

Milwaukee Area Domestic Animal Control Commission

MADACC

2020 Annual Operating Budget

October 15, 2019



Table of Contents

Budget Highlights.....	1
Mission Statement, Purpose, Organization Goals & Objectives.....	3
Organizational Chart.....	8
Annual Animal Intake & Outcome Chart.....	9
Revenue Comparison Chart.....	10
Overall Summary.....	11
General Fund Summary.....	12
Revenues.....	13
Personnel Costs.....	14
Contracted Services.....	15
Materials & Supplies.....	16
Capital Outlay.....	17
Capital Projects Fund Summary	18
Capital Improvements Projects 2015 - 2029	19
Debt Service Fund Summary	20
Debt Service Schedule	21
Special Revenue Fund	22
Reserve Accumulation & Fund Balance.....	23
Member Billing Spreadsheets	
Operations.....	24
Capital Projects.....	25
Debt Service Fund.....	26
Totals.....	27

2020 MADACC Budget Highlights

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

Organizational Chart (page 8): We are cutting a part-time position at the front desk in order to make the two remaining part-time positions more stable with more hours for current part-time employees. That will bring the number of staff in that department to 5 FT and 2PT.

We are moving a part-time ACA position to full-time in order to have more stability in the department we find the most challenging to retain staff. That means we will have 5 FT positions and 4 PT positions in our Animal Care department.

Overall Summary (page 11): We anticipated a small surplus for 2018 and 2019. We expect the same for 2020.

General Fund Summary (page 12): For the 2018 and 2019 proposed budget, small positive surpluses were anticipated, and we expect the same for 2020.

Revenues (page 13): The 2020 budget reflects a 1.5% increase in Billings to Members. For 2020, other projected revenue is approximately the same.

We are expecting an increase in spay/neuter revenue through a pilot program offering fully vetted animals for a fee to our transfer partners who do not have a veterinarian on staff and who have to hold animals longer waiting for appointments to have these services performed. It is hoped that MADACC will be able to be more competitive with animal transports from out of state and get more animals transferred from MADACC with this program.

MADACC also plans to raise fees for the first time for boarding and impound fees as they are no longer in line with what our expenses are for those services.

Personnel Costs (page 14): In 2019 a 2% increase had been budgeted representing a 2% merit increase. We are proposing a 2% merit increase for 2020.

Contracted Services (page 15): This category has decreased slightly by .28% due to tighter budgeting practices.

Materials and Supplies (page 16): Total expenses in this account have decreased 1.97% due to the impact of donated goods.

Capital Outlay (page 17): There is one vehicle scheduled for replacement in 2020.

Capital Projects Fund (page 18): Due to a large surplus in the Capital Projects Fund, members will only be billed \$20,000 instead of the annual \$50,000 for Capital Projects in 2020. In 2021, please expect to budget for your share of the full \$50,000 which is part of the member agreement for capital repairs to the building and major systems.

Debt Service Fund (page 20): The Debt Service schedule for the Wauwatosa Note for the building renovation is represented in the 2020 budget

Special Revenue Fund (page 22): 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 2019, MADACC will retain 50% of license fees sold at MADACC’s facility as a License Fee Handling Retainage of approximately \$147,000. 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 23): The combined fund balance remains positive at the end of 2019 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. 24 -27).

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 Statutes 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 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

Medical 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
- Increase public awareness of animal health issues and stress importance of basic medical care for companion animals
- Increase the number of animals reunited with owners by implanting microchips in public owned animals
- Reduce the number of animals euthanized for medical reasons

Shelter/Care Services

Shelter staff provides veterinary care, food, water and a clean and sanitary environment to nearly 10,000 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 10,000 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 175 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

Shelter Outcomes Department

The Shelter Outcomes Coordinator provides supervision of the adoption program and kitten foster program for animals that are still on stray hold (known as pre-select animals) as well as those that have completed stray hold and are unclaimed

Goals:

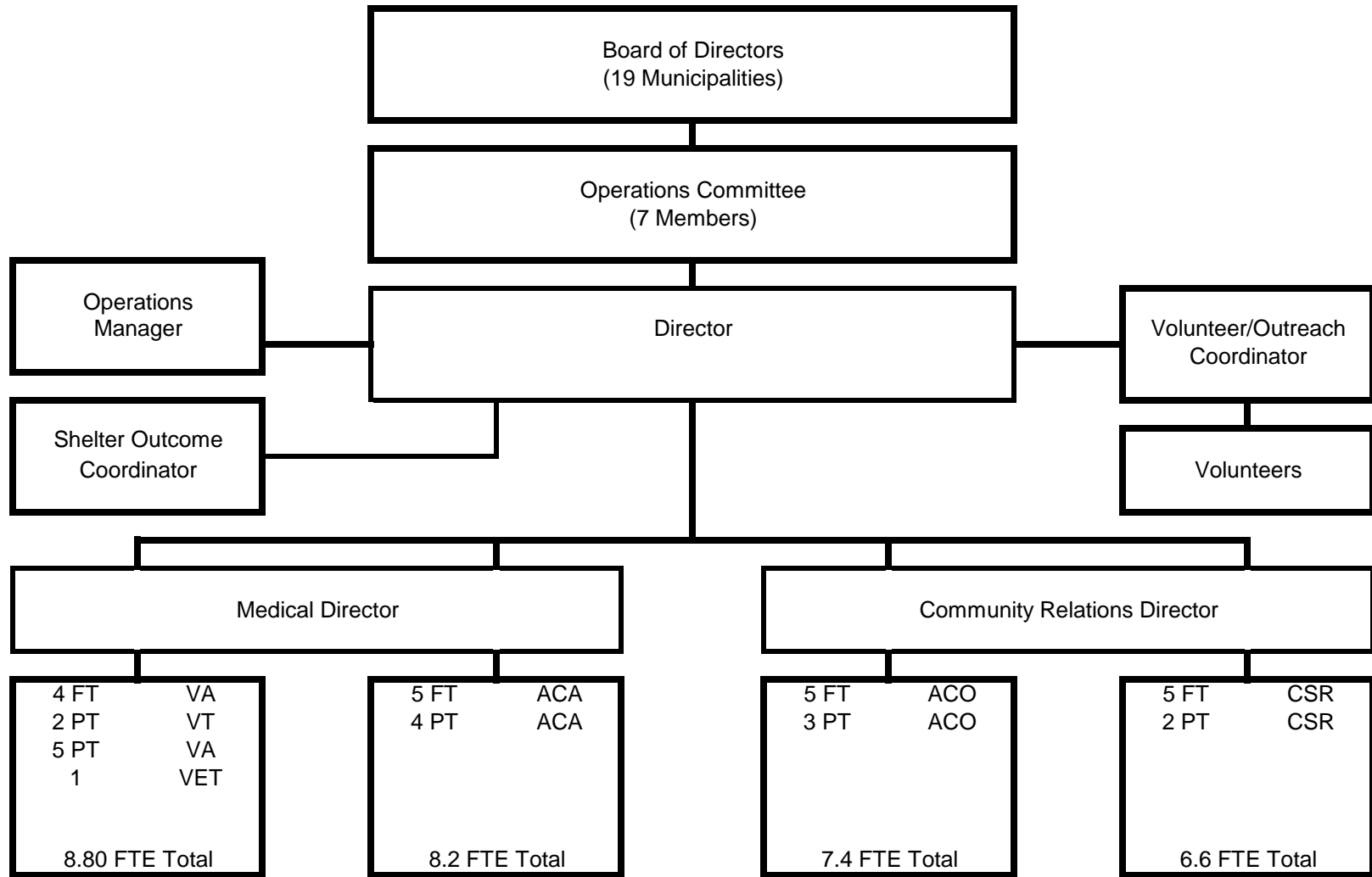
- Increase the live outcomes for both dogs and cats
- Provide accurate, appropriate and complete information to the about our adoption program and our foster programs
- Make sure animals are scheduled for appropriate medical care and vetting prior to adoption
- Increase the number of foster homes that can care for adoptable animals off-site until adoptive homes are found
- Increase volunteer adoption counseling staff

