



# Overview of the County Executive's 2015 Recommended Budget

## Office of the Comptroller Staff

Steve Cady, Research and Policy Director

Erica Hayden, Policy and Research Analyst

Jessica Janz-McKnight, Policy and Research Analyst

Jill Suurmeyer, Policy and Research Analyst

**Scott B. Manske, CPA**  
Milwaukee County Comptroller



## COUNTY OF MILWAUKEE INTER-OFFICE COMMUNICATION

DATE : October 9, 2014

FROM : Comptroller Research Staff

SUBJECT: **Overview of County Executive's 2015 Recommended Budget**

Attached is the Comptroller Research Staff's overview of the County Executive's 2015 Recommended Budget. This overview consists of the following four sections:

1. Section 1 is a **General Overview** of the Recommended Budget
2. Section 2 shows **Tax Levy Changes** for each Organizational Unit, comparing the 2015 Recommended Budget with the 2014 Adopted Budget.
3. Section 3 provides a summary of **Major Changes**, proposed by the County Executive in the 2015 Recommended Budget.
4. Section 4 is the **Capital Improvements** section, which summarizes the capital improvement projects proposed by the County Executive.

This overview has been prepared as an initial analysis that highlights the major policy and budget changes proposed by the County Executive and is intended solely to assist interested parties in their understanding of the budget. The Committee on Finance, Personnel and Audit will begin its formal review of all budgets as a full committee beginning October 10<sup>th</sup> at 9:00 a.m.

Please note that although changes in departmental appropriations and revenues are generally clear, the corresponding impact on programs and services is not always apparent, especially due to a modified narrative format. The absence of the personnel summary tables in each departmental narrative made staffing changes very difficult to assess.

Comptroller-Research Services Division

Steve Cady  
Jessica Janz-McKnight  
Jill Suurmeyer  
Erica Hayden

With Assistance from Comptroller staff:

Scott Manske, Comptroller  
Pam Bryant  
CJ Pahl  
Molly Pahl  
Justin Rodriguez

# Table of Contents

<b>I.</b>	<b>Section 1 – General Overview .....</b>	<b>1</b>
	Summary Analysis .....	1
	Major Initiatives .....	5
	Consolidations/Outsourcing .....	9
	Capital Improvements Program.....	14
<b>II.</b>	<b>Section 2 – Tax Levy Changes .....</b>	<b>16</b>
<b>III.</b>	<b>Section 3 – Major Changes .....</b>	<b>19</b>
	Debt Service .....	19
	Non-Departmental Revenues .....	20
	Non-Departmental Expenditures.....	23
	Departmental.....	29
	Legislative and Executive.....	29
	General Government.....	30
	Administrative .....	31
	Courts and Judiciary .....	38
	Public Safety .....	40
	Transportation.....	44
	Health and Human Services .....	46
	Recreation and Culture .....	50
<b>IV.</b>	<b>Section 4 - Capital Improvements Budget.....</b>	<b>55</b>

## Section 1 – General Overview

---

### Summary Analysis

The political and fiscal landscape has clearly changed since the 2014 Budget was adopted due to new state law changes and another fiscal year ending with a healthy budget surplus. The passage of Wisconsin Act 203 (“Act 203”) earlier in 2014 created a Mental Health Board that has assumed the oversight role previously performed by the County Board of Supervisors for the Behavioral Health Division (BHD). This new legislation, coupled with disagreements over the powers, roles and duties of the County Executive and County Board of Supervisors in light of Act 14 passed last year, have clouded the recent fiscal progress made by the County.

Budget surpluses in excess of \$21 million in 2012 and 2013 are helping the County tackle the structural deficit challenges, along with wage and fringe benefit cost cuts and limiting the County’s debt used to fund capital improvements. The County Executive’s proposal to “freeze” the 2015 tax levy at the prior year amount, coupled with a continuing structural deficit, may have contributed to the need to propose employee wage and benefit cuts of five to eight percent to avoid greater program and service reductions. Policymakers should consider that when most federal and state revenues are stagnant, and service fees remain flat, freezing the tax levy makes it difficult to finance expenditures that naturally increase over time. Without flexibility on the revenue side, difficult choices regarding service levels and employee compensation will need to be made unless the County can continually find efficiencies in its operation. It is possible to raise the levy slightly and limit its impact on taxpayers due to new growth in the county property tax base. Managing future budgets will still be difficult, especially if the Mental Health Board elects to utilize the full \$65 million in tax levy authority allowed under state statute, or if the next state budget makes further cuts to County funding.

The theme of the 2015 Recommended Budget is the continuation of strategies to help promote efficiencies, cut current and future costs while consolidating and centralizing command and control functions. This is evidenced by efforts to manage the County’s space needs by transitioning into buildings that are more cost efficient; consolidating emergency management, communications, medical services and radio services into one County Executive administered department; and centralizing departmental information technology (IT) purchases into one budget overseen by an IT Technology Steering Committee. The budget narrative also departs from past practices by not including detailed personnel tables and employee fringe benefit plan design specifics, perhaps as a signal that these decisions post Act 14 are the responsibility of the Administration and not the County Board.

The 2015 Recommended Budget presents many of the decisions that have been before policymakers in recent years, such as the proper (and affordable) role of the Sheriff in a fully incorporated area, critical deferred maintenance needs, and the ability of the County to attract and retain workers despite employee compensation cuts. In several areas, the Recommended Budget moves to outsource functions that were previously provided by County workers, including building security, elevator maintenance, inmate healthcare (accelerated), IT services, and Zoo concessions. Overall, the number of funded full-time equivalent (FTE) employees is reduced by 263 employees, or 5.7 percent.

Aided by Wisconsin Act 10 which limited collective bargaining, the County has made considerable progress in the last several years improving its five-year fiscal forecast, especially related to employee

wage and fringe benefit costs. But stagnant state and federal revenues, strict limits (state or self-imposed) on tax levy increases and past budget cutting have made the task of closing future budget gaps even more challenging. It bears repeating from last year that the limits of the County Executive's administrative duties and the reach of the County Board's legislative policy oversight may not be settled any time soon. Yet, the spending and revenue priorities in the 2015 Budget will be found through a democratic process. If that process builds a strong foundation on which future budgets can be built, it may help to resolve other issues as well.

### ***Five-Year Financial Forecast - Structural Impact***

In May 2014, the Comptroller issued an annual report regarding the County's five-year financial forecast. The report's aim was to develop a consensus of the County's fiscal status and future outlook as well as help promote a more data-driven decision-making process that comports with the forecast. The report indicated that the County faced a structural deficit (shortfall) of \$31.9 million for 2015 with the gap growing to \$93.8 million in 2019 if no permanent fixes were made. To the extent that the County makes permanent fixes, as opposed to using one-time expenditure or revenue changes, the following year's structural deficit will be reduced. For example, if permanent fixes solve the 2015 projected shortfall of \$31.9 million, then the projected shortfall for 2016 would be \$15.8 million, not the \$47.7 million that is currently projected.

Policymakers should keep an eye on the challenges that lay in the years ahead so that thoughtful planning can be made through permanent fixes to address the projected shortfalls. The 2015 Recommended Budget appears to close the structural deficit using permanent fixes and sets in place actions that will provide additional budgetary savings in future years.

### ***2013 Surplus Impact on 2015 Budget***

Each year the County is required by State Statute to reconcile the prior year surplus (or deficit) in each budget. The surplus from the 2013 budget is reserved and applied to offset the 2015 budget (Surplus Reserve), or it is applied to the Debt Service Reserve to payoff future debt service. This calculation is shown in Org. Unit 1998-Surplus from Prior Years. The portion of the surplus that is not transferred to the Debt Service Reserve is, as stated, applied to the 2015 budget to reduce tax levy needs. Since this is an annual process, the goal is to provide at a minimum a contribution to Surplus Reserve that equals the prior year Surplus Reserve. For 2015, the Surplus Reserve from 2013 of \$5 million is compared to the 2012 Surplus Reserve of \$5 million that was applied to the 2014 budget. Since these two years balance, there is no tax levy impact.

The 2013 fiscal year surplus was \$21.6 million, but \$15.6 million was transferred to Org. Unit 9960-Debt Service Reserve, resulting in the Surplus Reserve of \$5 million. The monies in the Debt Service Reserve must be used to pay debt service costs but, to the extent that it replaces tax levy (or sales tax revenues) to fund debt obligations, it frees up funds to be used elsewhere in the operating budget. The 2015 Recommended Budget draws down \$5 million of the debt service reserve balance to pay debt service costs. After considering previously approved contributions from the Debt Service Reserve for 2014, and the proposed 2015 contribution, the debt service reserve has a remaining balance of approximately \$13.1 million. Financial policies adopted in the 2014 Budget establish a minimum balance goal of \$10 million in the debt service reserve.

