

## Item 23-1148: 2024 Executive Budget & Service Plan Presentation

Common Council

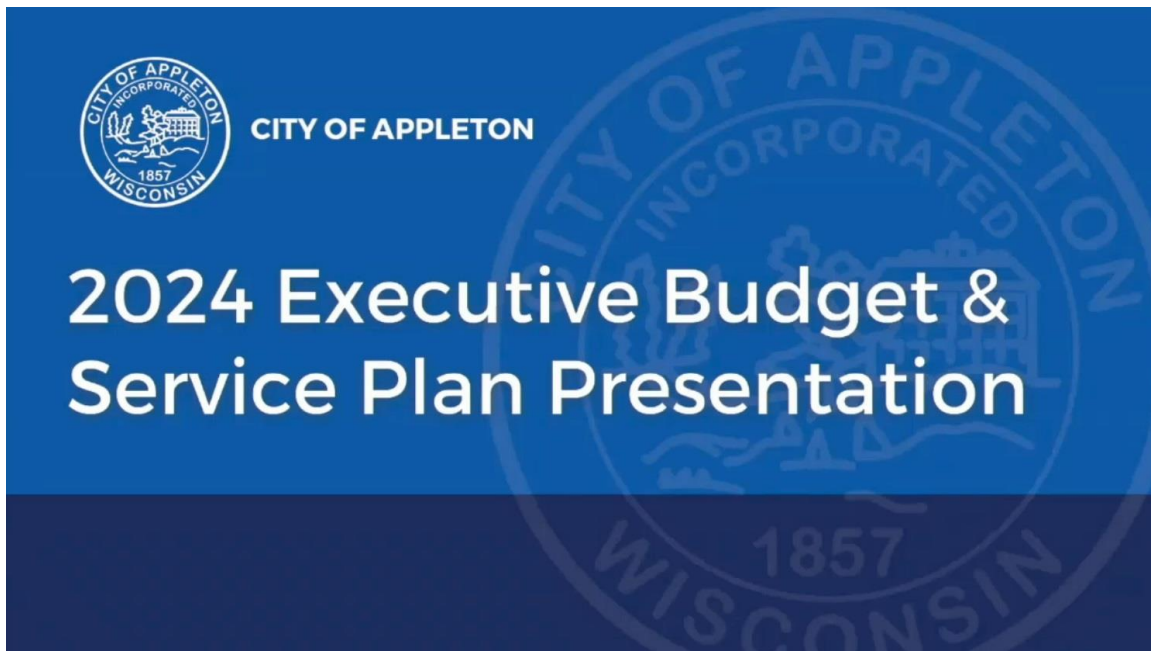
Wed, Oct 04, 2023 7:00PM

**Mayor Jake Woodford** 07:51

All right. A moment we've all been waiting for. Though, it looks like you've already received your gifts from the Finance Department. So just want to take a moment first, and thank our colleagues in the Finance Department for assembling the budget. It's a massive undertaking every year and even more so when budgets are complicated. So deeply appreciate the work of the finance department making this happen and delivering this budget to the Council and the community on time.

**Mayor Jake Woodford** 08:44

So tonight, I'm going to share some highlights and an overview of the executive budget and service plan. But we'll get deeper into detail as we get into our committee level conversations as committees of jurisdiction take up their sections of the budget and as we then get into budget workshop and budget Saturday. And of course, as has become our custom, encourage questions from alders submitted ahead of time. And we'll keep a running record of those questions. As they're answered, we'll make sure that those gets shared with the full group so that everybody's in the loop about the questions that have already been asked.



**Mayor Jake Woodford** 09:22

This presentation, of course, can't cover every aspect of the budget and that's the purpose for all of the conversation that we have over the weeks that we work together to review the budget, answer and ask questions, and prepare for budget adoption.

**Mayor Jake Woodford** 09:39

So, I gave a little preview of the budget, or really the challenges that we were facing, a couple of weeks ago at Council, and I want to just give you some bottom line highlights up front. We've maintained in this budget the

table of organization. We've maintained unduplicated services. This budget accelerates infrastructure maintenance and replacement. The stormwater utility is better leveraged to deliver services and support resiliency in this budget. Outdated fee schedules were reviewed and updated, and you've started to see those fee schedules work their way through committees already. That, of course, is part of a broader effort to take a comprehensive look at every revenue source for the city and to ensure that we're appropriately charging back for the services that we deliver.