Objectives:

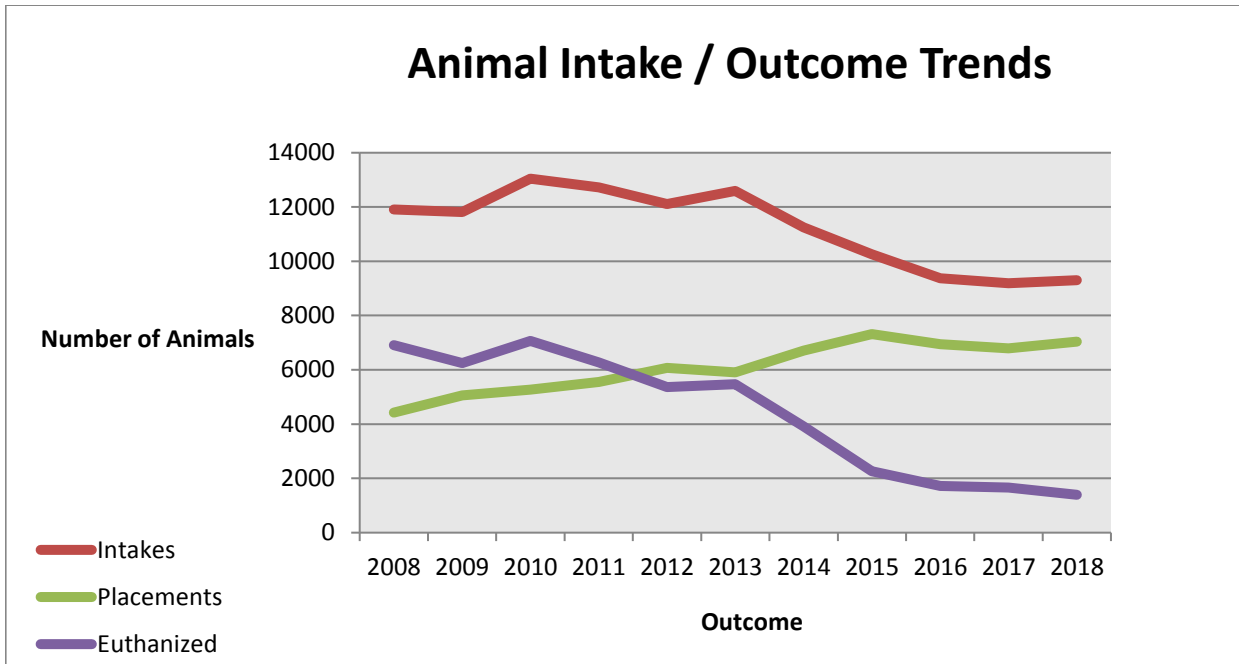
- Develop adoption programs with detailed instructions for volunteers to alleviate staff involvement in non-essential duties
- Ensure that adopters are given complete information not only about how our adoption program works but also help them understand the post adoption process and their responsibilities to their new companions.
- Increase contact with the public through increased responses to adoption applications and visitors to the facility
- Increase website, social media, and educational information to increase awareness of the animals available for adoption.

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 2019 has been a continuation of that success.

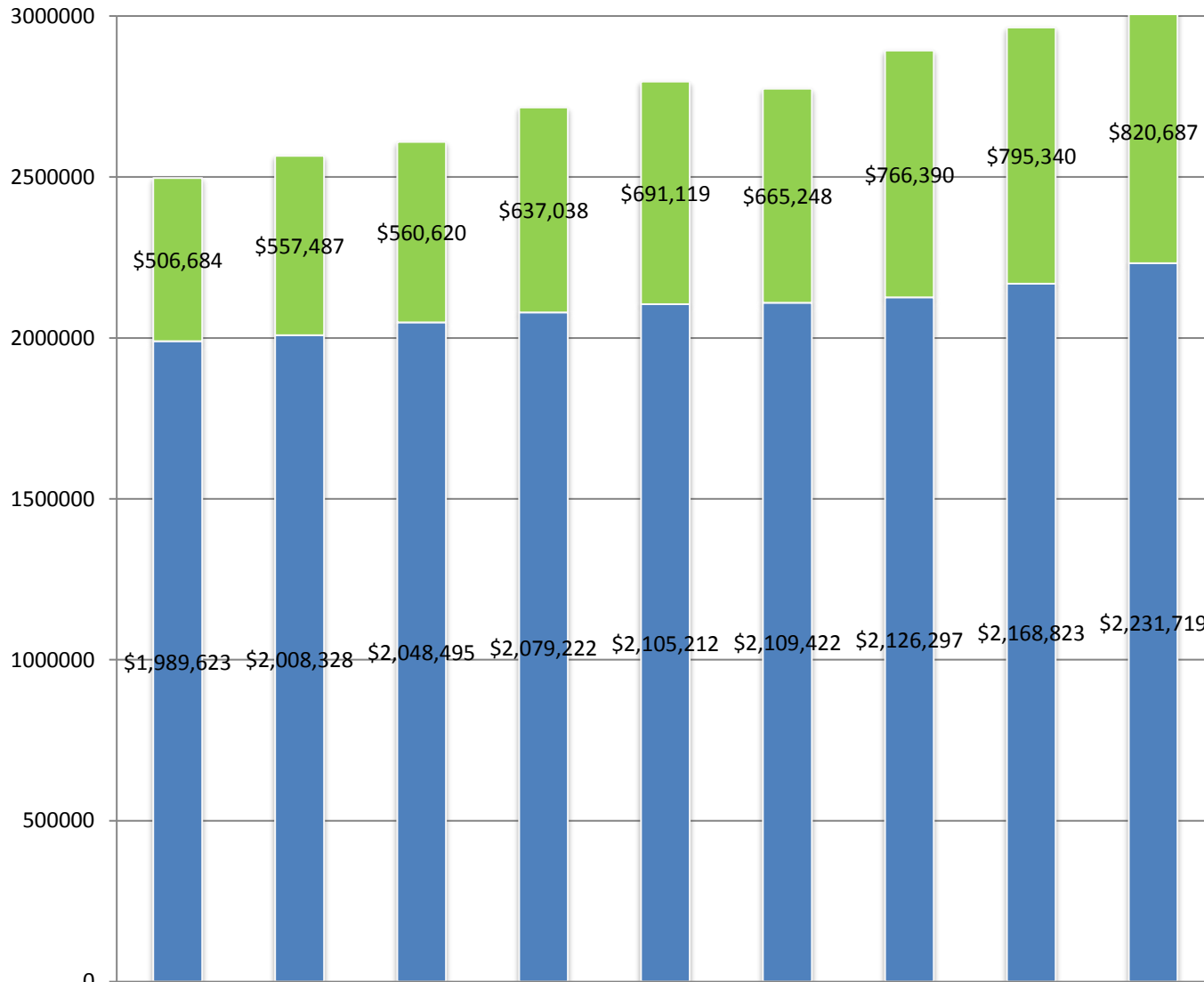
We have made progress in lowering our intake numbers when possible and referring owner surrenders to Wisconsin Humane Society. In addition, we are working with MPD and other law enforcement agencies to stop seizing animals from owners where the owners can receive assistance with husbandry and provide 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. We now have two full-time veterinarians, and three contract veterinarians that are able to handle most of our surgical needs. Additionally, the new radiograph, dental x-ray and ultrasound have expanded our scope of in-house services.

