.00	\$171,000.00
6/1/2029	\$450,000.00		3.75%	\$8,437.50	\$8,437.50	
12/1/2029	\$300,000.00	\$150,000.00	3.75%	\$8,437.50	\$158,437.50	\$166,875.00
6/1/2030	\$300,000.00		3.75%	\$5,625.00	\$5,625.00	
12/1/2030	\$150,000.00	\$150,000.00	3.75%	\$5,625.00	\$155,625.00	\$161,250.00
6/1/2031	\$150,000.00		4.00%	\$3,000.00	\$3,000.00	
12/1/2031	\$0.00	\$150,000.00	4.00%	\$3,000.00	\$153,000.00	\$156,000.00
<b>Total</b>		<b>\$2,500,000.00</b>		<b>\$397,375.00</b>	<b>\$2,913,000.00</b>	<b>\$2,913,000.00</b>

## Special Revenue Fund Summary

## MADACC 2017 Budget

	2013 Actual	2014 Actual	2015 Actual	2016 Adopted Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
<b>Special Revenue Fund Revenue</b>								
License Fees	\$257,671	\$276,766	\$284,432	\$280,000	\$234,574	\$285,000	\$285,000	1.79%
License Fee Handling Retainage	(\$134,774)	(\$138,383)	(\$142,216)	(\$140,000)	(\$117,287)	(\$142,500)	(\$142,500)	1.79%
Ordinance Fees	\$68,313	\$52,436	\$53,198	\$50,000	\$23,866	\$47,500	\$50,000	0.00%
Spay/Neuter Donations	\$7,849	\$8,588	\$8,953	\$5,000	\$4,842	\$8,000	\$6,000	20.00%
Shelter Improvement Donations	\$3,871	\$3,130	\$3,078	\$2,000	\$2,172	\$4,000	\$3,000	50.00%
<b>Total</b>	<b>\$202,930</b>	<b>\$202,537</b>	<b>\$207,445</b>	<b>\$197,000</b>	<b>\$148,167</b>	<b>\$202,000</b>	<b>\$201,500</b>	<b>2.28%</b>
<b>Special Revenue Fund Expenses</b>								
License Fees	\$122,897	\$138,383	\$142,216	\$140,000	\$117,287	\$142,500	\$142,500	1.79%
Ordinance Fees	\$68,313	\$52,436	\$53,198	\$50,000	\$23,866	\$47,500	\$50,000	0.00%
Designated S/N Expenses	\$0	\$0	\$0	\$5,000	\$0	\$2,500	\$5,000	0.00%
Designated Shelter Improvements Expenses	\$0	\$0	\$0	\$2,000	\$0	\$20,000	\$2,000	0.00%
<b>Total</b>	<b>\$191,210</b>	<b>\$190,819</b>	<b>\$195,414</b>	<b>\$197,000</b>	<b>\$141,153</b>	<b>\$212,500</b>	<b>\$199,500</b>	<b>1.27%</b>
<b>Surplus (Deficit)</b>	<b>\$11,720</b>	<b>\$11,718</b>	<b>\$12,031</b>	<b>\$0</b>	<b>\$7,014</b>	<b>(\$10,500)</b>	<b>\$2,000</b>	

## Reserve Accumulation & Fund Balances

## MADACC 2017 Budget

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2016 Actual (6 mos)	2016 Estimate (12 mos)	2017 Proposed Budget	% Change From 2016
<b>General Fund</b>								
Beginning Balance (Jan. 1)	\$407,044	\$473,048	\$569,187	\$587,123	\$652,671	\$652,671	\$295,274	-49.71%
Operating - Net Revenue (Expense)	\$66,004	\$96,139	\$104,045	\$93	\$204,461	(\$357,398)	\$4,337	4563.85%
Ending Balance (Dec. 31)	\$473,048	\$569,187	\$673,232	\$587,216	\$857,132	\$295,274	\$299,611	-48.98%
<b>Capital Projects Fund</b>								
Beginning Balance (Jan. 1)	\$239,808	\$223,963	\$229,284	\$2,655,559	\$2,629,773	\$2,629,773	\$164,726	-93.80%
Net Revenue (Expense)	(\$15,845)	\$5,321	\$2,400,489	(\$2,152,734)	(\$1,480,011)	(\$2,465,047)	\$0	-100.00%
Ending Balance (Dec. 31)	\$223,963	\$229,284	\$2,629,773	\$502,825	\$1,149,762	\$164,726	\$164,726	-67.24%
<b>Debt Service Fund</b>								
Beginning Balance (Jan. 1)	\$36	\$36	\$200,036	\$36	\$36	\$36	\$36	0.00%
Net Revenue (Expense)	\$0	\$200,000	\$200,000	\$43,715	\$100,000	\$0	(\$36)	-100.08%
Ending Balance (Dec. 31)	\$36	\$200,036	\$400,036	\$43,751	\$100,036	\$36	\$0	-100.00%
<b>Special Revenue Fund</b>								
Beginning Balance (Jan. 1)	\$14,491	\$26,211	\$37,929	\$45,929	\$61,144	\$61,144	\$50,644	10.27%
Net Revenue (Expense)	\$11,720	\$11,718	\$12,031	\$0	\$7,014	(\$10,500)	\$2,000	
Ending Balance (Dec. 31)	\$26,211	\$37,929	\$49,960	\$45,929	\$68,158	\$50,644	\$52,644	14.62%
<b>All Funds Ending Balance (Dec. 31)</b>								
	\$723,258	\$1,036,436	\$3,753,001	\$1,179,721	\$2,175,088	\$510,680	\$516,981	-56.18%