### ***Fiscal Synopsis***

The 2015 Budget calls for total expenditures of \$1,316,311,910, an increase of \$9,361,296, or 0.7 percent, compared to the 2014 Adopted County Budget. The recommended property tax levy is \$279,321,196, the same as the 2014 levy. The recommended tax levy is comprised of two components: debt service levy of \$36,074,348 and operating levy of \$243,246,848. The recommended tax levy is \$8.2 million under the estimated tax levy cap, and perhaps as much as \$10.5 million under if other factors are considered (see Tax Levy Cap below).

The Recommended Budget allocates \$78.6 million in expenditures for capital improvements with \$7 million for the airport and \$71.6 million for general government. General obligation bonding is \$38.6 million and at the self-imposed bonding cap.

### ***Tax Levy Cap***

The Office of the Comptroller recently issued a memo outlining the estimated tax levy limits for 2015. The estimated tax levy limit for 2015 is an increase of \$8,187,376, or 2.9 percent. The \$8.2 million consists of three components: net new construction, new levy from tax incremental financing (TIF) districts that have closed and post-2005 debt service increases. Net new construction and levy from closed TIFs is approximately \$2.3 million.

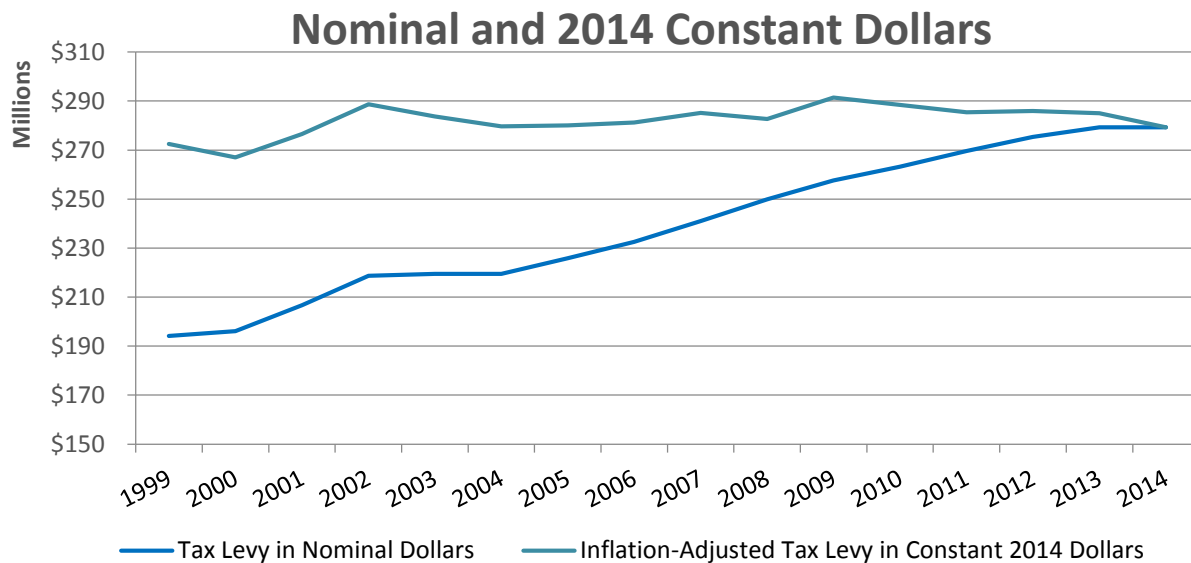
In addition to this limit, the County may increase the levy for all or part of the levy associated with a County-wide Emergency Management (EMS) program and for payments to the Federated Library System. The 2015 Recommended Budget includes tax levy expenditures of \$5,267,264 for EMS (\$5,200,614) and the Federated Library System (\$66,500). In 2013, however, the County used \$2,974,301 of this exemption in the adoption of the final tax levy. Therefore, the County has an additional \$2,292,963 in tax levy “exemptions” capacity if it chooses to use it. Combined with the allowable limit explained in the previous paragraph, the County could increase its tax levy by as much as \$10,480,339, or 3.75 percent. It should be noted that besides the exemptions, the state tax levy limit makes it difficult to tap “unused” tax levy capacity from the previous year.

The average increase in the County property tax levy since 1999 is 2.5 percent per year. Through 2014<sup>1</sup>, the average annual inflation since 1999 has been 2.3 percent. The following chart shows the changes in the tax levy from 1999 through 2014 as adjusted for inflation:

---

<sup>1</sup> The 2014 inflation figure is based on annualizing the CPI-U Milwaukee/Racine figure based on data through June 30, 2014.

## Milwaukee County Inflation-Adjusted Tax Levy 1999-2014



### ***Budget Narrative Changes***

At its meeting in July 2013, the Committee on Finance, Personnel and Audit reviewed a PowerPoint presentation from the DAS Fiscal and Budget Administrator related to a new format for the 2014 Budget narrative. The goal of the new format was to create a more uniform budget presentation that exhibits “best practices” as recommended by the Government Finance Officers Association (GFOA) for illustrating budget and financial information.

The format was used for the 2014 Budget, but has been altered for the 2015 budget year to remove personnel summary tables. These personnel summary tables are no longer included in the 2015 Recommended Budget narrative, but were provided to Research Services staff just prior to the publication of this overview. Moreover, the narratives do not provide specific information about each position action. The absence of the personnel summary tables have made it extremely difficult to identify position actions that are being proposed as part of the Recommended Budget.

In addition, the budgets are typically updated each year to reflect position actions (abolish, creates, reclassifications, etc.) that occur outside of the budget process. Research Services staff have been told that the 2015 Recommended Budget includes position actions recommended by the Department of Human Resources through the July 2014 cycle. Without the detailed tables it is difficult to determine what position actions are related to the Job Analysis and Evaluation Project, often referred to as the “JEQ” based on the Job Evaluation Questionnaire used to gather position information. In recent months the County Board rejected several JEQ actions pending a comprehensive report of the JEQ project and the related personnel cost. The Administration has noted that they have the right to make position actions without County Board approval, while at a minimum, notifying the County Board of these actions.

### ***Position Reductions – “At-Risk” for Layoff***

The 2015 Recommended Budget continues to reduce the number of funded positions in order to decrease costs. The 2015 Recommended Budget includes 4,339 funded FTEs, a reduction of 263, or

5.7 percent, compared to 4,602 FTEs in the 2014 Adopted Budget. The FTE reduction is net of position creates, abolishments and unfunding.

The Department of Administrative Services provided Research Services staff an analysis of positions “at-risk” of layoff. Based on that information, approximately 126 FTEs are “at-risk” of layoff, including 31 positions in the Office of the Sheriff, 31 positions in DAS-Facilities Management and 51 positions in BHD. Another 38 positions related to the expansion of the inmate health contract at the HOC and three positions at the Zoo were identified as positions that would be hired by the new service provider. The actual number of layoffs that may occur is determined by further attrition, retirements, and job transfers to either other County positions or hired by the vendor.

## **Major Initiatives**

### ***Office of the Sheriff/Department of Emergency Management***

The 2015 Recommended Budget allocates \$66,772,210 in tax levy to the Office of the Sheriff and specifies only funded positions are authorized. To that end, all unfunded positions are abolished. The 2014 budget had many authorized but unfunded positions, which the Office of the Sheriff continued to leave filled. The narrative leaves the decision of how to deploy the remaining resources up to the Sheriff under his constitutional and statutory authority. The table below walks the reader from the 2014 Adopted tax levy to the 2015 Recommended Levy noting any significant changes to the budget. The tax levy received by the Sheriff in 2014 was \$66.6 million, making the increase in tax levy from the 2014 Adopted Budget to the 2015 Recommended Budget approximately \$111,000. In 2015, the Division of Emergency Management and the Communication and Highway Dispatch Unit is transferred from the Office of the Sheriff to the newly created Department of Emergency Management. The subtraction of the tax levy attributed to Emergency Preparedness from the Sheriff’s tax levy in 2014 results in a net tax levy of \$62.9 million, which is represented in the table below.