## Upfront Summary- Budget 2024



- Table of Organization maintained
- All unduplicated services are maintained
- Accelerates infrastructure maintenance and replacement
- Stormwater Utility better leveraged to deliver services and support resiliency
- Outdated fee schedules were reviewed and updated
- Employee compensation prioritized with recommended increase; health insurance cost increases offset in part by new employee premium contribution
- Debt management plan fully implemented

### Mayor Jake Woodford 10:31

Employee compensation was prioritized in this budget with a recommended increase. We'll talk about that in a bit. Health insurance cost increases—as I mentioned, we projected that health insurance costs would increase by 18% coming into the 2024 budget. And with that extraordinary increase, we had to make a change to the plan design which is something that, for a long time, we've tried to preserve as a city, we tried to prioritize. But at times in the past that was prioritized at the expense of compensation increases, which over time led to growing disparity, particularly between our represented employees and our non-represented employees. And so, in this budget, we recommend a plan design change for health insurance which would include a new employee premium contribution.

### Mayor Jake Woodford 11:25

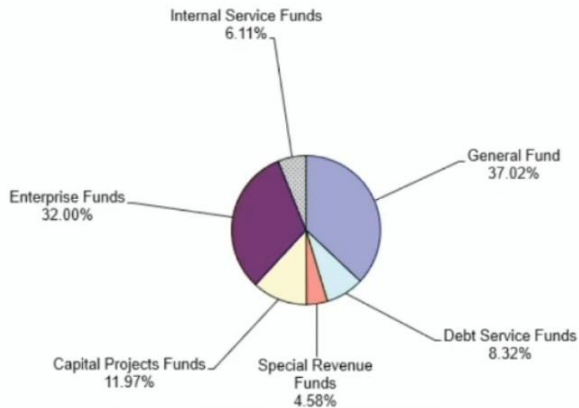
The debt management plan is fully implemented in this budget. So, we've been working on this project together since I got started here at the city to finish up the outstanding capital plan items that were in the budget rolling into 2020 but then, over time, to stabilize our debt service levy, understanding that that service levies aren't limited by the state. And so, when we increase our borrowing at unsustainable rates, which had been the pattern, that means unsustainable rates of increase in property taxes for taxpayers. So, this budget fully implements that plan, and you'll see that in terms of the total increase, total projected increase for property taxes, and the total increase for the debt service levy.

### Mayor Jake Woodford 12:14

Figure out my clicker here. So, this is just the overview slide of expenditures by fund group. Won't spend a ton of time on this, but this gives you a sense of proportionally how the budget breaks down. General fund's still our largest fund area, followed by enterprise funds, then capital projects, debt service, and internal service funds, finally special revenue funds roll—uh wrapping up the total funds.



# Expenditures by Group



<b>General Fund (payroll and operating costs)</b>	\$ 70,996,744
<b>Enterprise Funds (parking and water utility)</b>	\$ 61,366,740
<b>Capital Projects Funds (TIFs and public works)</b>	\$ 22,955,085
<b>Special Revenue Funds (grants and wheel tax)</b>	\$ 8,774,720
<b>Debt Service Funds (bond payments)</b>	\$ 15,961,563
<b>Internal Service Funds (facilities and CEA)</b>	\$ 11,707,365

02

**Mayor Jake Woodford 12:45**

So, a major change that we've talked about already was the change in shared revenue. The city of Appleton will receive a supplemental shared revenue payment, that's in addition to our existing share revenue payments. And the recommendation in this budget as I as I shared with the Council when I presented a few weeks ago on what we're what we're dealing with the budget, this recommend—the what is recommended in this budget aligns with what I

talked about earlier, which was 50% of the new funds being dedicated to infrastructure spending. That's \$963,000 various categories of infrastructure spend. The Axon contract which supports body worn cameras among other

## Local Government Shared Revenue Supplemental



**Executive Budget Allocation Recommendations**

- Infrastructure spending \$963,000
- Axon Contract (Police) \$165,000
- Public Safety Compensation Plan increases \$698,000



On June 2023, Governor Evers signed Act 12, (Shared Revenue Bill, AB 245), into law in Wausau. Increasing funding to counties and local government units.

03

things for the police department, \$165,000; we'll be using shared revenue supplemental support that. And then finally, the remainder of \$698,000 dedicated to public safety compensation plan increases.

**Mayor Jake Woodford 13:45**

As I mentioned earlier, if we just rolled forward on a status quo basis, you know, contra—with the existing contracts in place, from '23 to '24 with no changes, the total increase in personnel costs for police and fire alone is \$1.1 million. So, this doesn't cover the full cost of just meeting the compensation and benefits needs of our existing employees, but it certainly helps to meet those obligations and also to cover still a significant portion of the increase in health insurance costs that we're seeing across the organization.