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 plan on introducing a program for rescues to help more transfer animals leave MADACC in a more timely fashion.

Our live release rate is now comparable to the live release rate at Wisconsin Humane Society.

Revenue Trends



	2011	2012	2013	2014	2015	2016	2017	2018	2019
Non-Member Revenue	\$506,684	\$557,487	\$560,620	\$637,038	\$691,119	\$665,248	\$766,390	\$795,340	\$820,687
Member Billing	\$1,989,623	\$2,008,328	\$2,048,495	\$2,079,222	\$2,105,212	\$2,109,422	\$2,126,297	\$2,168,823	\$2,231,719

Overall Summary

MADACC 2020 Budget

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
General Fund Revenue	\$2,774,671	\$2,975,105	\$3,087,341	\$2,999,869	\$1,615,174	\$3,056,706	\$3,073,645	2.46%
General Fund Expenses	\$3,080,825	\$2,707,993	\$2,861,089	\$2,999,609	\$1,255,317	\$2,923,252	\$3,073,323	2.46%
Surplus (Deficit)	(\$306,154)	\$267,112	\$226,252	\$260	\$359,857	\$133,454	\$322	23.76%
Capital Project Fund Revenue	\$114,427	\$50,000	\$0	\$0	\$0	\$0	\$20,000	
Capital Project Fund Expense	\$2,297,408	\$19,634	\$14,125	\$35,000	\$0	\$50,000	\$50,000	42.86%
Surplus (Deficit)	(\$2,182,981)	\$30,366	(\$14,125)	(\$35,000)	\$0	(\$50,000)	(\$30,000)	
Debt Service Fund Revenue	\$3,327,483	\$183,388	\$239,181	\$234,019	\$90,923	\$234,019	\$234,019	0.00%
Debt Service Fund Expense	\$3,270,751	\$240,156	\$239,181	\$234,019	\$34,509	\$234,019	\$234,019	0.00%
Surplus (Deficit)	\$56,732	(\$56,768)	\$0	\$0	\$56,414	\$0	\$0	
Special Revenue Fund Revenue	\$196,981	\$198,435	\$199,041	\$197,000	\$100,216	\$198,000	\$197,000	0.00%
Special Revenue Fund Expenses	\$196,981	\$198,435	\$199,041	\$197,000	\$100,216	\$198,000	\$197,000	0.00%
Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL REVENUES:	\$6,413,562	\$3,406,928	\$3,525,563	\$3,430,888	\$1,806,313	\$3,488,725	\$3,524,664	2.73%
TOTAL EXPENSES:	\$8,845,965	\$3,166,218	\$3,313,436	\$3,465,628	\$1,390,042	\$3,405,271	\$3,554,342	2.56%
TOTAL SURPLUS (DEFICIT)	(\$2,432,403)	\$240,710	\$212,127	(\$34,740)	\$416,271	\$83,454	(\$29,678)	-14.57%

General Fund Summary

MADACC 2020 Budget

OPERATING	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
Revenue								
Billings to Members	\$2,109,423	\$2,126,298	\$2,168,823	\$2,231,719	\$1,115,859	\$2,231,719	\$2,265,195	1.50%
Billings to Members--DR/RA*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Licenses and Permits	\$145,301	\$146,281	\$148,045	\$147,000	\$125,409	\$148,000	\$147,000	0.00%
Public Charges for Services	\$416,022	\$505,678	\$537,965	\$502,050	\$285,888	\$540,550	\$546,850	8.92%
Interest Income	\$2,098	\$7,064	\$19,252	\$19,000	\$12,700	\$22,000	\$22,000	15.79%
Other Revenue	\$101,827	\$189,784	\$213,256	\$100,100	\$75,318	\$114,437	\$92,600	-7.49%
Transfer in from Capital Projects Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal	\$2,774,671	\$2,975,105	\$3,087,341	\$2,999,869	\$1,615,174	\$3,056,706	\$3,073,645	2.46%
Expense								
Personnel Costs	\$1,894,676	\$1,947,149	\$2,015,950	\$2,179,509	\$906,733	\$2,133,250	\$2,260,723	3.73%
Contracted Services	\$524,670	\$530,851	\$536,647	\$542,000	\$254,077	\$534,402	\$540,500	-0.28%
Municipal Services & Deposits	\$3,710	\$2,800	\$3,875	\$3,500	\$1,810	\$3,500	\$3,500	0.00%
Materials & Supplies	\$191,818	\$195,750	\$209,391	\$228,600	\$87,854	\$213,850	\$224,100	-1.97%
Capital Outlay	\$45,038	\$30,692	\$95,226	\$46,000	\$4,843	\$38,250	\$44,500	-3.26%
Transfer out to Debt Service Fund	\$400,000	\$751	\$0	\$0	\$0	\$0	\$0	
Transfer out to Capital Projects Fund	\$20,913	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal	\$3,080,825	\$2,707,993	\$2,861,089	\$2,999,609	\$1,255,317	\$2,923,252	\$3,073,323	2.46%
Surplus (Deficit)	(\$306,154)	\$267,112	\$226,252	\$260	\$359,857	\$133,454	\$322	23.76%