## Member Billing - Operations

## MADACC 2017 Budget

2017 Proposed Operating Budget = \$2,126,297

Municipality	Animals Handled			3-Year Total	3-Year Average	Percent of Total	Member Billing
	2013	2014	2015				
Bayside	4	5	6	15	5.00	0.04	\$950.06
Brown Deer	56	69	64	189	63.00	0.56	\$11,970.75
Cudahy	192	160	167	519	173.00	1.55	\$32,872.07
Fox Point	35	11	8	54	18.00	0.16	\$3,420.22
Franklin	104	122	116	342	114.00	1.02	\$21,661.37
Glendale	126	113	53	292	97.33	0.87	\$18,494.50
Greendale	99	43	70	212	70.67	0.63	\$13,427.51
Greenfield	344	242	255	841	280.33	2.51	\$53,266.69
Hales Corners	23	17	24	64	21.33	0.19	\$4,053.59
Milwaukee	9,674	8,873	7,949	26,496	8,832.00	78.93	\$1,678,185.79
Oak Creek	240	204	190	634	211.33	1.89	\$40,155.86
River Hills	8	5	4	17	5.67	0.05	\$1,076.73
Saint Francis	80	80	56	216	72.00	0.64	\$13,680.86
Shorewood	37	43	17	97	32.33	0.29	\$6,143.72
South Milwaukee	213	154	160	527	175.67	1.57	\$33,378.77
Wauwatosa	196	216	190	602	200.67	1.79	\$38,129.07
West Allis	680	725	704	2,109	703.00	6.28	\$133,578.42
West Milwaukee	120	79	91	290	96.67	0.86	\$18,367.82
Whitefish Bay	18	19	18	55	18.33	0.16	\$3,483.55
<b>TOTALS</b>	<b>12,249</b>	<b>11,180</b>	<b>10,142</b>	<b>33,571</b>	<b>11,190.33</b>	<b>100.00</b>	<b>\$2,126,297.38</b>

## Member Billing - Capital Projects

## MADACC 2017 Budget

2017 Proposed Capital Budget = \$50,000

Municipality	Animals Handled			3-Year Total	3-Year Average	Percent of Total	Member Billing
	2013	2014	2015				
Bayside	4	5	6	15	5.00	0.04	\$22.34
Brown Deer	56	69	64	189	63.00	0.56	\$281.49
Cudahy	192	160	167	519	173.00	1.55	\$772.99
Fox Point	35	11	8	54	18.00	0.16	\$80.43
Franklin	104	122	116	342	114.00	1.02	\$509.37
Glendale	126	113	53	292	97.33	0.87	\$434.90
Greendale	99	43	70	212	70.67	0.63	\$315.75
Greenfield	344	242	255	841	280.33	2.51	\$1,252.57
Hales Corners	23	17	24	64	21.33	0.19	\$95.32
Milwaukee	9,674	8,873	7,949	26,496	8,832.00	78.93	\$39,462.63
Oak Creek	240	204	190	634	211.33	1.89	\$944.27
River Hills	8	5	4	17	5.67	0.05	\$25.32
Saint Francis	80	80	56	216	72.00	0.64	\$321.71
Shorewood	37	43	17	97	32.33	0.29	\$144.47
South Milwaukee	213	154	160	527	175.67	1.57	\$784.90
Wauwatosa	196	216	190	602	200.67	1.79	\$896.61
West Allis	680	725	704	2,109	703.00	6.28	\$3,141.10
West Milwaukee	120	79	91	290	96.67	0.86	\$431.92
Whitefish Bay	18	19	18	55	18.33	0.16	\$81.92
<b>TOTALS</b>	<b>12,249</b>	<b>11,180</b>	<b>10,142</b>	<b>33,571</b>	<b>11,190.33</b>	<b>100.00</b>	<b>\$50,000.00</b>

**Member Billing - Debt Service Fund**

**MADACC 2017 Budget**

2017 1st Installment (2nd Qtr.)	<b>\$15,589.00</b>
2017 2nd Installment (4th Qtr.)	<b>\$215,625.00</b>
	<b>\$231,214.00</b>