Based on the restated numbers, the Office of the Sheriff is receiving an additional \$3.9 million in its budget for 2015. As can be seen in the table below, crosscharges and abatements, increase over \$2.3 million from 2014, mainly in Worker’s Compensation, Risk Management, Courthouse Space Rental, and the relocation of data processing charges from commodities to a crosscharge from IMSD. Capital outlay expenses increased \$0.8 million in part due to items formerly budgeted in the Capital Improvements Budget being moved to the Sheriff’s operating budget. However, the 2015 Recommended Budget includes an unallocated expenditure reduction of \$1.3 million which the Sheriff will need to allocate to other areas in order to end the fiscal year without a deficit.



SHERIFF BUDGET IN MILLIONS	TAX LEVY
<b>2014 Adopted Tax Levy</b>	<b>\$66.6</b>
<i>Transfer out Emergency Management</i>	(\$0.3)
<i>Transfer out 911 Communications/Dispatch</i>	(\$3.6)
<b>2014 Adjusted Tax Levy</b>	<b>\$62.9</b>
<b>2015 Recommended Tax Levy Changes</b>	
<i>Salaries and Wages including Overtime</i>	(\$0.3)
<i>Fringes</i>	(\$0.6)
<i>Services (net of budget abatement of \$0.35 million)</i>	\$0.2
<i>Commodities (net of budget abatement of \$0.17 million)</i>	\$0.0
<i>Other Charges (lumpsum expenditure reduction)</i>	(\$1.3)
<i>Capital Outlay</i>	\$0.8
<i>Crosscharges and abatements</i>	\$2.3
<i>Revenues</i>	\$2.8
<b>2015 Recommended Tax Levy</b>	<b><u>\$66.8</u></b>
<b>Variance 2014 Adjusted &amp; 2015 CEX</b>	<b>\$3.9</b>

It should be noted that the Sheriff is projecting a 2014 revenue deficit of \$2.0 million. The 2015 Recommended Budget provides additional tax levy of approximately \$2.8 million in revenue relief.

The abolishment of unfunded positions within the Administration and Management Section results in the loss of one Sheriff's Department Bureau Director (Inspector), three Sheriff's Department Administrators (Deputy Inspectors), and six Sheriff's Department Captains. Throughout the department 29 Deputy Sheriffs are abolished and 11 Deputy Sheriffs are created for a net loss of 18 Deputy Sheriffs.

#### *Park Patrol*

The Recommended Budget removes Park Patrol from the Office of the Sheriff and transfers the responsibility to local municipalities. This initiative was recommended by the County Executive in the 2013 and 2014 Recommended Budgets. Eighteen municipalities will be offered \$10,000 each to facilitate data collection and sharing of information. The money provided to the municipalities is not for the actual patrol services because it is assumed that all of the municipalities already provide this service for the public. The Milwaukee Police Department would receive an additional \$970,000 under the Recommended Budget to provide patrols for high-volume parks such as the lakefront.

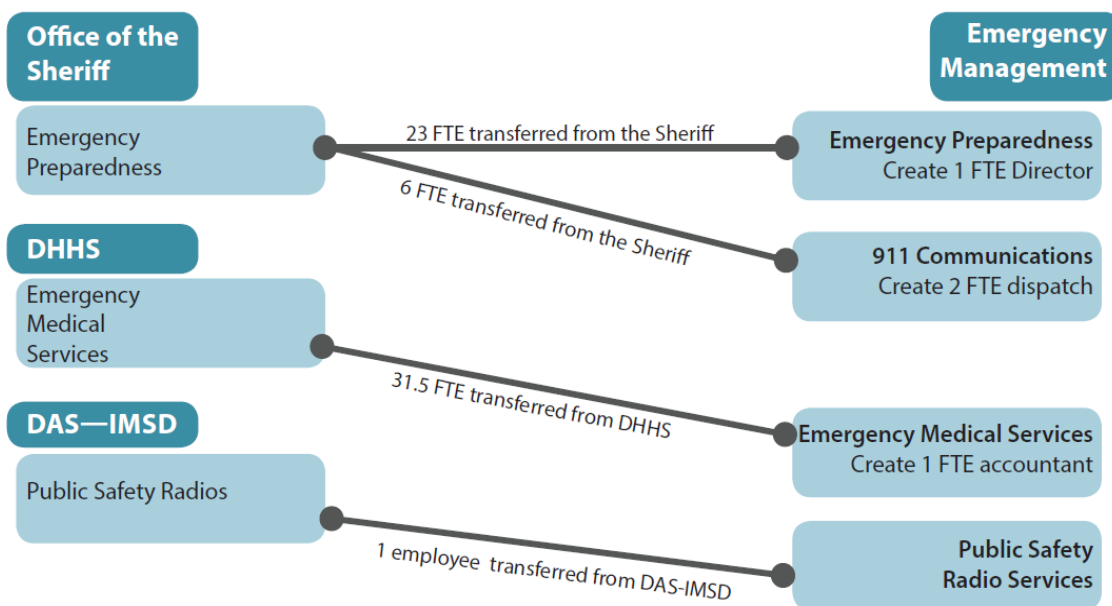
#### *County Grounds Security Division*

The County Grounds Security Division, including services provided to the Milwaukee County Zoo, is removed from the Office of the Sheriff. The budget includes \$511,464 in Law Enforcement Grants to bid out this service (the Sheriff's Office may still qualify if it provides the most cost-effective option). The actual cost of the service is approximately \$1 million; however, the budget provides for funding nearly half of this amount through County Grounds lease agreements. The Wauwatosa Police Department is a possible option, but no specific provider has been selected at this time.

### *New Department of Emergency Management*

The Department of Emergency Management is created as a new independent organizational unit under the administrative oversight of the County Executive. This new department is created by transferring in the following divisions; Emergency Medical Services from the Department of Health and Human Services, Radio Services from DAS-IMSD, and Emergency Preparedness from the Office of the Sheriff. All employees are transferred to the new organizational unit. Emergency Preparedness, currently housed in the Office of the Sheriff, is split into two divisions; Emergency Preparedness and 911 Communications. EMS and Public Safety Radio Services make up the other two program areas. At this time, there is no plan for physically relocating the transferred departments to a new location. A new Director position is funded for oversight of the department.

A chart outlining the components of the proposed new department of Emergency Management is shown below.



Prior to 1998, emergency management services were managed by the County Executive-Emergency Government Department. The department was responsible for developing a county-wide emergency plan and assisted all county, municipal agencies, and private agencies with their individual emergency plans. The department was transferred to the Office of the Sheriff in the 1998 Adopted Budget as the Emergency Management Division.

### **Behavioral Health Division (BHD)**

Earlier this year, the State of Wisconsin created the Milwaukee County Mental Health Board (MHB) with the passage of 2013 Wisconsin Act 203. Act 203 shifts governance of the Behavioral Health Division (BHD Org. 6300), including the Community Services Branch and Wraparound, from the Milwaukee County Board of Supervisors to the MHB. All “functions, programs, and services” in these two areas are now under control of the MHB.

The Department of Health and Human Services (DHHS) requested budget for BHD was approved by the MHB in late August 2014. The County Executive incorporated the requested budget into his recommended budget with just a few changes mostly related to wages, benefits, risk management and other crosscharges. Total tax levy recommended for BHD in 2015 is \$59,099,341, an increase of

\$1,625,218 from 2014. The \$59.1 million of proposed tax levy is \$5.9 million below the state tax levy limit of \$65 million<sup>2</sup>. The Recommended Budget does not remove any funding from policies and programs recommended by the MHB despite the lower tax levy recommended by the County Executive compared to the levy approved by the MHB. The tax levy reduction is the result of reductions to employee compensation and fringe benefit costs.

Corporation Counsel has advised that per statute, the County Board “shall incorporate into the budget for Milwaukee County” the “tax levy amount as proposed by the county executive,” the community aids allocation allocated by the Board under § 51.41(4)(b)3, and the balance of the total mental health budget amount proposed to the County Executive by MHB. § 51.41 (4)(b)4, Stats. The mental health tax levy becomes part of the total county levy and the whole amount is subject to the state-imposed levy rate limits.

#### *Continuing Community Placements*

BHD continues to move toward community based placements by eliminating long-term care in 2015. The budget includes the closure of Rehabilitation Center – Central by November 2015. Hilltop is on target to complete its budgeted closure by the end of 2014.

The Public Policy Forum, in coordination with the Human Services Research Institute (HSRI), presented an inpatient bed capacity analysis to the Mental Health Board this September. The report cautions that the county is at a “tipping point” and needs to develop more community-based services before reducing anymore inpatient beds. Additionally, the report noted a continued need for a small number of high-acuity beds for those individuals with higher acuity and lack of insurance or Medicaid fee-for-service. The 2015 Budget does not reduce adult or children’s inpatient beds at BHD.