Revenues

MADACC 2020 Budget

Line Item	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
4150	Billings to Members	\$2,109,423	\$2,126,298	\$2,168,823	\$2,231,719	\$1,115,859	\$2,231,719	\$2,265,195	1.50%
	Billings to Members--DR/RA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Licenses								
4158	Animal License Fees	\$145,301	\$146,281	\$148,045	\$147,000	\$125,409	\$148,000	\$147,000	0.00%
	Public Charges for Services								
4154	Impound Fees	\$35,482	\$36,917	\$36,398	\$36,000	\$18,294	\$36,000	\$36,000	0.00%
4176	Quarantine Impound Fee	\$2,525	\$2,637	\$2,841	\$2,200	\$1,480	\$2,850	\$2,500	13.64%
4156	Board Fees	\$40,707	\$44,035	\$45,519	\$42,000	\$23,969	\$46,000	\$46,000	9.52%
4180	Rabies Vaccination Fee	\$52,686	\$52,933	\$57,287	\$55,000	\$31,291	\$56,000	\$55,500	0.91%
4159	Trap Deposit	\$3,640	\$3,170	\$4,650	\$3,500	\$2,544	\$4,500	\$4,500	28.57%
4160	Euthanasia Service Fee	\$24,265	\$31,080	\$30,592	\$24,000	\$20,918	\$32,000	\$30,000	25.00%
4177	Microchip Fee	\$16,692	\$16,786	\$14,810	\$16,000	\$10,369	\$16,000	\$16,000	0.00%
4220	Spay/Neuter Program	\$111,688	\$101,005	\$96,151	\$100,000	\$47,980	\$100,000	\$107,000	7.00%
4167	Medical Fees	\$7,336	\$7,526	\$4,034	\$5,000	\$1,516	\$4,000	\$4,000	-20.00%
4168	Vaccines	\$22,791	\$22,256	\$22,369	\$23,000	\$13,174	\$22,500	\$23,000	0.00%
4170	Adoption Fees	\$92,926	\$180,139	\$215,972	\$190,000	\$111,079	\$215,000	\$217,000	14.21%
4175	ID Tag Revenue	\$452	\$295	\$416	\$350	\$76	\$200	\$350	0.00%
4200	Animal Supplies	\$0	\$0	\$120	\$0	\$10	\$0	\$0	
4260	Taxable Supplies Revenue	\$4,832	\$6,899	\$6,806	\$5,000	\$3,188	\$5,500	\$5,000	0.00%
	Subtotal	\$416,022	\$505,678	\$537,965	\$502,050	\$285,888	\$540,550	\$546,850	8.92%
	Investment Income								
4163	Interest Income	\$2,098	\$7,064	\$19,252	\$19,000	\$12,700	\$22,000	\$22,000	15.79%
	Other Revenues								
4162	Donations	\$49,939	\$83,418	\$64,802	\$65,000	\$31,490	\$60,000	\$60,000	-7.69%
4162.1	Spay/Neuter Donations	\$8,209	\$9,413	\$5,399	\$8,000	\$4,936	\$5,500	\$5,000	-37.50%
4162.2	Shelter Improvement Donations	\$3,172	\$3,955	\$4,223	\$3,000	\$12,536	\$14,000	\$5,000	66.67%
4162.3	Animal Medical Donations	\$0	\$9,475	\$5	\$3,000	\$0	\$0	\$1,500	-50.00%
4162.4	Medical Equipment Donations	\$0	\$0	\$64,000	\$0	\$0	\$0	\$0	
4165	Misc. Revenue	\$4,984	\$3,742	\$7,674	\$5,000	\$695	\$2,500	\$5,000	0.00%
4179	Pit Bull/Rottweiler Seminar	\$1,625	\$920	\$1,140	\$1,000	\$480	\$1,000	\$1,000	0.00%
4240	License Process Fee	\$8,113	\$8,774	\$9,749	\$9,000	\$8,235	\$9,000	\$9,000	0.00%
4250	Collars/Leashes	\$1,270	\$2,004	\$2,818	\$2,000	\$1,009	\$2,500	\$2,000	0.00%
4178	Sales Tax Discount	\$50	\$100	\$120	\$100	\$60	\$60	\$100	0.00%
4169	ASPCA Grant	\$0	\$65,000	\$1,100	\$0	\$15,877	\$15,877	\$0	
4169.1	ASPCA Grant-Veterinarian	\$0	\$0	\$28,343	\$0	\$0	\$0	\$0	
4169.2	FOM Grant	\$14,700	\$0	\$20,000	\$0	\$0	\$0	\$0	
4169.3	Petfinder Grant	\$800	\$0	\$0	\$0	\$0	\$0	\$0	
4197	Sale of Assets	\$7,008	\$2,983	\$3,883	\$4,000	\$0	\$4,000	\$4,000	0.00%
4164	Insurance Recovery	\$1,957	\$0	\$0	\$0	\$0	\$0	\$0	
	Subtotal	\$101,827	\$189,784	\$213,256	\$100,100	\$75,318	\$114,437	\$92,600	-7.49%
	Other Financing Sources	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
	TOTAL	\$2,774,671	\$2,975,105	\$3,087,341	\$2,999,869	\$1,615,174	\$3,056,706	\$3,073,645	2.46%

Personnel Costs

MADACC 2020 Budget

Line Item	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
5201	Salaries / Wages	\$1,274,624	\$1,359,184	\$1,404,020	\$1,504,105	\$615,920	\$1,500,000	\$1,551,190	3.13%
5210	OASI	\$96,045	\$102,430	\$105,439	\$116,977	\$46,398	\$112,500	\$120,579	3.08%
5215	Pension	\$84,511	\$92,761	\$93,575	\$99,323	\$45,216	\$98,250	\$103,751	4.46%
5220	Health Insurance	\$411,168	\$359,209	\$377,982	\$414,465	\$187,029	\$375,000	\$454,703	9.71%
5225	Life Insurance	\$2,303	\$1,962	\$2,435	\$1,639	\$1,223	\$2,500	\$2,500	52.53%
5230	Unemployment Compensation	\$0	\$0	\$0	\$3,000	\$0	\$0	\$3,000	0.00%
5240	Disability Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
5221	Dental Insurance	\$151	\$0	\$0	\$0	-\$49	\$0	\$0	
5202	Overtime	\$25,874	\$31,603	\$32,499	\$25,000	\$10,996	\$30,000	\$25,000	0.00%
	Contingency based on salary survey	\$0	\$0	\$0	\$15,000	\$0	\$15,000	\$0	
Total		\$1,894,626	\$1,947,149	\$2,015,950	\$2,179,509	\$906,733	\$2,133,250	\$2,260,723	3.73%