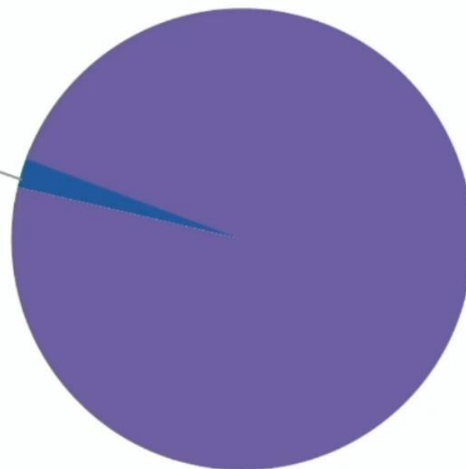
**Mayor Jake Woodford 14:30**

We had a really strong year for net new construction, and this was something that helped us as we work through the challenges of the budget. The total net new construction was about \$170 million of new construction activity coming in at just over 2%. That is the best rate of net new construction we've had the city of Appleton in recent memory. So, this is great news. It's great news for the future tax base and also good news in the short run because this is how our levy increases calculated by the state.

# 2023 Net New Construction



Net New Construction  
\$169,805,800  
2.07%



Equalized Value  
\$8,033,372,200



**Mayor Jake Woodford 15:04**

And inflation is still running pretty hot. It was about 3.7% August to August. And so again, 3.7% rate of inflation—those inflationary figures are still working their way into every facet of the city's budget. And so, inflation—year over year inflation means it's still going up. It's still inflating. So, when we say inflation has come down from the 8%, it was the year prior, it's still increasing at a healthy clip, and that is still filtering its way into every facet of our budget. But a 2% net new construction rate certainly helps. Certainly helps.

Mayor Jake Woodford 15:48

The—as I mentioned before, this budget maintains the table of organization. There were some mid-year changes, as noted under the amended column, but we maintain steady staffing, moving into the 24 budget. Some of the challenges that I referenced earlier, there had to be consideration of the table of organization, but thanks to the work of the leadership team to identify opportunities both for cost savings and revenue, we're able to maintain our table of organization which maintains our level of effort for the community.

**CITY OF APPLETON  
2024 BUDGET  
Budgeted Full-Time-Equivalent Personnel Positions**

DEPARTMENT	2021	2022	Adopted 2023	Amended 2023	2024
Finance	8.20	8.20	9.20	9.20	9.20
Fire	96.00	96.00	96.00	96.00	96.00
Health	11.95	12.03	12.03	13.13	13.13
Health Grants	1.54	1.45	2.45	2.45	2.45
Information Technology	10.00	10.20	10.20	10.20	10.20
Legal Services	8.67	8.67	8.67	8.67	8.60
Library	45.00	45.00	45.00	45.00	45.00
Library Grants	0.50	0.50	0.50	0.50	0.50
Mayor	4.00	4.00	4.00	4.00	4.00
Facilities Management	10.26	10.26	10.26	10.26	10.26
Facilities Capital	1.68	1.68	1.68	1.68	1.68
Parks & Recreation	16.39	16.39	16.39	16.39	16.39
Reid Golf Course	2.70	2.70	2.70	2.70	2.70
Human Resources	6.15	6.15	6.15	6.15	6.15
Risk Management	2.98	2.98	2.98	2.98	2.98
Community & Economic Devel.	16.93	16.93	16.93	25.68	25.08
Housing, Homeless & Block Grants	2.35	2.35	2.35	2.35	2.35
Police	140.00	140.00	140.00	140.00	140.00
Public Works	59.02	61.69	61.69	52.94	43.99
Sanitation	17.68	17.80	17.80	17.80	17.80
CEA	14.23	14.88	14.88	14.88	14.88
Parking	11.38	10.54	10.54	10.54	10.54
Capital (TIF, Subdivision, etc.)	6.21	7.71	7.71	7.71	8.38
Stormwater Utility	20.41	20.46	20.46	20.46	29.41
Water Utility	36.53	35.00	35.00	35.00	35.38
Wastewater Utility	29.58	29.29	29.29	29.29	28.91
Valley Transit	60.10	61.10	61.10	61.10	61.10
<b>Total Regular Employees</b>	<b>640.41</b>	<b>643.94</b>	<b>645.94</b>	<b>647.04</b>	<b>647.04</b>



**2024  
Budgeted  
FTEs**

06

Mayor Jake Woodford 16:23

We've been talking about workforce just in just about every budget, and that continues to be the case for us as a city trying to maintain a competitive position and appropriately compensate our employees. This this has been a particularly acute problem in local governments across the

## Talent Challenges and Strategies

**The "Great Resignation" and Competition:**

- Global talent market upheaval
- 46% of Citywide employees are eligible to retire in the next decade

**Challenges for the City of Appleton :**

- Finding and Retaining Top Talent
- Avoiding mass vacancies plaguing some local governments

**Strategies:**

- Competitive Wages: Attract & retain with appropriate compensation
- Widening Talent Pool: Expanding recruitment for diverse talent
- Flexible Work Options
- Fostering a Healthy Culture
- Talent Management: Continuous planning and development



Public sector employment at its lowest in two decades, according to Wisconsin Policy Forum  
 Researcher says policymakers should ensure services are meeting citizen's needs  
 By TyLeah Van Setten  
 Published Wednesday, June 29, 2022, 8:45am

country. We're not alone in this in even in the state of Wisconsin, but right here in our own backyard we have local units of government that are really struggling to recruit and retain employees. And at the city of Appleton, we've we put some strategies to work that have really helped us buck a lot of those trends, maintaining relatively low rates of vacancy comparatively, and we will continue to work at that. This budget, again, prioritizes compensation increases, which we've tried to make a lot of progress on over the last few years.