#### *Community Support Program Outsourcing*

The 290 caseloads currently covered by BHD’s Community Support Program (CSP) Downtown and Southside locations will be assumed by community providers in 2015. The 20 Downtown employee positions are abolished as of December 1, 2014, and the remaining 25 Southside employee positions are abolished as of March 1, 2015. The overall savings includes \$1,397,220 for the contracts with community providers.

#### ***Department of Health and Human Services (DHHS)***

Significant changes at DHHS include the transfer of Emergency Medical Services to the newly created department of Emergency Management, the elimination of the General Assistance Burials Program, a change in oversight and management of the Interim Disability Assistance Program (IDAP), the creation of a new Crisis Resource Center, the creation of a new housing model, and an increase in supportive housing units and an increase in Youth Aids revenue.

As mentioned earlier, Emergency Medical Services is moved to the newly created Department of Emergency Management, which includes 911 Communications and Dispatch. There will be no change to the EMS operational model.

#### *Disabilities Services Division*

The General Assistance Burials Program is eliminated for a cost savings of \$310,000. Department staff indicate this program covers the cost of burials for indigent people who do not qualify for Medicaid.

---

<sup>2</sup> The statutes require Milwaukee County to provide tax levy support for BHD of no less than \$53 million to no more than \$65 million.

Additionally, IDAP is transferred to the non-profit, Community Advocates, which will assume full program oversight and management. Finally, an appropriation of \$1.3 million is used to create the Crisis Resource Center, which will assist individuals with Intellectual/Developmental Disabilities and a co-occurring mental illness.

#### *Housing Division*

A new program, Harm Reduction Housing Model, is created at a cost of \$300,000. This program will assist individuals with severe alcohol addictions who are not successful in any of the current housing programs. The proposed model has been successful throughout the country in reducing detox admissions, emergency room visits, and bookings into jail. In addition, supportive housing units are increased by 38 to a total of 529.

#### *Delinquency & Court Services*

Youth Aids revenue is increased by \$1.6 million based on an estimate of the daily rates anticipated to be included in the State's Biennial budget beginning July 1, 2015, and the average daily population at the Juvenile Correctional Institution and the Child Caring Institution. The Department continues to expand community alternatives to reduce the incarcerated and out of home placement population.

### **Consolidations/Outsourcing**

In addition to the new department of emergency preparedness outlined above, the Recommended Budget consolidates and outsources numerous County functions and services. Efforts to consolidate services are found in the budget's directive to centralize technology purchases and management in IMSD and implement an online e-procurement system. The Department of Administrative Services is also restructured as a large, singular department. To support this redesign, the budget creates a new business office that consolidates the Department's administrative services.

The Recommended Budget outsources countywide services along with services in specific divisions at the Zoo, Courthouse, and House of Corrections. Countywide, the budget eliminates a number of vacant IMSD positions in computer support and technical services and replaces them with consulting services. The Recommended Budget proposes a five-year contract with Service System Associates (SSA) to operate all concessions, catering, retail sales, and warehouse operations at the Zoo. In addition to the services SSA will provide, they will commit to contributing \$3 million for building improvements during the term of the agreement and \$150,000 towards marketing.

Outsourcing is also a component of the DAS - Facilities Maintenance division for elevator and security services. Both privatization efforts result in job loss for County employees totaling 35 positions. The Recommended Budget estimates that outsourcing elevator services will save the County \$230,000 in 2015 and \$259,000 in future years due to the one-time payment of \$29,000 in unemployment compensation in 2015. Contracting with a private security services firm is estimated to save the County \$332,000 annually. The savings for 2015 will be limited to \$72,000 because the County will fund \$250,000 in unemployment compensation.

The Recommended Budget also states that the General Mitchell International Airport (GMIA) may soon seek the assistance of private firms in the management and operation of some services at the airport. The budget states that the airport "may issue a series of requests for information or requests for proposals related to the management and operations of the security, fire protection, and custodial functions of the Airport System." According to Department of Transportation staff, the County employs 23 fire protection personnel and 38 airport assistant maintenance workers at GMIA.

GMIA does not have County security employees on staff, but the Office of the Sheriff provides some security services at the airport.

Future contracts with private firms may be subject to the living wage ordinance (M.C.G.O Chapter 111) passed in 2014. Eligible contracts will require private firms to pay their employees 100 percent of the federal poverty level for a family of four, which is currently \$11.47 per hour.

*Employee Healthcare Plan Changes*

The 2015 Recommended Budget contains little information about the proposed healthcare plan design and no information about employee’s share of the costs. The Human Resources Director circulated a separate communication shortly after the Recommended Budget was released that related to the proposed employee fringe benefit package for 2015. The following is a copy of the recent communication from the HR Director:

2015 Proposed Budget  
**Summary of Benefits Changes**

**High-level Summary of Medical Plan Coverage:**

	2014 Plan	2015 Plan
<b>Annual Deductible*</b>	Single: \$800 EE + Child(ren) \$1,050 EE + Spouse \$1,600 EE + Family \$1,850	<b>Single: \$1,000</b> <b>EE + Child(ren) \$1,250</b> <b>EE + Spouse \$2,000</b> <b>EE + Family \$2,250</b>
<b>Office Visits</b>	\$30 CoPay	\$30 CoPay
<b>Inpatient Hospital</b>	20% Coinsurance	20% Coinsurance
<b>Outpatient Surgery</b>	20% Coinsurance	20% Coinsurance
<b>Emergency Room</b>	\$150 Copay	\$150 Copay
<b>Preventive Services</b>	100% Coverage	100% Coverage
<b>Medical Out-of-Pocket Maximum*</b>	Network: \$2,500 Single \$5,000 Family	<b>Network: \$3,000 Single</b> <b>              \$6,000 Family</b>
<b>Pharmacy Copay</b>	<b>Retail</b> Tier 1: \$10 Tier 2: \$30 Tier 3: \$50  <b>Mail Order</b> Tier 1: \$25 Tier 2: \$75 Tier 3: \$125	<b>Retail</b> Tier 1: \$10 Tier 2: \$30 Tier 3: \$50  <b>Mail Order</b> Tier 1: \$25 Tier 2: \$75 Tier 3: \$125
<b>Pharmacy Out-of-Pocket Maximum</b>	No limit	<b>Single: \$2,000</b> <b>Family: \$4,000</b>

\*Assumes use of network providers

**Dental Plan Coverage: No change from 2014**

**Wellness Plan: No change from 2014**

**Flexible Spending Accounts:**

Milwaukee County will continue to offer Flexible Spending Accounts to employees, allowing employees to use pre-tax dollars for approved healthcare and daycare expenses up to the maximum allowed by Federal law. However, the matching County contributions will be discontinued for 2015.

**Life Insurance: No change from 2014**

**Sick, Vacation, Holiday: No change from 2014**

**Active Employee Monthly Premiums Contributions:**

Monthly Employee Medical Premium Contributions				
	2014 Base	2015 Base	2014 with Wellness	2015 with Wellness
Single	\$130	\$180	\$80	\$130
EE + Child(ren)	\$150	\$200	\$100	\$150
EE + Spouse	\$210	\$360	\$160	\$310
Family	\$230	\$400	\$180	\$350
Monthly Employee Dental Premium Contributions				
	Delta Dental (traditional plan)		Dental Associates (DMO)	
	2014	2015	2014	2015
Single	\$10	\$15	\$10	\$15
EE + Child(ren)	\$25	\$35	\$25	\$35
EE + Spouse	\$25	\$35	\$25	\$35
Family	\$25	\$35	\$25	\$35

- Premiums will continue to be deducted on the first two pay periods of each month.
- Premium rates will vary for public safety employees.

Based on the communication from the HR Director shown above, a comparison of the 2015 proposed healthcare plans for the City of Milwaukee, State of Wisconsin and Milwaukee County is shown below.