Municipality	Equalized Value	Valuation Percentage	1st Installment	2nd Installment	Member Billing
Bayside	606,013,100	1.06	\$164.95	\$2,281.50	\$2,446.45
Brown Deer	871,820,900	1.52	\$237.29	\$3,282.21	\$3,519.50
Cudahy	904,789,300	1.58	\$246.27	\$3,406.33	\$3,652.59
Fox Point	1,107,760,900	1.93	\$301.51	\$4,170.47	\$4,471.98
Franklin	3,629,055,600	6.34	\$987.76	\$13,662.57	\$14,650.33
Glendale	1,709,084,900	2.98	\$465.18	\$6,434.32	\$6,899.50
Greendale	1,271,454,400	2.22	\$346.07	\$4,786.74	\$5,132.80
Greenfield	2,783,224,200	4.86	\$757.54	\$10,478.21	\$11,235.75
Hales Corners	657,293,900	1.15	\$178.90	\$2,474.56	\$2,653.47
Milwaukee	25,530,193,300	44.58	\$6,948.84	\$96,115.39	\$103,064.22
Oak Creek	3,014,976,300	5.26	\$820.62	\$11,350.70	\$12,171.32
River Hills	495,681,900	0.87	\$134.92	\$1,866.13	\$2,001.05
Saint Francis	544,264,200	0.95	\$148.14	\$2,049.03	\$2,197.17
Shorewood	1,449,243,400	2.53	\$394.46	\$5,456.07	\$5,850.53
South Milwaukee	1,127,175,000	1.97	\$306.80	\$4,243.56	\$4,550.35
Wauwatosa	5,519,699,400	9.64	\$1,502.36	\$20,780.42	\$22,282.77
West Allis	3,639,905,800	6.36	\$990.71	\$13,703.42	\$14,694.13
West Milwaukee	287,204,000	0.50	\$78.17	\$1,081.26	\$1,159.43
Whitefish Bay	2,125,525,900	3.71	\$578.53	\$8,002.12	\$8,580.65
<b>TOTALS</b>	<b>57,274,366,400</b>	<b>100.00</b>	<b>\$15,589.00</b>	<b>\$215,625.00</b>	<b>\$231,214.00</b>

## Member Billing - Total

## MADACC 2017 Budget

Municipality	Prior-Year Operations			2017			
	2014	2015	2016	Operations	Capital	TOTAL	Debt Service
Bayside	\$1,161	\$1,084	\$1,036	\$950	\$22	\$972	\$2,446.45
Brown Deer	\$8,682	\$8,331	\$10,606	\$11,971	\$281	\$12,252	\$3,519.50
Cudahy	\$27,374	\$30,242	\$32,122	\$32,872	\$773	\$33,645	\$3,652.59
Fox Point	\$2,599	\$3,367	\$3,779	\$3,420	\$80	\$3,501	\$4,471.98
Franklin	\$20,959	\$18,031	\$19,383	\$21,661	\$509	\$22,171	\$14,650.33
Glendale	\$24,609	\$24,650	\$23,832	\$18,494	\$435	\$18,929	\$6,899.50
Greendale	\$8,793	\$11,811	\$12,190	\$13,428	\$316	\$13,743	\$5,132.80
Greenfield	\$59,947	\$62,252	\$58,392	\$53,267	\$1,253	\$54,519	\$11,235.75
Hales Corners	\$7,300	\$6,448	\$4,693	\$4,054	\$95	\$4,149	\$2,653.47
Milwaukee	\$1,644,222	\$1,663,400	\$1,708,131	\$1,678,186	\$39,463	\$1,717,648	\$103,064.22
Oak Creek	\$38,932	\$38,287	\$41,813	\$40,156	\$944	\$41,100	\$12,171.32
River Hills	\$1,272	\$1,426	\$1,341	\$1,077	\$25	\$1,102	\$2,001.05
Saint Francis	\$15,429	\$16,776	\$13,836	\$13,681	\$322	\$14,003	\$2,197.17
Shorewood	\$5,254	\$5,763	\$6,217	\$6,144	\$144	\$6,288	\$5,850.53
South Milwaukee	\$31,688	\$33,095	\$34,865	\$33,379	\$785	\$34,164	\$4,550.35
Wauwatosa	\$32,462	\$34,464	\$37,059	\$38,129	\$897	\$39,026	\$22,282.77
West Allis	\$123,156	\$122,165	\$128,000	\$133,578	\$3,141	\$136,720	\$14,694.13
West Milwaukee	\$19,521	\$19,743	\$17,920	\$18,368	\$432	\$18,800	\$1,159.43
Whitefish Bay	\$5,862	\$3,880	\$4,206	\$3,484	\$82	\$3,565	\$8,580.65
<b>TOTALS</b>	<b>\$2,079,222</b>	<b>\$2,105,215</b>	<b>\$2,159,421</b>	<b>\$2,126,297</b>	<b>\$50,000</b>	<b>\$2,176,297</b>	<b>\$231,214.00</b>
Annual % Change		1.3%	2.6%	-1.5%	0.00%		