**Mayor Jake Woodford 17:16**

On the subject of compensation and benefits, this budget recommends a 3% merit-based increase for non-represented employees, and as I mentioned, this builds on prior year progress to try and help us be a competitive employer. We're facing intense competition here in the local market, but also when we talk about the positions that are starting to recruit farther afield, we've seen a number of lateral transfers into our police department, for example. That has really helped us maintain the level of quality but also maintain the level of staffing in departments like the PD. So, it's important for us to continue to be a competitive employer.

**Mayor Jake Woodford 17:53**

The connecting Care Clinic is going to relocate. We're currently at ThedaCare Regional Medical Center Appleton. I think I have that right. So, the clinic will move to new location just north of Highway 41 off Ballard road. We expect that's going to have better—provide better access for our employees, a better clinic experience. It also reduces the cost for the connecting care clinics. So, a benefit—an added benefit is that we continue our collaboration with the Appleton Area School District on that program, and it's one of our most important benefit programs that we provide to our employees.

## Compensation and Benefits



- 3% merit-based pay increase for non-represented employees builds on prior-year progress
- The Connecting Care Clinic is relocating in December to a more cost-effective location with better parking, enhanced patient access, and expanded facilities for City of Appleton and Appleton Area School District employees and their dependents
- Due to rising health insurance costs, an additional 18% will be allocated in the budget, alongside plan design adjustments, and increased employee contributions toward the premium share
- Introduction of two cost-effective healthcare programs:
  1. Proximal - A wellness and preventive care incentive program encouraging smart healthcare choices and offering up to \$ 1,500 in cash incentives for selecting quality providers
  2. Prudent RX - A specialty drug copay program that provides substantial savings on specific specialty medications, at no cost to plan participants, while also reducing healthcare expenses for the plan

**Mayor Jake Woodford  
18:32**

Again, due to rising health insurance costs, 18% there, they're—to be clear the costs go up 18%. The way we've defrayed that is by—through a couple of strategies, one of them implementing an employee premium share. That employee premium share has been communicated to our employees. The recommendation was communicated to our employees two days ago, and I will again communicate with employees this evening after the Council meeting concludes to let them know what our recommendations are, what recommendations we're providing to the Council. It represents 5% of the total premium cost to the city. And on the average HSA plan family plan, it's about \$44 per paycheck for that family plan. And on the single plan. It's about \$16 per paycheck to cover the premium share for health insurance. So still a very competitive Health Insurance Program, something that if you're familiar with other health insurance programs, even in the public sector, still very competitive with other public sector benefits packages. But something that we did not—we're not recommending lightly. But when we take into account all of

the needs that the community faces and all the challenge in assembling this budget, it's a recommendation we feel is fiscally responsible for the Council's consideration.

**Mayor Jake Woodford 20:08**

In addition, we're offsetting that 18% increase in costs with the introduction of two health—new health care programs, Proximal and Prudent Rx, and we can talk more in detail about what those programs aim to accomplish. But both of them represent significant potential savings to the plan and help us defray the costs of that increase. So, we're trying to use multiple strategies to try and get it that increase in health insurance costs so we're not placing it all on the premium share for example. We're looking for other strategies to reduce cost whether it's relocation of Connecting Care Clinic, or introduction of programs that will save hundreds of 1000s of dollars on the plan that'll benefit every person who participates in our health insurance plan.

**Mayor Jake Woodford 20:56**

This budget makes recommendations regarding the stormwater utility. In this budget we recommend moving 94% of storm—uh, forestry expenses into the stormwater utility. Moving a portion of bridge maintenance expenses also recommended. So, moving the portion bridge maintenance expenses into the stormwater utility. These moves will leverage \$1.6 million in general fund operating budget without increasing stormwater utility rates. And we'll talk a little bit more about that as we get into detail at the departmental level, and also the rationale for moving forestry into stormwater utility. But it does leverage significant operating funds which can then be redeployed for things like other programs, infrastructure, maintenance, salary, salary benefits, employee recruitment and retention.