<b>Comparison of 2015 Healthcare Plans</b>			
	<b>Milwaukee County</b>	<b>State of Wisconsin</b>	<b>City of Milwaukee</b>
<b>Deductibles</b>			
Employee Only Deductible	\$1,000	\$0	\$750
Emp. + Child(ren)	\$1,250	\$0	\$1,500
Emp. + Spouse	\$2,000	\$0	\$1,500
Family Deductible	\$2,250	\$0	\$1,500
<b>Copayments/Coinsurance</b>			
Office Copay	\$30	\$0*	\$0*
Outpatient coinsurance	20%	10%	10%
Inpatient coinsurance	20%	10%	10%
Emergency Room	\$200	\$75	\$200
Single Out-of-Pocket Max	\$3,000	\$500	\$1,500
Family Out-of-Pocket Max	\$6,000	\$1,000	\$3,000
<b>Prescription (Rx) Drugs</b>			
Generic RX Copay	\$10	\$5	20% with
Preferred Brand Rx	\$30	\$15	\$4 min and
Non-Preferred Brand Rx	\$50	\$35	\$75 max.
Mail Generic (90-day supply)	\$25	\$5	20% with
Mail Preferred	\$75	\$15	\$8 min and
Mail Non-Preferred	\$125	\$35	\$150 max.
Single Out-of-Pocket Rx Max	\$2,000	\$410	\$3,600
Family Out-of-Pocket Max	\$4,000	\$820	\$3,600
<b>Monthly Premiums</b>			
Single Premium	\$180	\$92	\$75
EE + Child(ren) Premium	\$200	\$230	\$112
EE + Spouse Premium	\$360	\$230	\$149
EE + Family Premium	\$400	\$230	\$224
Wellness Participation Credit	\$50 per month	\$0	\$0
Flexible Spending Account (FSA) Contributions	\$0	\$150/single \$300/family	\$250/single \$500/family
<b>Notes:</b>			
1) *State and City Plans apply ten percent coinsurance up to out-of-pocket limit.			
2) City Charges participants between \$10 to \$60 per month if they fail to participate in Wellness Program. 90% of employees fully comply. Employees must be in Wellness Program and earn points to qualify for FSA contrib.			
3) State provides \$150 (\$300 w/spouse) Wellness Rewards FSA Contribution			
4) Wellness credit is limited by ACA rules to 30% of employee premium.			

The Office of the Comptroller is reviewing the proposed healthcare budget with staff and the County's actuary. A more detailed analysis will be provided once that information has been collected.

In light of the wage freeze and fringe benefit changes proposed in the 2015 Recommended Budget<sup>3</sup>, policymakers may be interested in understanding the impact on a typical employee. The following chart shows the average impact on a regular full-time employee who has health and dental benefits:

### Annual Impact of 2015 Recommended Budget Changes on Employee Groups

	EE Only	EE+Child	EE+Spouse	EE+Family
1 Wage Rate Increases Eliminated <sup>1</sup>	\$ (866)	\$ (864)	\$ (1,005)	\$ (1,032)
2 Step Increases Eliminated <sup>2</sup>	\$ (411)	\$ (394)	\$ (290)	\$ (374)
<b>Sub-Total Wages</b>	<b>\$ (1,277)</b>	<b>\$ (1,258)</b>	<b>\$ (1,295)</b>	<b>\$ (1,406)</b>
3 Pension Contribution - 5.1% to 5.0%	\$ 48	\$ 48	\$ 56	\$ 57
4 Employee Contributions to Health Insurance Premiums <sup>3</sup>	\$ (600)	\$ (600)	\$ (1,800)	\$ (2,040)
5 Employee Contributions to Dental Insurance Premiums	\$ (60)	\$ (120)	\$ (120)	\$ (120)
6 Deductible/Out-of-Pocket Maximum Increases	\$ (97)	\$ (200)	\$ (175)	\$ (332)
7 Flexible Spending Account Contribution	\$ (339)	\$ (522)	\$ (633)	\$ (748)
<b>Sub-Total Benefits</b>	<b>\$ (1,048)</b>	<b>\$ (1,398)</b>	<b>\$ (2,671)</b>	<b>\$ (3,183)</b>
<b>Total Wage and Benefit Change</b>	<b>\$ (2,326)</b>	<b>\$ (2,656)</b>	<b>\$ (3,967)</b>	<b>\$ (4,588)</b>

#### Amounts Used in Calculations:

Total base wages - Average	\$ 48,133	\$ 48,014	\$ 55,843	\$ 57,313
Average wage rate/hour	\$ 23.14	\$ 23.08	\$ 26.85	\$ 27.55
Percentage Eligible for Annual Step Increase	56.92%	54.67%	34.63%	43.51%
Annual Lift Pcntg Wages on Base Wage	-2.65%	-2.62%	-2.32%	-2.45%
Annual Lift Pcntg Benefits on Base Wage	-2.18%	-2.91%	-4.78%	-5.55%
Annual Lift Pcntg All Costs on Base Wage	-4.83%	-5.53%	-7.10%	-8.01%
Total Employees <sup>4</sup>	1,112	578	410	940

- 1 For purposes of a wage rate increase, it was assumed that all employees would have received an increase that is the same as the estimated CPI for 2015 of 1.8%.
- 2 The calculation for the elimination of the step increase assumes that an average employee earns 1.5% for the year for a step increase. In order to take into account those employees that have reached the highest step, the percentage of eligible employees has been applied to the 1.5% calculation. For example, 56.92% of single wage earners are eligible for a step increase. Therefore, of the 1.5% salary loss, a maximum of 56.92% of the total increase is assumed.
- 3 It is assumed that all employees will participate in the wellness program. For any employee not participating, the additional cost for 2014 will be \$50 per month, or \$600 total for 2015.
- 4 The total employees in each group consists of all employees scheduled 80 or more hours per pay period that take both the County health and dental plan. All other employees are excluded from this calculation.

As the shaded line in the above chart shows, the impact on an average County worker results in a wage and benefit decrease of approximately 4.8 percent to eight percent depending upon which category of health insurance is used.

<sup>3</sup> The fringe benefit changes outlined in the communication from the HR Director (see above) were used as the basis for the calculation since no specific information was contained in the Recommended Budget.



## Capital Improvements Program

The Recommended Budget allocates \$54.4 million in expenditures for capital improvements, with \$2.1 million for the airport and \$52.3 million for general government. These expenditures will require \$38.6 million in general obligation bonds and \$11 million in sales tax revenues (cash) as well as other revenues that are shown in the chart below. No new Airport Revenue bonding is proposed, as a large issuance of \$47 million in Airport Revenue bonds (and \$3.3 million of Airport refunding bonds) was issued in August 2013.

The 2015 Capital Improvements Program allocates funding for 94 new projects; eight airport and 86 non-airport projects. The airport project spending is primarily for Concourse D gate and runway improvements.

Notable non-airport projects include funding to demolish City Campus (\$3.8 million), removal of the Estabrook Dam (\$1.7 million), and purchasing countywide election machines (\$1.8 million). A new lease and management agreement approved in 2013 committed Milwaukee County to invest a total of \$10 million into the War Memorial facility as part of a \$25 million renovation project. The 2015 Capital Improvements Budget appropriates \$4,225,000 to the War Memorial in addition to the \$5,672,705 provided in 2014.

Other cultural venues received Capital Improvement funding, such as the Marcus Center for the Performing Arts and Charles Allis/Villa Terrace museums. This included new private contribution matching requirements of 50 percent of the cost of the project and County overhead charges.

A summary of the financing of the 2015 Capital Improvement Program is as follows:

	Non-Airport	Airport	Combined
Total Number of Projects	86	8	94
Total Expenditures	\$ 71,622,288	\$ 6,950,000	\$ 78,572,288
Total Reimbursement Revenues	\$ 19,314,237	\$ 4,874,725	\$ 24,188,962
<b>Net County Financing</b>	<b>\$ 52,308,051</b>	<b>\$ 2,075,275</b>	<b>\$ 54,383,326</b>
<i>Financed as follows:</i>			
General Obligation Bonds	\$ 38,585,665	\$ -	\$ 38,585,665
Airport Revenue Bonds		\$ -	\$ -
Passenger Facility Charges (PFC)	\$ -	\$ 2,052,775	\$ 2,052,775
Sales Tax Revenue (cash financing)	\$ 11,000,269	\$ -	\$ 11,000,269
Misc. Revenue/Sale of Asset	\$ -		\$ -
Airport Capital Improvements Reserve	\$ -	\$ 22,500	\$ 22,500
Private Donations	\$ 2,722,117	\$ -	\$ 2,722,117
<b>Total Financing</b>	<b>\$ 52,308,051</b>	<b>\$ 2,075,275</b>	<b>\$ 54,383,326</b>

### ***Capital Improvements Committee***

The 2013 Adopted Budget included the creation of the Capital Improvement Committee (CIC) to help analyze and rank requested capital improvement projects and develop a five-year plan for capital expenditures. The CIC is comprised of County elected officials, staff and representatives from local municipalities. The CIC submitted a report to the County Executive and County Board Chairwoman in August 2014 that provided rankings (high or low priority) of requested capital projects for consideration by the County Executive in the development of his 2015 Recommended Budget.