Contracted Services

MADACC 2020 Budget

Line Item	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
5000	Storage Rental	\$641	\$0	\$0	\$0	\$0	\$0	\$0	
5010	Natural Gas	\$17,647	\$22,503	\$26,797	\$26,500	\$13,485	\$26,000	\$26,500	0.00%
5020	Maintenance Agreements	\$32,738	\$40,096	\$34,337	\$40,000	\$11,308	\$38,000	\$39,000	-2.50%
5030	Electricity	\$53,261	\$53,876	\$54,216	\$50,000	\$22,452	\$54,000	\$53,000	6.00%
5040	Telephone/Internet	\$29,631	\$29,830	\$32,590	\$31,000	\$12,925	\$32,000	\$32,000	3.23%
5050	Water/Sewer	\$19,642	\$16,402	\$16,084	\$17,000	\$8,974	\$16,500	\$17,000	0.00%
5060	PILOT	\$51,313	\$49,998	\$50,656	\$51,000	\$51,902	\$51,902	\$52,500	2.94%
5070	Postage	\$15,447	\$17,926	\$12,090	\$15,000	\$5,802	\$14,000	\$15,000	0.00%
5080	Waste Removal	\$13,684	\$11,124	\$12,588	\$13,000	\$5,376	\$12,500	\$13,500	3.85%
5090	Vehicle Maintenance	\$9,354	\$3,899	\$5,816	\$7,000	\$873	\$5,000	\$5,000	-28.57%
5100	Equipment Maintenance	\$19,802	\$12,330	\$21,137	\$15,000	\$3,755	\$12,000	\$16,000	6.67%
5110	Building Maintenance	\$18,788	\$23,936	\$26,907	\$20,000	\$7,825	\$26,000	\$21,000	5.00%
5120	Snow Removal	\$3,990	\$2,450	\$4,378	\$5,000	\$5,184	\$6,000	\$6,000	20.00%
5230	Lawn Care	\$4,030	\$4,883	\$0	\$3,000	\$300	\$1,500	\$3,000	0.00%
5140	Insurance Payments	\$53,431	\$48,820	\$41,614	\$52,000	\$18,827	\$46,000	\$48,000	-7.69%
5150	Fuel / Oil	\$14,328	\$16,716	\$21,289	\$18,000	\$9,545	\$22,000	\$19,000	5.56%
5160	Legal Services	\$10,271	\$11,079	\$12,174	\$12,000	\$4,699	\$8,000	\$10,000	-16.67%
5170	Fiscal Services	\$13,640	\$18,593	\$13,685	\$15,000	\$8,815	\$17,000	\$15,000	0.00%
5180	Subscription/Membership	\$2,031	\$2,423	\$814	\$1,500	\$775	\$1,000	\$1,500	0.00%
5190	Training	\$765	\$1,547	\$3,393	\$5,000	\$910	\$3,500	\$5,000	0.00%
5195	Audit Services	\$12,125	\$9,965	\$11,315	\$12,000	\$10,215	\$11,500	\$12,000	0.00%
5198	Other Professional	\$9,483	\$6,606	\$4,485	\$6,000	\$3,310	\$6,000	\$6,000	0.00%
5185	Travel	\$3,168	\$4,163	\$4,866	\$5,000	\$663	\$4,500	\$5,000	0.00%
5522	Spay/Neuter Program	\$104,723	\$112,310	\$105,611	\$105,000	\$38,481	\$105,000	\$105,000	0.00%
5370	Advertising	\$0	\$761	\$192	\$5,000	\$777	\$2,500	\$2,500	-50.00%
5340	Credit Card Services	\$9,537	\$6,542	\$11,024	\$10,000	\$6,249	\$10,000	\$10,000	0.00%
5425	IT Services	\$1,200	\$2,073	\$2,589	\$2,000	\$650	\$2,000	\$2,000	0.00%
5425	Compensation Study	\$0	\$0	\$6,000	\$0	\$0	\$0	\$0	
	Total	\$524,670	\$530,851	\$536,647	\$542,000	\$254,077	\$534,402	\$540,500	-0.28%

**Municipal Services &
Materials and Supplies**

MADACC 2020 Budget

Line Item	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
Municipal Services & Deposits									
528	Trap Deposit Refunds	\$3,710	\$2,800	\$3,875	\$3,500	\$1,810	\$3,500	\$3,500	0.00%
Materials & Supplies									
701	Uniforms	\$4,734	\$7,343	\$2,665	\$4,000	\$2,140	\$4,000	\$4,000	0.00%
702	Animal Supplies	\$55,746	\$46,977	\$47,792	\$70,000	\$20,996	\$60,000	\$65,000	-7.14%
524	Microchips	\$21,026	\$23,221	\$19,252	\$24,500	\$9,835	\$24,000	\$23,000	-6.12%
523	ID Tags	\$375	\$243	\$364	\$350	\$101	\$350	\$350	0.00%
536	Collars/Leashes	\$1,087	\$1,235	\$462	\$1,500	\$752	\$1,000	\$1,500	0.00%
703	Vaccines	\$31,580	\$35,708	\$57,680	\$36,000	\$22,955	\$40,000	\$38,000	5.56%
704	Office Supplies	\$8,463	\$10,079	\$8,825	\$10,000	\$4,802	\$9,500	\$10,000	0.00%
707	Misc. Expenses	\$3,263	\$2,582	\$2,101	\$2,750	\$1,018	\$2,500	\$2,750	0.00%
708	Medical Supplies	\$65,746	\$67,978	\$70,760	\$74,000	\$24,897	\$72,000	\$74,000	0.00%
805	Cash Over & Short	(\$202)	\$384	(\$510)	\$500	\$358	\$500	\$500	0.00%
799	Contingency Fund	\$0	\$0	\$0	\$5,000	\$0	\$0	\$5,000	0.00%
Total		\$191,818	\$195,750	\$209,391	\$228,600	\$87,854	\$213,850	\$224,100	-1.97%

Capital Outlay

MADACC 2020 Budget

Line Item	Account Description	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
9050	Vehicle Replacement	\$25,125	\$25,212	\$26,031	\$27,000	\$0	\$26,000	\$27,000	0.00%
9010	Equipment Purchase	\$0	\$0	\$4,575	\$5,000	\$4,843	\$4,500	\$5,000	0.00%
9100	IT Equipment/Software	\$2,988	\$3,600	\$1,549	\$4,000	\$0	\$4,000	\$4,000	0.00%
9200	Office Equipment	\$0	\$150	\$0	\$1,000	\$0	\$750	\$1,000	0.00%
5740	ASPCA Grant Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
5740.1	Best Friends Grant Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
5740.2	FOM Grant Expenditures	\$14,700	\$0	\$0	\$0	\$0	\$0	\$0	
5740.3	Spay/Neuter Donation Exp	\$1,430	\$0	\$0	\$5,000	\$0	\$3,000	\$4,000	-20.00%
5740.4	Shelter Improvement Don Exp	\$0	\$0	\$0	\$2,000	\$0	\$0	\$2,500	25.00%
5740.5	Petfinder Grant Expenditures	\$795	\$0	\$0	\$0	\$0	\$0	\$0	
5740.6	Animal Medical Donation Exp	\$0	\$1,730	\$386	\$2,000	\$0	\$0	\$1,000	-50.00%
5740.7	Medical Equip Donation Exp	\$0	\$0	\$62,685	\$0	\$0	\$0	\$0	
Total		\$45,038	\$30,692	\$95,226	\$46,000	\$4,843	\$38,250	\$44,500	-3.26%

Capital Projects Fund Summary

MADACC 2020 Budget

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
Capital Projects Fund Revenue								
Equipment Reserve: Billing to Members	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$10,000	
Building Reserve: Billing to Members	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$10,000	
Transfer from Debt Service Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
FOM Contribution	\$43,514	\$0	\$0	\$0	\$0	\$0	\$0	
Transfer from General Fund	\$20,913	\$0	\$0	\$0	\$0	\$0	\$0	
Bequest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Proceeds, Promissory Note	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total	\$114,427	\$50,000	\$0	\$0	\$0	\$0	\$20,000	
Capital Projects Fund Expenses								
HVAC Loan Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Capital Projects Total	\$2,127,408	\$19,634	\$14,125	\$35,000	\$0	\$50,000	\$50,000	42.86%
Transfer to Debt Service	\$170,000	\$0	\$0	\$0	\$0	\$0	\$0	
Total	\$2,297,408	\$19,634	\$14,125	\$35,000	\$0	\$50,000	\$50,000	42.86%
Surplus (Deficit)	(\$2,182,981)	\$30,366	(\$14,125)	(\$35,000)	\$0	(\$50,000)	(\$30,000)	