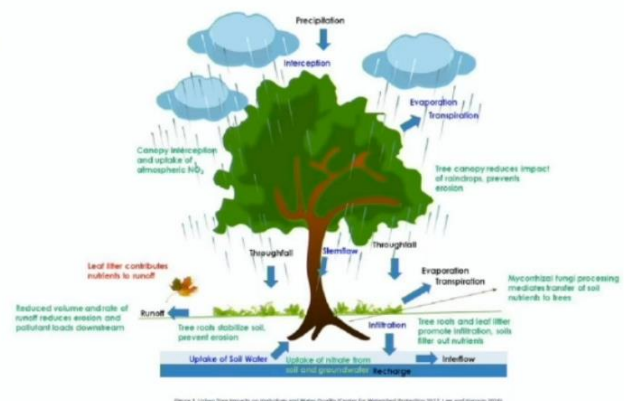
**Mayor Jake Woodford 21:49**

This this move also facilitates the doubling of our emerald ash borer remediation efforts. I think folks have noticed in the community that the rate of decline in our ash trees appears to be accelerating, and our forestry team is certainly noticing that and so this budget recommends making a significant new investment in Emerald Ash Borer remediation in the amount of \$375,000. You'll see in the budget, there's a multi-year recommendation regarding emerald ash borer because it is going to take a couple of cycles here to deal with all of the affected ash trees in the city. Unfortunately, we have many ash trees in the city that are the responsibility of the city to remediate. So, this budget facilitates that.

## Stormwater Utility Recommendations



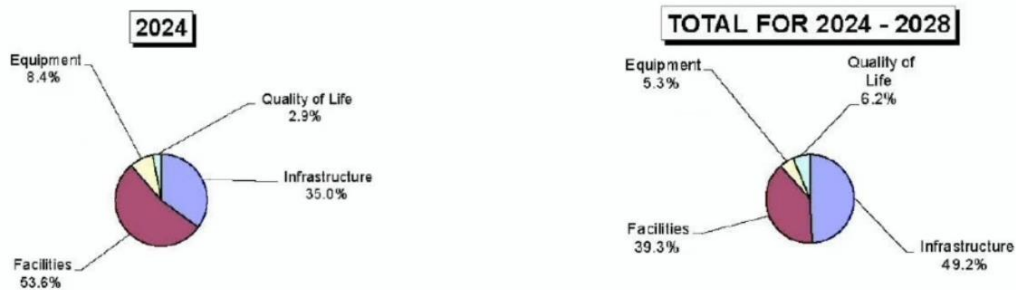
- Moving 94% of Forestry expenses to Stormwater Utility
- Moving a portion of bridge maintenance expenses related to stormwater management in and around the waterways
- Moves leverage \$1.6M in general fund operating budget without increasing Stormwater Utility rates
- Includes doubling Emerald Ash Borer Remediation with a \$375,000 investment



**Mayor Jake Woodford 22:37**

Capital improvement programs. Again, this just gives an overall breakdown of what the capital improvement program looks like in 2024. And then also for the four-year period from '24 to '28. Proportionally, you'll notice that the infrastructure spend appears lower in this budget, but part of that is that we're making more infrastructure investment with cash using the new money that's coming in so that that supports, that supports our infrastructure spend in other ways. Again, over the four-year period, infrastructure still represents about half of our total capital spend. And I expect that to continue into the future, given the needs that the community faces.

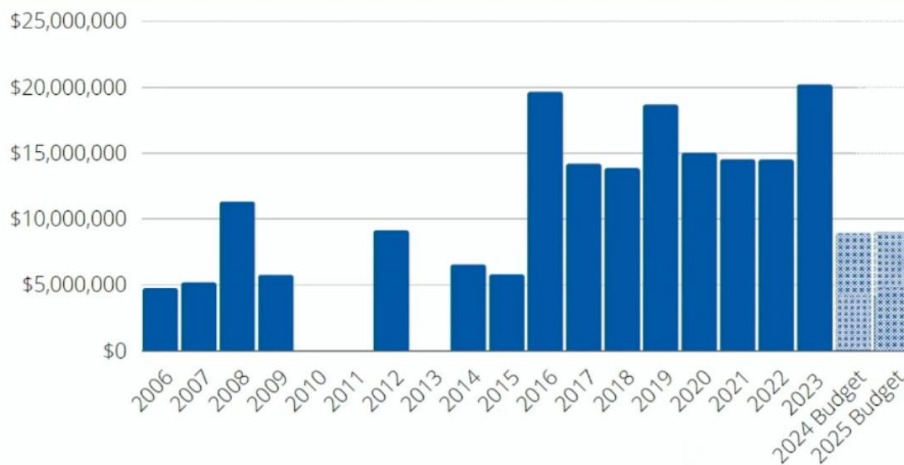
# Capital Improvements Program

**Mayor Jake Woodford 23:19**

As I mentioned before, this budget fully implements our debt management strategy. And this is the first year the taxpayers are really going to feel the benefit of that that program, and that is, because we're we've leveled off on our total debt service levy. And also, as you see, we've reduced our capital spend out of debt. So, we're reducing our borrowing, and that that's what it takes. That's what it takes to mitigate increases in our debt service levy.