The recommendations are not binding on the County Executive or County Board, but help develop a capital improvement project approval process that is based on in-depth analysis and quantifiable scoring. To assist policymakers in understanding the CIC recommendations, and the differences recommended by the County Executive in the 2015 Budget, charts are included at the end of Section 4 – Capital Improvements of this overview. (See Section 4 of the Overview for a complete listing of the Capital Improvement projects.)

### ***Bonding Limits***

In 2003, the County Board adopted a change in the County's debt management goal in conjunction with the major debt restructuring to restrict future borrowing. In effect, this policy limited 2005-2007 borrowing to an increase of no more than \$1 million over the previous year's corporate purpose bond amount. In addition, the corporate purpose bond amount for 2008 would be set at a not-to-exceed amount of \$30 million, and future not-to-exceed amounts would increase by 3 percent over the previous year's bond amount. Due to the accelerated capital program in 2009 and 2010 to take advantage of lower interest rates through the Federal Stimulus' Build America Bond program, no additional bonding authority was available in 2011 and 2012 under the County's self-imposed limits.

The self-imposed bonding limit for 2015 is \$38,590,554. A total of \$38,585,665 in general obligation bonding is included in the 2015 Recommended Capital Improvements Budget, or \$4,889 under the limit.

Remaining sections of this Overview present a more detailed explanation of tax levy changes, major budget changes, and capital improvement projects.

## Section 2 – Tax Levy Changes

### TAX LEVY CHANGES IN 2015 COUNTY EXECUTIVE RECOMMENDED BUDGET

<u>Org. Unit</u>	<u>Org. Name</u>	<u>2014 Adopted</u>	<u>2015 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
<b>DEPARTMENTAL</b>					
<b>Legislative &amp; Executive</b>					
1000	County Board	\$ 4,035,612	\$ 3,459,830	\$ (575,782)	-14.27%
1011	County Exec. - General Office	\$ 1,446,039	\$ 1,466,950	\$ 20,911	1.45%
1020	County Exec. - Intergovernmental Relations	\$ 377,767	\$ 466,889	\$ 89,122	23.59%
1021	County Exec. - Veterans Service	\$ 317,588	\$ 304,149	\$ (13,439)	-4.23%
<i>Legislative &amp; Executive Subtotal</i>		\$ 6,177,006	\$ 5,697,818	\$ (479,188)	-7.76%
<b>Staff Agencies</b>					
1110*	Civil Service Commission	\$ 15,632	\$ -	\$ (15,632)	-100.00%
1120	Personnel Review Brd /Civil Service Comm.	\$ 271,300	\$ 401,678	\$ 130,378	48.06%
1130	Corporation Counsel	\$ 1,550,396	\$ 1,888,490	\$ 338,094	21.81%
1140	Human Resources	\$ 5,110,541	\$ 5,762,779	\$ 652,238	12.76%
1905	Ethics Board	\$ 85,859	\$ 93,091	\$ 7,232	8.42%
<i>*The Civil Service Comm. merges with the PRB in 2015</i>					
<i>Staff Agencies Subtotal</i>		\$ 7,033,728	\$ 8,146,038	\$ 1,112,310	15.81%
<b>Staff Agencies-Consolidated DAS</b>					
1019	DAS - Office For Persons with Disabilities	\$ 943,667	\$ 858,222	\$ (85,445)	-9.05%
1150	DAS - Risk Management	\$ -	\$ -	\$ -	0.00%
1185B	DAS - Fiscal Affairs	\$ 1,497,751	\$ 1,424,359	\$ (73,392)	-4.90%
1186B	DAS- Administrative Group	\$ -	\$ 1,370,629		
1152	DAS - Procurement Division	\$ 926,788	\$ 1,021,356	\$ 94,568	10.20%
1040	DAS - Community Business Dev. Partners	\$ 885,255	\$ 996,795	\$ 111,540	12.60%
1160	DAS - Information Mgt Services Division	\$ -	\$ -	\$ -	0.00%
1168B	DAS-IMSD Central Purchases	\$ -	\$ 1,756,430	\$ 1,756,430	100.00%
1192	DAS - Economic Development	\$ 58,675	\$ 70,586	\$ 11,911	-20.30%
5500	DAS - Water Utility	\$ 64	\$ -	\$ (64)	0.00%
5700	DAS - Facilities Management	\$ 270,077	\$ 877,777	\$ 607,700	-225.01%
<i>Consolidated DAS Subtotal</i>		\$ 4,582,277	\$ 8,376,154	\$ 3,793,877	82.79%
<b>General Government</b>					
3010*	Election Commission*	\$ 940,195	\$ -	\$ (940,195)	-100.00%
3090*	County Treasurer	\$ (3,490,530)	\$ (3,227,704)	\$ 262,826	7.53%
3270	County Clerk	\$ 805,103	\$ 1,491,598	\$ 686,495	85.27%
3400	Register of Deeds	\$ (812,527)	\$ (493,361)	\$ 319,166	39.28%
3700	Office of the Comptroller	\$ 6,989,605	\$ 7,062,231	\$ 72,626	1.04%
<i>*The Election Commission has been absorbed in the County Clerk's budget</i>					
<i>General Government Subtotal</i>		\$ 4,431,846	\$ 4,832,764	\$ 400,918	9.05%

## TAX LEVY CHANGES IN 2015 COUNTY EXECUTIVE RECOMMENDED BUDGET

<u>Org. Unit</u>	<u>Org. Name</u>	<u>2014 Adopted</u>	<u>2015 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
<b>Courts &amp; Judiciary</b>					
2000	Combined Court Related Operations	\$ 30,134,179	\$ 32,081,713	\$ 1,947,534	6.46%
2900	Courts - Pre-Trial Services	\$ 3,733,911	\$ 4,025,414	\$ 291,503	7.81%
2430	Department of Child Support Services	\$ 1,202,838	\$ 1,603,098	\$ 400,260	33.28%
<b>Courts &amp; Judiciary Subtotal</b>		\$ 35,070,928	\$ 37,710,225	\$ 2,639,297	7.53%
<b>Public Safety</b>					
4000	Office of the Sheriff	\$ 66,660,702	\$ 66,772,210	\$ 111,508	0.17%
4300	House of Correction	\$ 58,672,844	\$ 57,113,464	\$ (1,559,380)	-2.66%
4500	District Attorney	\$ 12,251,391	\$ 12,852,288	\$ 600,897	4.90%
4800	Emergency Preparedness	\$ -	\$ 8,815,122	\$ 8,815,122	100.00%
4900	Medical Examiner	\$ 2,773,037	\$ 2,910,639	\$ 137,602	4.96%
<b>Public Safety Subtotal</b>		\$ 140,357,974	\$ 148,463,723	\$ 8,105,749	5.78%
<b>Public Works and Transportation</b>					
5040	DOT - Airport	\$ -	\$ -	\$ -	0.00%
5100	DOT - Highway Maintenance	\$ 1,223,160	\$ 1,246,383	\$ 23,223	1.90%
5300	DOT - Fleet Maintenance	\$ (976,984)	\$ (843,016)	\$ 133,968	13.71%
5600	Milwaukee County Transit/Paratransit System	\$ 18,518,717	\$ 18,147,293	\$ (371,424)	-2.01%
5800	DOT - Director's Office	\$ (117,128)	\$ -	\$ 117,128	100.00%
<b>Public Works and Transportation Subtotal</b>		\$ 18,647,765	\$ 18,550,660	\$ (97,105)	-0.52%
<b>Health and Human Services</b>					
6300	DHHS - Behavioral Health Division	\$ 57,474,123	\$ 59,099,341	\$ 1,625,218	2.83%
7900	Department on Aging	\$ 1,281,584	\$ 1,033,489	\$ (248,095)	-19.36%
7990	Department of Family Care	\$ -	\$ -	\$ -	0.00%
8000	Dept. of Health and Human Services	\$ 27,889,451	\$ 19,351,940	\$ (8,537,511)	-30.61%
<b>Health &amp; Human Services Subtotal</b>		\$ 86,645,158	\$ 79,484,770	\$ (7,160,388)	-8.26%
<b>Recreation &amp; Culture</b>					
9000	Parks, Recreation and Culture	\$ 24,749,451	\$ 27,155,158	\$ 2,405,707	9.72%
9500	Zoological Dept.	\$ 5,515,384	\$ 7,593,981	\$ 2,078,597	37.69%
9910	University Extension Service	\$ 386,746	\$ 418,097	\$ 31,351	8.11%
<b>Recreation &amp; Culture Subtotal</b>		\$ 30,651,581	\$ 35,167,236	\$ 4,515,655	14.73%
<b>Cultural Contributions</b>					
1908	Milwaukee Cty. Historical Society	\$ 206,167	\$ 195,859	\$ (10,308)	-5.00%
1914	War Memorial Center	\$ 486,000	\$ 486,000	\$ -	0.00%
1915	Villa Terrace/Charles Allis Museums	\$ 207,108	\$ 196,753	\$ (10,355)	-5.00%
1916	Marcus Center for the Performing Arts	\$ 1,088,000	\$ 1,033,600	\$ (54,400)	-5.00%
1917	Milwaukee Art Museum	\$ 1,100,000	\$ 1,100,000	\$ -	0.00%
1900	Federated Library System	\$ 166,650	\$ 66,650	\$ (100,000)	-60.01%
1900	Fund for the Arts	\$ 321,035	\$ 304,983	\$ (16,052)	-5.00%
9700	Public Museum	\$ 3,500,000	\$ 3,500,000	\$ -	0.00%
<b>Cultural Contributions Subtotal</b>		\$ 7,074,960	\$ 6,883,845	\$ (191,115)	-2.70%