MADACC Capital Improvements Projects 2015 - 2030

Project Name	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total
Security System			\$30,000			\$25,000											\$55,000
Radios	\$65,000																\$65,000
Electric Gate					\$25,000												\$25,000
Office Furniture		\$30,000															\$30,000
Blacktop Parking Lots																	\$0
Washer/Dryer				\$14,125			\$10,000			\$15,000			\$10,000			15000	\$64,125
New Roof								\$50,000									\$50,000
New Rooftop HVAC Unit							\$30,000			\$30,000			\$30,000			30000	\$120,000
Replace Generator														\$30,000			\$30,000
Exterior Building Maintenance									\$50,000								\$50,000
Replace Cat Condos Front Office						\$25,000											\$25,000
Replace Dishwasher												\$15,000					\$15,000
Medical Equipment Purchase (pending budget amendment)					\$10,000												\$10,000
Crematory Relining											\$35,000						\$35,000
Total	\$65,000	\$30,000	\$30,000	\$14,125	\$35,000	\$50,000	\$40,000	\$50,000	\$50,000	\$45,000	\$35,000	\$15,000	\$40,000	\$30,000	\$0	\$45,000	\$574,125
Starting Balance	\$229,284	\$2,718,224	\$535,243	\$565,609	\$551,484	\$516,484	\$486,484	\$496,484	\$496,484	\$496,484	\$501,484	\$516,484	\$551,484	\$561,484	\$581,484	\$631,484	
Ending Balance	\$2,718,224	\$535,243	\$565,609	\$551,484	\$516,484	\$486,484	\$496,484	\$496,484	\$496,484	\$501,484	\$516,484	\$551,484	\$561,484	\$581,484	\$631,484	\$636,484	

*** 2015 and 2016 reflect totals reflect monies borrowed and spent for renovation project.

Debt Service Fund

MADACC 2020 Budget

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
Revenue								
Billings to Members--Debt Service Fund	\$200,000.00	\$182,637.00	\$239,181.00	\$234,019.00	\$90,923.00	\$234,019.00	\$234,019.00	0.00%
Transfer from Capital Fund	\$170,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Transfer from General Fund	\$400,000.00	\$751.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
General obligation notes issued	\$2,500,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Premium on general obligation note	\$57,483.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Total	\$3,327,483	\$183,388	\$239,181	\$234,019	\$90,923	\$234,019	\$234,019	0.00%
Expense								
Interest Payment 5 yr Direct Loan	\$70,751.00	\$14,978.00	\$12,650.00	\$9,488.00	\$4,744.00	\$9,488.00	\$9,488.00	0.00%
Principal Payment 5 yr Direct Loan	\$3,200,000.00	\$115,000.00	\$115,000.00	\$115,000.00	\$0.00	\$115,000.00	\$115,000.00	0.00%
Interest Payment 15 yr General Obligation Loan	\$0.00	\$2,695.00	\$61,531.00	\$59,531.00	\$29,765.00	\$59,531.00	\$59,531.00	0.00%
Principal Payment 15 yr General Obligation Loan	\$0.00	\$50,000.00	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00	\$50,000.00	0.00%
December 1 Interest Payment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Record Previous Year Audit Entry**	\$0.00	\$57,483.00	\$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	
Total	\$3,270,751	\$240,156	\$239,181	\$234,019	\$34,509	\$234,019	\$234,019	0.00%
Surplus (Deficit)	\$56,732	(\$56,768)	\$0	\$0	\$56,414	\$0	\$0	

**Reflects unrecorded prepaid debt service expenditure journal entry posted by auditor in 2016

Debt Service Schedule

MADACC Building

Amended 4/25/2017 to reflect actual financing cost. See Debt Service Fund - page 19

15 year General Obligation Bond								5 year Direct Loan						Combined Bond plus Loan			
Sale date:		12/6/2016						Loan Date		12/20/2016							
Settlement date:		12/20/2016						Principal		\$575,000							
Principal		\$1,925,000		Premium:		\$57,483											
Date	Principal Balance	Principal Payment	Coupon	Period Int	Interest Payment	Premium	Period Total	Date	Principal Balance	Principal Payment	Coupon	Interest Payment	Period Total	Period Total	AnnualTotal		
6/1/2017	\$1,925,000.00		4.00%	\$1,000.00	\$28,412.59	\$28,412.59	\$0.00	5/31/2017	\$575,000.00		2.75%	\$7,071.70	\$7,071.70	\$7,071.70			
12/1/2017	\$1,875,000.00	\$50,000.00	4.00%	\$1,000.00	\$31,765.63	\$29,070.41	\$52,695.22	11/30/2017	\$460,000.00	\$115,000.00	2.75%	\$7,906.25	\$122,906.25	\$175,601.47	\$182,673.17		
6/1/2018	\$1,875,000.00		4.00%	\$1,000.00	\$30,765.63		\$30,765.63	5/31/2018	\$460,000.00		2.75%	\$6,325.00	\$6,325.00	\$37,090.63			
12/1/2018	\$1,825,000.00	\$50,000.00	4.00%	\$1,000.00	\$30,765.63		\$80,765.63	11/30/2018	\$345,000.00	\$115,000.00	2.75%	\$6,325.00	\$121,325.00	\$202,090.63	\$239,181.26		
6/1/2019	\$1,825,000.00		4.00%	\$1,000.00	\$29,765.63		\$29,765.63	5/31/2019	\$345,000.00		2.75%	\$4,743.75	\$4,743.75	\$34,509.38			
12/1/2019	\$1,775,000.00	\$50,000.00	4.00%	\$1,000.00	\$29,765.63		\$79,765.63	11/30/2019	\$230,000.00	\$115,000.00	2.75%	\$4,743.75	\$119,743.75	\$199,509.38	\$234,018.76		
6/1/2020	\$1,775,000.00		4.00%	\$1,000.00	\$28,765.63		\$28,765.63	5/31/2020	\$230,000.00		2.75%	\$3,162.50	\$3,162.50	\$31,928.13			
12/1/2020	\$1,725,000.00	\$50,000.00	4.00%	\$1,000.00	\$28,765.63		\$78,765.63	11/30/2020	\$115,000.00	\$115,000.00	2.75%	\$3,162.50	\$118,162.50	\$196,928.13	\$228,856.26		
6/1/2021	\$1,725,000.00		4.00%	\$1,000.00	\$27,765.63		\$27,765.63	5/31/2021	\$115,000.00		2.75%	\$1,581.25	\$1,581.25	\$29,346.88			
12/1/2021	\$1,675,000.00	\$50,000.00	4.00%	\$1,000.00	\$27,765.63		\$77,765.63	11/30/2021	\$0.00	\$115,000.00	2.75%	\$1,581.25	\$116,581.25	\$194,346.88	\$223,693.76		
6/1/2022	\$1,675,000.00		3.00%	\$2,250.00	\$26,765.63		\$26,765.63							\$26,765.63			
12/1/2022	\$1,525,000.00	\$150,000.00	3.00%	\$2,250.00	\$26,765.63		\$176,765.63							\$176,765.63	\$203,531.26		
6/1/2023	\$1,525,000.00		3.00%	\$2,250.00	\$24,515.63		\$24,515.63							\$24,515.63			
12/1/2023	\$1,375,000.00	\$150,000.00	3.00%	\$2,250.00	\$24,515.63		\$174,515.63							\$174,515.63	\$199,031.26		
6/1/2024	\$1,375,000.00		3.00%	\$2,250.00	\$22,265.63		\$22,265.63							\$22,265.63			
12/1/2024	\$1,225,000.00	\$150,000.00	3.00%	\$2,250.00	\$22,265.63		\$172,265.63							\$172,265.63	\$194,531.26		
6/1/2025	\$1,225,000.00		4.00%	\$3,500.00	\$20,015.63		\$20,015.63							\$20,015.63			
12/1/2025	\$1,050,000.00	\$175,000.00	4.00%	\$3,500.00	\$20,015.63		\$195,015.63							\$195,015.63	\$215,031.26		
6/1/2026	\$1,050,000.00		3.00%	\$2,625.00	\$16,515.63		\$16,515.63							\$16,515.63			
12/1/2026	\$875,000.00	\$175,000.00	3.00%	\$2,625.00	\$16,515.63		\$191,515.63							\$191,515.63	\$208,031.26		
6/1/2027	\$875,000.00		3.00%	\$2,625.00	\$13,890.63		\$13,890.63							\$13,890.63			
12/1/2027	\$700,000.00	\$175,000.00	3.00%	\$2,625.00	\$13,890.63		\$188,890.63							\$188,890.63	\$202,781.26		
6/1/2028	\$700,000.00		3.00%	\$2,625.00	\$11,265.63		\$11,265.63							\$11,265.63			
12/1/2028	\$525,000.00	\$175,000.00	3.00%	\$2,625.00	\$11,265.63		\$186,265.63							\$186,265.63	\$197,531.26		
6/1/2029	\$525,000.00		3.125%	\$2,734.38	\$8,640.63		\$8,640.63							\$8,640.63			
12/1/2029	\$350,000.00	\$175,000.00	3.125%	\$2,734.38	\$8,640.63		\$183,640.63							\$183,640.63	\$192,281.26		
6/1/2030	\$350,000.00		3.25%	\$2,843.75	\$5,906.25		\$5,906.25							\$5,906.25			
12/1/2030	\$175,000.00	\$175,000.00	3.25%	\$2,843.75	\$5,906.25		\$180,906.25							\$180,906.25	\$186,812.50		
6/1/2031	\$175,000.00		3.50%	\$3,062.50	\$3,062.50		\$3,062.50							\$3,062.50			
12/1/2031	\$0.00	\$175,000.00	3.50%	\$3,062.50	\$3,062.50		\$178,062.50							\$178,062.50	\$181,125.00		
Total		\$1,925,000.00			\$599,990.84	\$57,483.00	\$2,467,507.84			\$575,000.00		\$39,531.25	\$614,531.25		\$3,089,110.79		