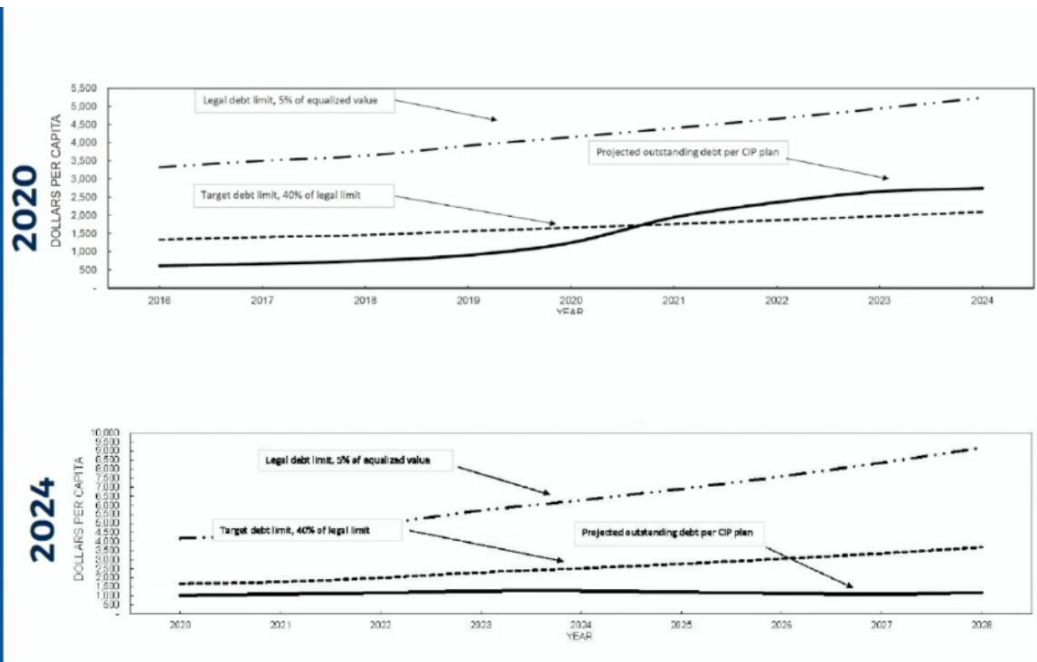
# Borrowing Over Time



**Mayor Jake Woodford 23:55**

Staff knows this is my favorite chart in the budget book. And this just takes us back to where we were headed in 2020, that the budget that was approved in the fall of 2019. This is where we were headed. We were on an unsustainable path when it came to our total debt. We were on a path to actually exceed the Council established target debt limit of 40% of the total limit. And so, we got to work on changing this dynamic. And as you can see, we've now put ourselves on a course where we are not piling on debt at an unsustainable rate as a community anymore, and that's good news for the community. Even better news is that we've been able to do this in a way that is controlled, that's responsible, as opposed to making drastic cuts or further delaying necessary projects for the community.



12

**Mayor Jake Woodford 24:51**

The other thing that we're able to accomplish with this debt management strategy, as you'll see in the budget is that we do recommend continuing to borrow for certain capital projects. And that's a necessary part of the city budget if we want to continue to do infrastructure projects of a certain scale, if we want to continue to maintain our parks and trails, and also our city facilities. So, we're able to accomplish those things, and again, taxpayers will start to see the benefit of that. Our total projected debt service levy increase, going into this budget is .7%. So last year it was north of 4%, well north of 4%, on that total debt service levy increase. This year .7%. Overall increase is 2.6%. So, we've come a long way in this plan, but not without some hard decisions, and there will be more work to come certainly.

**Mayor Jake Woodford 25:52**

This just illustrates how the how the plan works out over time. We worked with our advisors at Baird to develop this plan, and it takes into account future projects and also future projected debt service levy. So, we can get more into detail as we get into discussions about this, if you want to get down in the weeds about how the debt

service levy works. But we plane off here for a period of time. If we maintain the current capital plan, there is a modest increase as we get into the '26-'27 timeframe. But again, we plane off for a long period of time there.