**TAX LEVY CHANGES IN 2015 COUNTY EXECUTIVE RECOMMENDED BUDGET**

<u>Org. Unit</u>	<u>Org. Name</u>	<u>2014 Adopted</u>	<u>2015 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
<b>Debt Service</b>					
9960	General County Debt Service	\$ 42,189,549	\$ 36,074,348	\$ (6,115,201)	-14.49%
<i>Debt Service Subtotal</i>		\$ 42,189,549	\$ 36,074,348	\$ (6,115,201)	-14.49%
<b>Capital Improvements</b>					
1200-1876*	Capital Improvements - Exp.	\$ 9,949,695	\$ 11,000,269	\$ 1,050,574	10.56%
<i>*Allocated from County Sales Tax Revenue</i>					
<i>Capital Improvements Subtotal</i>		\$ 9,949,695	\$ 11,000,269	\$ 1,050,574	10.56%
<b>NON-DEPARTMENTAL</b>					
<b>Revenues</b>					
1901	Unclaimed Money	\$ -	\$ (1,250,000)	\$ (1,250,000)	100%
1933	Land Sales	\$ -	\$ -	\$ -	0.00%
1937	Potawatomi Allocation	\$ (4,026,477)	\$ (4,026,477)	\$ -	0.00%
1993	State Shared Taxes	\$ (31,080,305)	\$ (31,163,647)	\$ (83,342)	0.27%
1994	State Exempt Computer Aid	\$ (3,797,493)	\$ (4,123,691)	\$ (326,198)	8.59%
1996	County Sales Tax Revenue	\$ (66,492,280)	\$ (68,220,000)	\$ (1,727,720)	-2.60%
1998	Surplus from Prior Year	\$ (5,000,000)	\$ (5,000,000)	\$ -	0.00%
1999	Other Misc. Revenue	\$ (882,500)	\$ (2,278,000)	\$ (1,395,500)	-158.13%
<i>Non Departmental Revenues Subtotal</i>		\$ (111,279,055)	\$ (116,061,815)	\$ (4,782,760)	-4.30%
<i>*Earnings on Investments is now under the Treasurer's Office</i>					
<b>Expenditures</b>					
1913	Civil Air Patrol	\$ 10,000	\$ 10,000	\$ -	0.00%
1921	Human Resource and Payroll System	\$ -	\$ -	\$ -	0.00%
1930	Offset to Internal Service Charges	\$ -	\$ -	\$ -	0.00%
1935	Charges to Other County Depts.	\$ (8,235,761)	\$ (12,495,824)	\$ (4,260,063)	-51.73%
1945	Appropriation - Contingencies	\$ 7,658,674	\$ 7,305,081	\$ (353,593)	-4.62%
1950	Employee Fringe Benefits	\$ -	\$ -	\$ -	0.00%
1961	Litigation Reserve Account	\$ 350,000	\$ 545,001	\$ 195,001	55.71%
1975	Law Enforcement Grants	\$ 647,323	\$ 2,143,287	\$ 1,495,964	231.10%
1940	Capital Outlay/Depreciation Contra	\$ (2,653,951)	\$ (2,512,383)	\$ 141,568	5.33%
1987	Debt Issue Expense	\$ 11,500	\$ -	\$ (11,500)	-100.00%
<i>Non Departmental Expenditures Subtotal</i>		\$ (2,212,215)	\$ (5,004,838)	\$ (2,792,623)	-126.24%
GRAND TOTAL DEBT SERVICE		\$ 42,189,549	\$ 36,074,348	\$ (6,115,201)	-14.49%
GRAND TOTAL OPERATING PURPOSE		\$ 348,410,703	\$ 359,308,664	\$ 10,897,961	3.13%
GRAND TOTAL REVENUES		\$ (111,279,055)	\$ (116,061,815)	\$ (4,782,760)	-4.30%
GRAND TOTAL		\$ 279,321,196	\$ 279,321,196	\$ -	0.00%

## Section 3 – Major Changes

---

### Debt Service

#### 1987 Debt Issue Expense

This non-departmental account was used in 2014 to pay bond counsel, financial advisor fees and other costs associated with issuing debt. An appropriation of \$11,500 is provided for 2015, the same as 2014, but the funding is now included in Org. 9960 – Debt Service. The non-departmental account is no longer being used. The Office of the Comptroller will charge this account for staff associated with the preparation and issuance of the general obligation and airport revenue bond issues that is not eligible to be financed with bond proceeds.

#### 9960 General County Debt Service

The property tax levy for the General Debt Service Fund Budget decreases by \$6.1 million, a \$12.5 million reduction in expenditures and a \$6.4 million reduction in revenues. The expenditure reduction is primarily driven by a \$14.5 million reduction in debt service costs. This reduction is offset by a \$1.8 million increase in the interest allocation abatement. The revenue reduction is primarily driven by a \$7.1 million reduction in the contribution from the debt service reserve.

#### Debt Service Expenditures

In 2003, the County issued \$100,025,000 in general obligation refunding bonds (2003 Refunding Bonds). The purpose of the refunding was to restructure the County's debt payment schedule to meet other budgetary demands. In 2014, the debt service payments for the 2003 Refunding Bonds were \$26.3 million, the 2015 CEX Budget includes debt service payments for the 2003 Refunding Bonds of \$7.5 million. This year over year change represents a decrease of \$18.5 million of 2003 Refunding Bond debt service. The reduction of the 2003 refunding debt service primarily accounts for the large expenditure reduction in the 2015 CEX Budget compared to the 2014 Budget.

As previously mentioned, the abatement for interest allocation decreased by \$1.8 million. This is a function of the debt service schedule for 2015. Of the \$1.8 million, approximately \$312,000 is a result of a change included in the 2015 CEX Budget. The 2015 Budget moves the County's Radio function from the Department of Administrative Services- Information Management Services Division (DAS-IMSD) to the newly created Department of Emergency Management. In previous years, the interest expense associated with the Radio Section was a cross charge from the Debt Service Budget to the DAS-IMSD Radio Section because it was part of an internal service fund department. Because the Radio Section will be part of a general fund department (Emergency Management), the interest expense will no longer be cross charged to the Radio section.

#### Debt Service Revenues

The 2015 CEX Budget includes a Contribution from the Debt Service Reserve (DSR) of \$5 million. This is a decrease of \$7.1 million compared to the 2014 Budget amount of \$12.1 million. As of September 2014, the projected year end DSR balance is \$18.1 million. Including the \$5 million in the 2015 CEX Budget, the DSR is projected to be \$13.1 million as of January 1, 2015. As part of the 2014 Budget, the County adopted Financial Policies sought to build and maintain a minimum balance of \$10 million in the DSR.



Debt Service Revenues decrease by \$6.4 million. This decrease is primarily a result of a \$7.1 million reduction of contributions from the debt service reserve and a reduction in Jail Assessment revenue of almost \$200,000. The decrease in contribution from the DSR is partially offset by an increase of \$900,000 from the 1994/1995 sale agreement between Milwaukee County and Froedtert Memorial Lutheran Hospital.

## **Non-Departmental Revenues**

### **1991 Property Taxes**

Property Tax revenue is budgeted at \$279,321,196, the same as the 2014 Adopted Budget.

### **1901 Unclaimed Money**

Unclaimed Money is budgeted at \$1,250,000, an increase of \$1,250,000 from the amount budgeted in 2014. Every other year, unclaimed funds are forfeited and recognized by the County. This revenue represents payments to vendors and individuals that go unclaimed.