Special Revenue Fund Summary

MADACC 2020 Budget

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2018
Special Revenue Fund Revenue								
License Fees	\$290,602	\$290,020	\$296,090	\$294,000	\$125,408	\$296,000	\$294,000	0.00%
License Fee Handling Retainage	(\$145,301)	(\$145,010)	(\$148,045)	(\$147,000)	(\$62,704)	(\$148,000)	(\$147,000)	0.00%
Ordinance Fees	\$51,680	\$53,425	\$50,996	\$50,000	\$37,512	\$50,000	\$50,000	0.00%
Total	\$196,981	\$198,435	\$199,041	\$197,000	\$100,216	\$198,000	\$197,000	0.00%
Special Revenue Fund Expenses								
License Fees	\$145,301	\$145,010	\$148,045	\$147,000	\$62,704	\$148,000	\$147,000	0.00%
Ordinance Fees	\$51,680	\$53,425	\$50,996	\$50,000	\$37,512	\$50,000	\$50,000	0.00%
Total	\$196,981	\$198,435	\$199,041	\$197,000	\$100,216	\$198,000	\$197,000	0.00%
Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Reserve Accumulation & Fund Balances

MADACC 2020 Budget

	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Actual (6 mos)	2019 Estimate (12 mos)	2020 Proposed Budget	% Change From 2019
General Fund								
Beginning Balance (Jan. 1)	\$652,671	\$346,517	\$613,629	\$836,393	\$839,881	\$839,881	\$973,335	16.37%
Operating - Net Revenue (Expense)	(\$306,154)	\$267,112	\$226,252	\$260	\$359,857	\$133,454	\$322	23.76%
Ending Balance (Dec. 31)	\$346,517	\$613,629	\$839,881	\$836,653	\$1,199,738	\$973,335	\$973,657	16.38%
Capital Projects Fund								
Beginning Balance (Jan. 1)	\$2,718,224	\$535,243	\$565,609	\$528,609	\$551,484	\$551,484	\$501,484	-5.13%
Net Revenue (Expense)	(\$2,182,981)	\$30,366	(\$14,125)	(\$35,000)	\$0	(\$50,000)	(\$30,000)	-14.29%
Ending Balance (Dec. 31)	\$535,243	\$565,609	\$551,484	\$493,609	\$551,484	\$501,484	\$471,484	-4.48%
Debt Service Fund								
Beginning Balance (Jan. 1)	\$36	\$56,768	\$0	\$0	\$0	\$0	\$0	
Net Revenue (Expense)	\$56,732	(\$56,768)	\$0	\$0	\$56,414	\$0	\$0	
Ending Balance (Dec. 31)	\$56,768	\$0	\$0	\$0	\$56,414	\$0	\$0	
Special Revenue Fund								
Beginning Balance (Jan. 1)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Net Revenue (Expense)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Ending Balance (Dec. 31)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
All Funds Ending Balance (Dec. 31)	\$938,528	\$1,179,238	\$1,391,365	\$1,330,262	\$1,807,636	\$1,474,819	\$1,445,141	8.64%

Member Billing - Operations

MADACC 2020 Budget

2020 Proposed Operating Budget = \$2,265,195

Municipality	Animals Handled			3-Year Total	3-Year Average	Percent of Total	Member Billing
	2016	2017	2018				
Bayside	5	8	3	16	5.33	0.06	\$1,300.57
Brown Deer	97	59	65	221	73.67	0.79	\$17,964.19
Cudahy	115	151	155	421	140.33	1.51	\$34,221.37
Fox Point	11	17	15	43	14.33	0.15	\$3,495.29
Franklin	106	129	141	376	125.33	1.35	\$30,563.51
Glendale	62	67	70	199	66.33	0.71	\$16,175.90
Greendale	35	49	55	139	46.33	0.50	\$11,298.74
Greenfield	216	212	226	654	218.00	2.35	\$53,160.99
Hales Corners	23	27	22	72	24.00	0.26	\$5,852.59
Milwaukee	7,170	6,922	7,425	21,517	7,172.33	77.21	\$1,749,029.18
Oak Creek	154	171	174	499	166.33	1.79	\$40,561.68
River Hills	5	2	2	9	3.00	0.03	\$731.57
Saint Francis	82	65	40	187	62.33	0.67	\$15,200.47
Shorewood	42	29	21	92	30.67	0.33	\$7,478.30
South Milwaukee	160	226	186	572	190.67	2.05	\$46,495.55
Wauwatosa	213	212	144	569	189.67	2.04	\$46,251.69
West Allis	701	630	653	1,984	661.33	7.12	\$161,271.27
West Milwaukee	69	95	83	247	82.33	0.89	\$20,077.62
Whitefish Bay	19	21	10	50	16.67	0.18	\$4,064.30
TOTALS	9,285	9,092	9,490	27,867	9,289.00	100.00	\$2,265,194.79