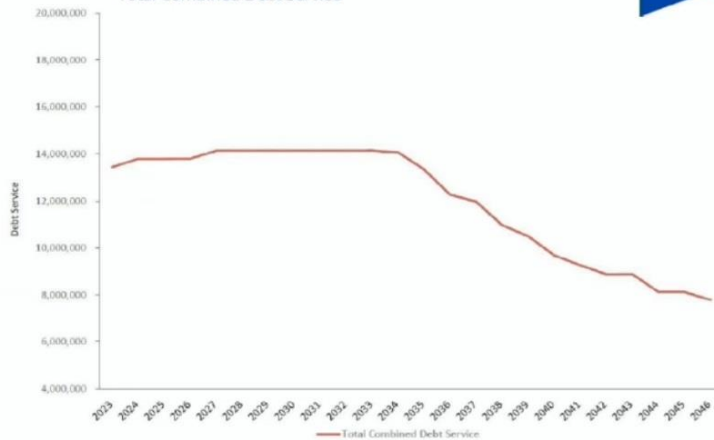
# Debt Management Strategy



City of Appleton  
FINAL PRICING SUMMARY  
August 16, 2023

BAIRD

Total Combined Debt Service



Stabilize, then reduce  
debt service payments

Note: Includes existing and hypothetical future issues.

13

## Mayor Jake Woodford 26:33

What this plan allows us to do as a community is make decisions about our debt service levy, from a standpoint of actually having control over offer what happens with the debt service levy as opposed to borrowing large sums of money in one year and then dealing with the consequences the next year, which was the pattern that we were in. So, we now have the flexibility as a community to make choices about where we where we go with the debt service levy moving forward.

## Mayor Jake Woodford 27:01

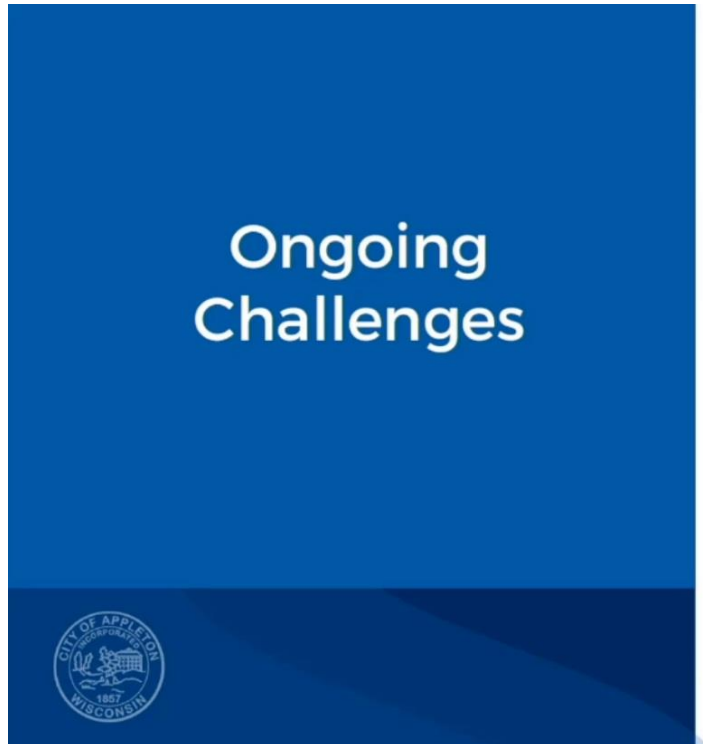
Ongoing challenges, revenue versus expenses. Inflation—and while we did get some supplemental in shared revenue, which certainly helps—it makes a huge difference in this budget—the local government funding model in Wisconsin continues to be flawed. And we got a 20% increase in our shared revenue, and that's expected to grow over time as sales tax revenue grows. And that is really good news. That's something to be celebrated. But I think it would be premature and irresponsible to declare victory on local government funding in Wisconsin. There's a lot more work to be done.

## Mayor Jake Woodford 27:41

And I've talked about this before, but we operate in a in a financial system in the state is where statutorily debt service levy is unlimited. So, there's no—and there's no incentive for municipalities to pay down debt. And so, to me, a legislative option in the future would not necessarily be to eliminate levy limits, because I think that places a discipline on communities that done appropriately is healthy, but there has to be something done about the fact that that service levy's unlimited, and the communities are really forced to borrow if they want to keep up their infrastructure if they want to keep up their facilities. And that was certainly the pattern that the City of Appleton found itself in.

**Mayor Jake Woodford 28:29**

As I've said before, with managing our debt and debt, managing municipal finances, the strategy we put in place does not solve every problem. It does—it is not the answer to every issue. It addresses one aspect of municipal finances which is we're not in a—we're not placing our taxpayers in a position where they're dealing with unexpected and unsustainable increases in the rate of their property taxes, how much how much they're paying and property tax. But that that doesn't solve all the problems that we face when it comes to keeping up our community.



- **Revenue vs. Expenses**
  - Inflation and flawed local government funding model constraining City finances
- **Wage pressure**
- **Information Technology Requirements**
  - Generational changes underway in IT space
  - Shifting from in-house, owned software to a cloud-based Software as a Service (SaaS) model will introduce additional financial pressure on the operating budget.