Member Billing - Capital Projects

MADACC 2020 Budget

2020 Proposed Capital Billing = \$20,000

Municipality	Animals Handled			3-Year Total	3-Year Average	Percent of Total	Member Billing
	2016	2017	2018				
Bayside	5	8	3	16	5.33	0.06	\$11.48
Brown Deer	97	59	65	221	73.67	0.79	\$158.61
Cudahy	115	151	155	421	140.33	1.51	\$302.15
Fox Point	11	17	15	43	14.33	0.15	\$30.86
Franklin	106	129	141	376	125.33	1.35	\$269.85
Glendale	62	67	70	199	66.33	0.71	\$142.82
Greendale	35	49	55	139	46.33	0.50	\$99.76
Greenfield	216	212	226	654	218.00	2.35	\$469.37
Hales Corners	23	27	22	72	24.00	0.26	\$51.67
Milwaukee	7,170	6,922	7,425	21,517	7,172.33	77.21	\$15,442.64
Oak Creek	154	171	174	499	166.33	1.79	\$358.13
River Hills	5	2	2	9	3.00	0.03	\$6.46
Saint Francis	82	65	40	187	62.33	0.67	\$134.21
Shorewood	42	29	21	92	30.67	0.33	\$66.03
South Milwaukee	160	226	186	572	190.67	2.05	\$410.52
Wauwatosa	213	212	144	569	189.67	2.04	\$408.37
West Allis	701	630	653	1,984	661.33	7.12	\$1,423.91
West Milwaukee	69	95	83	247	82.33	0.89	\$177.27
Whitefish Bay	19	21	10	50	16.67	0.18	\$35.88
TOTALS	9,285	9,092	9,490	27,867	9,289.00	100.00	\$20,000.00

Member Billing - Debt Service Fund

MADACC 2020 Budget

2020 1st Installment 15 yr Genral Obligation Loan Interest (2nd Qtr)	\$28,765.63
2020 1st Installment 5 yr Direct Loan Interest (2nd Qtr)	<u>\$3,162.50</u>
	\$31,928.13
2020 2nd Installment 15 yr General Obligation Loan Principal (4th Qtr)	\$50,000.00
2020 2nd Installment 15 yr Genral Obligation Loan Interest (2nd Qtr)	\$28,765.63
2020 2nd Installment 5 yr Direct Loan Principal (2nd Qtr)	\$115,000.00
2020 2nd Installment 5 yr Direct Loan Interest (2nd Qtr)	<u>\$3,162.50</u>
	\$196,928.13
Grand Total	<u>\$228,856.26</u>

Municipality	Equalized Value	Valuation		Member	
		Percentage	1st Installment	2nd Installment	Billing
Bayside	647,585,100	0.96	\$307.78	\$1,898.34	\$2,206.12
Brown Deer	1,005,880,400	1.50	\$478.07	\$2,948.66	\$3,426.72
Cudahy	1,233,560,900	1.84	\$586.28	\$3,616.08	\$4,202.36
Fox Point	1,221,306,000	1.82	\$580.45	\$3,580.16	\$4,160.61
Franklin	4,360,269,000	6.49	\$2,072.32	\$12,781.77	\$14,854.09
Glendale	2,052,116,500	3.05	\$975.32	\$6,015.61	\$6,990.93
Greendale	1,568,268,000	2.33	\$745.36	\$4,597.25	\$5,342.61
Greenfield	3,277,447,900	4.88	\$1,557.68	\$9,607.57	\$11,165.25
Hales Corners	727,751,600	1.08	\$345.88	\$2,133.34	\$2,479.23
Milwaukee	29,731,932,700	44.26	\$14,130.80	\$87,156.73	\$101,287.53
Oak Creek	3,831,003,800	5.70	\$1,820.77	\$11,230.27	\$13,051.05
River Hills	466,252,700	0.69	\$221.60	\$1,366.78	\$1,588.38
Saint Francis	651,881,800	0.97	\$309.82	\$1,910.94	\$2,220.76
Shorewood	1,755,222,400	2.61	\$834.21	\$5,145.29	\$5,979.50
South Milwaukee	1,310,228,400	1.95	\$622.72	\$3,840.83	\$4,463.54
Wauwatosa	6,543,192,600	9.74	\$3,109.81	\$19,180.83	\$22,290.64
West Allis	4,010,376,800	5.97	\$1,906.03	\$11,756.09	\$13,662.12
West Milwaukee	375,980,900	0.56	\$178.69	\$1,102.16	\$1,280.85
Whitefish Bay	2,408,192,200	3.58	\$1,144.55	\$7,059.42	\$8,203.97
TOTALS	67,178,449,700	100.00	\$31,928.13	\$196,928.13	\$228,856.26

Member Billing - Total

Municipality	Prior-Year Total Member Billing			2020 Member Billing			Total Member Billing
	2017	2018	2019	Operations	Capital	Debt Service	
Bayside	2,904.86	3,716.95	3,957.78	1,300.57	11.48	2,206.12	3,518.18
Brown Deer	15,032.32	19,941.68	20,856.08	17,964.19	158.61	3,426.72	21,549.52
Cudahy	36,530.26	35,206.69	37,619.35	34,221.37	302.15	4,202.36	38,725.88
Fox Point	7,033.08	6,773.68	7,256.06	3,495.29	30.86	4,160.61	7,686.77
Franklin	33,743.11	39,924.45	42,722.95	30,563.51	269.85	14,854.09	45,687.45
Glendale	24,379.35	23,426.71	21,327.85	16,175.90	142.82	6,990.93	23,309.65
Greendale	17,797.69	15,868.90	17,504.24	11,298.74	99.76	5,342.61	16,741.11
Greenfield	63,394.44	61,930.56	64,594.92	53,160.99	469.37	11,165.25	64,795.62
Hales Corners	6,244.90	7,246.68	8,397.73	5,852.59	51.67	2,479.23	8,383.49
Milwaukee	1,799,059.40	1,804,526.15	1,827,889.89	1,749,029.18	15,442.64	101,287.53	1,865,759.34
Oak Creek	50,714.32	51,899.88	53,069.03	40,561.68	358.13	13,051.05	53,970.85
River Hills	2,682.69	2,966.38	2,634.96	731.57	6.46	1,588.38	2,326.41
Saint Francis	15,738.12	17,832.73	18,151.51	15,200.47	134.21	2,220.76	17,555.44
Shorewood	10,909.55	13,400.83	12,954.66	7,478.30	66.03	5,979.50	13,523.83
South Milwaukee	37,758.02	38,312.51	47,289.43	46,495.55	410.52	4,463.54	51,369.61
Wauwatosa	56,626.96	68,033.24	71,482.19	46,251.69	408.37	22,290.64	68,950.70
West Allis	148,326.50	165,875.35	173,711.21	161,271.27	1,423.91	13,662.12	176,357.29
West Milwaukee	19,715.58	18,090.82	21,071.55	20,077.62	177.27	1,280.85	21,535.74
Whitefish Bay	10,343.37	13,029.99	13,246.22	4,064.30	35.88	8,203.97	12,304.15
TOTALS	2,358,934.55	2,408,004.20	2,465,737.63	2,265,194.79	20,000.00	228,856.26	2,514,051.05

Annual % Change

2.1%

2.4%

2.0%