14

**Mayor Jake Woodford 29:04**

We'll continue to face wage pressure, and I would also say competition when it comes to benefits packages, and that's something we'll continue to have to have to focus on as a community as we look to the future. We have really shifted the way we build budgets to prioritize compensation on the front end of the budgeting process, and that sets a discipline for us as we work our way through the rest of the operating budget. There were times in the past where that wasn't the case, and it showed in terms of the compensate—the rate of compensation increases for our employees.

**Mayor Jake Woodford 29:44**

Information technology requirements. And this this is a pressure I talked about last year, a challenge I talked about last year. This this will continue to be a challenge for us, particularly as we continue our shift away from kind of old school in house you buy a piece of software, you own it, you buy a server, it sits in a cabinet and in your building, you maintain it, you control it. Moving away from that—which also is tends to be more vulnerable. Moving away from that system and towards software as a service, cloud-based programs, where we're at the mercy of what those companies are charging for those services. And that is a real challenge for us.

**Mayor Jake Woodford 30:27**

I think the Axon contract's a really good example of that, where there's not a lot of competition in that space doing what Axon does to the level of quality that they do it at. And that means we're faced with choices about whether we continue to have that program or we eliminate programs like that. And so, this will continue to put pressure on the operating budget, because, in the past, you know, when a server came due you could borrow for that. It was a capital project, but we don't have that kind of flexibility, and I would argue that's not really a healthy way to manage IT infrastructure, and we won't be doing that in the future. But that means more pressure on the operating budget.

**Mayor Jake Woodford 31:12**

So, a few important dates just to share with Council and also with the community. October 17, I'll be holding a budget public listening session. That is from 5 to 7pm. That's October 17, 2023. Realizing it kind of looks like 2024. But this is on the 2024 executive budget, I'll be holding a listening session. That was an addition that I made to the process, just in recognition of the fact that by the time we get to the budget hearing, it really tends to be more of a one-way conversation where folks can come and give input on the budget, but less of an opportunity for a conversation and a dialogue. That's what the opportunity on the 17th presents. That's a virtual session. And we'll have some information on sign up for that.

**Mayor Jake Woodford 32:00**

28th Finance Committee review. This is the budget workshop or Budget Saturday, and that gets started at 8am. And it goes as long as it needs to. So, October 28.

**Mayor Jake Woodford 32:14**

Then November 1, there's a public hearing on the budget. That's at 6pm. And then November 8, is budget adoption, and that's at 6pm. So those are key dates.

**IMPORTANT DATES**

- October 17th – 2024 Public Budget Listening Session from 5 - 7 PM
- October 28th – Finance Committee review (Budget Saturday) from 8 AM
- November 1st – Public Hearing from 6 PM
- November 8th – Budget Adoption from 6 PM

CITY OF APPLETON  
INCORPORATED 1857  
WISCONSIN

15

**Mayor Jake Woodford** 32:28

Again, public feedback opportunities. There's a listening session scheduled 5 to 7 on October 17. Director Oman and I'll be having a listening session, be available to answer questions from the community regarding the budget, and would ask folks to please give us a call 920-832-5814 to schedule. That just allows us to send you a link so that you can join into the conversation. And then the public hearing on November 1 at 6pm. Again, encourage folks to call and register for that, but registration is not required for the public hearing.



A blue graphic with white text and icons. At the top right is the City of Appleton seal. The main title is "Public Feedback Opportunities". Below it, two columns of information are separated by a vertical line. The left column includes a calendar icon for "Public Listening Session" on Tuesday, Oct 17th from 5:00 to 7:00 p.m., and a phone icon for "Call to register: 920-832-5814". The right column includes a calendar icon for "Public Hearing" on Wednesday, Nov 1 at 6:00 p.m., and a phone icon for "Call to register: 920-832-6443". The number "16" is in the bottom right corner.

**Mayor Jake Woodford** 33:03

All right. So that's an overview. And now we're off and running. So, as you start to dig into your budget books, please, please ask questions, send questions to department heads, the departments of jurisdiction over the areas of the budget you have questions about. If you're not sure who to get in touch with, get in touch with Director Oman or me and we'll be happy to send you in the right direction to get your question answered. And please, please do ask your questions and look forward to the conversation. There's a lot in this budget. It'll take time to work through and get our heads around, but again, I appreciate all the work that Council does in reviewing the budget and look forward to that conversation together as we finalize this budget and get ready for 2024. Thank you.



A blue graphic with white text and icons. At the top left is the City of Appleton seal. To its right is the text "CITY OF APPLETON". The main text is "THANK YOU" in large, bold, white letters. The background features a large, faint watermark of the City of Appleton seal.