### **1933 Land Sales**

The Recommended Budget includes a significant fiscal policy change relating to land sales and other one-time revenues. The first \$400,000 in land sales will continue to be allocated to the Department of Administrative Services – Economic Development – Real Estate division. However, the Recommended Budget now makes it the policy of the County that proceeds derived from land sales after the first \$400,000 and other significant one-time revenues cannot be used to offset ongoing operating costs. In addition, all previous resolutions related to the use of one-time funds are null and void this includes resolutions that created the Milwaukee County Innovation Fund and the Economic Development Fund. Large, unanticipated one-time revenues not related to grants, insurance proceeds, or other previously-identified projects or uses are regulated as follows:

- *“If the revenue is from a county asset that is being sold and the asset has outstanding debt, the County will use the proceeds to defease the outstanding debt and pay all associated costs of defeasance.*
- *If the Office of the Comptroller is projecting a countywide deficit at the time funds are received, the Office of Performance, Strategy and Budget may recommend that all or part of the proceeds be deposited into the Appropriation for Contingencies.*
- *If funding is not deposited into the Appropriation for Contingencies, the department(s) that managed or otherwise had responsibility for the asset being sold or that receives the revenue source may request that all or a portion of the funding be utilized for one-time needs in that department. The request must be made within two weeks of receipt of the proceeds. The request shall be submitted to the County Executive and the Office of Performance, Strategy and Budget, who will analyze the request based on its effect on fiscal and operational sustainability, and overall fit with the strategic direction of the County.*
- *If the department(s) described above do not request utilization of the funds, or do not make a request in a timely manner, or there are surplus proceeds available after*

any projects are approved subject to the provision above, the funds will be utilized as follows:

- Fifteen percent (15%) shall be made available for economic development projects funded through the Economic Development Fund. The Economic Development Director shall manage these funds.
- Thirty-five percent (35%) shall be deposited into the Debt Service Reserve.
- Fifty percent (50%) shall be made available to departments on a competitive basis for innovative ideas that help drive operational efficiency, fiscal sustainability, and that further the County's overall strategic direction and mission. The Office of Performance, Strategy and Budget shall manage these funds, notify departments of availability, coordinate the evaluation of project requests, and make the funds available to departments. Departments that receive funds shall issue an informational report to the County Executive and the relevant policy oversight committee no more than six months after funding is made available."

### 1937 Potawatomi Revenue Allocation

An agreement between the Forest County Potawatomi Tribe and both the City and County of Milwaukee specifies that Potawatomi shall contribute an annual payment of 1.5 percent of the annual Class III Net Win from Potawatomi Bingo Casino for every 12 month period, beginning on July 1, 1999. The 2015 Recommended Budget includes \$4,026,477 in Potawatomi Revenue, which remains unchanged from the 2014 Adopted Budget. This includes an allocation to DHHS in the amount of \$1,488,523. This allocation amount also remains unchanged from the 2014 levels, and shall be appropriated to the following areas:

#### *Behavior Health Division (Org. 6300)*

- \$337,203 to support the Community Services Section programs.
- \$500,000 to support Alcohol and Other Drug Abuse (AODA) treatment through the Non-Temporary Assistance to Needy Families (TANF) AODA Voucher System.

#### *Department of Health and Human Services (Org. 8000)*

- \$350,000 to increase the revenue in the Birth-to-Three program to avoid an anticipated Federal revenue reduction.
- \$201,320 to support programs within the Delinquency and Court Services Division.
- \$100,000 is appropriated for case management services for homeless and disabled veterans.

The only change in the program funding between the 2015 recommendation and the 2014 Adopted Budget is the reallocation of \$100,000 from the Safe Alternatives for Youth (SAY) program to the services for disabled and homeless veterans.

Potawatomi pays the City of Milwaukee the same amount as the County. The City of Milwaukee's budget request for 2015 includes \$5,444,000 in Potawatomi Revenue. The Recommended Budget includes total Potawatomi revenue of \$5,515,000, which is the same as the 2014 Adopted Budget amount.



### **1993 State Shared Taxes**

State Shared Taxes (Shared Revenue) increases \$83,342, from \$31,080,305 to \$31,163,647. The increase is due to an increase in the utility aid portion of the shared revenue formula. The State previously modified the shared revenue formula so that the previous year's base, plus the utility payment, determines the budgeted amount. The components previously used to calculate the County's shared revenue payment; available revenues, county mandate relief and maximum-minimum adjustment have been discontinued. Only the utility aid component is used to calculate adjustments to the shared revenue payment.

Gross shared revenue payments are approximately \$51.2 million, with \$20.1 million intercepted by the State for the Child Welfare reallocation, for the seventeenth consecutive year. (County Community Aids are also reduced by \$38.8 million, for a total reallocation of \$58.9 million to the State Bureau of Milwaukee Child Welfare).

### **1994 State Exempt Computer Aid**

State Exempt Computer Aid is budgeted at \$4,123,691, an increase of \$326,198 from the 2014 amount. This State aid payment originated in the 2000 Budget as an offset to a State-enacted property tax exemption on business computers that went into effect that year. The annual payment is based on the equalized value of exempt computers, the Milwaukee County equalized value (excluding TID), and the property tax levy.

### **1996 County Sales Tax Revenue**

Total County sales tax receipts are projected to increase by \$1,707,720 from \$66.5 million in 2014 to \$68.2 million in 2015. The 2015 recommendation reflects a 2.6 percent increase from the 2014 budgeted amount. The Comptroller, based on a second quarter 2014 fiscal projection, estimates that actual sales tax revenues will be \$750,000 higher than budgeted this year. Therefore the proposed increase for 2015 is 1.45 percent higher than the amount currently projected for 2014.

A total of \$36 million in net sales tax revenue is earmarked for debt service costs and \$11 million is dedicated to cash financed capital improvement projects. Net County sales tax revenue is projected to exceed debt service costs by \$21.1 million, an increase of approximately \$6.3 million from 2014. These monies are therefore available as revenues to offset general operating fund expenses. The Sales and Use Tax Ordinance, Section 22.04, was amended to allow 'surplus' sales tax revenue to cash-finance capital improvement projects, prepay outstanding bonds, fund employee benefit cost increases or supplement the appropriation for contingencies.

### **1998 Surplus (or Deficit) From Prior Year**

The 2013 adjusted surplus applied to the 2015 budget is \$5 million, the same as 2014. Therefore there is no tax levy impact. This account is required by State law to ensure that year-end surplus and deficit amounts are reconciled from two-years prior. (Note: the 2013 surplus was \$21.6 million.) The County Board approved the transfer of \$15.6 million to the debt service reserve, Org. Unit 9960, to establish the "official" surplus as \$5 million for 2013 (File No. 14-288).

## 1999 Miscellaneous Revenue

Other miscellaneous revenue is budgeted at \$2,278,000, an increase of \$1,395,500 from 2014. This is primarily due to the closure of a Tax Increment Financing (TIF) district (District #2) in Wauwatosa for the Research Park. These excess TIF funds are being used to offset sales tax revenues that are being used to cash finance capital improvement projects. In addition, two TIF districts in the City of Milwaukee (Districts #30 and #44) provide an estimated \$480,000 to the County in 2015. These funds are being used to offset an increase in the Appropriation for Contingencies. Other miscellaneous revenue is primarily due to cancellation of uncashed county checks and Jury Fee revenue from employees on Jury Duty.

## Non-Departmental Expenditures

### 1950 Employee Fringe Benefits

#### *Health and Dental Benefits*

The Recommended Budget includes the following language:

*“The 2015 Budget authorizes the Department of Human Resources to design and implement health and dental benefit plans, including the following items, within total appropriations of \$99,980,849:*

- *Health and dental insurance benefits.*
- *Third-party administrative costs for health insurance, prescription drugs, dental insurance, and wellness.*
- *Stop loss insurance.*
- *Fees required by the Affordable Care Act.*

*This total assumes the following factors:*

- *Net prescription drug costs are anticipated to decline by 22 percent, from \$29.7 million to \$23.2 million. The decline is mainly due to favorable results from issuing a request for proposals, in collaboration with the City of Milwaukee, Milwaukee Public Schools, and Milwaukee County Transit Services, Inc. for a new prescription drug program administrator that includes improved reimbursements, and due to full-year implementation of the EGWP program.*
- *Savings of \$2.6 million are projected by providing retirees age 65 and over with a voluntary Medicare Advantage plan option for Medical Coverage.*

*The plans to be designed will also achieve employee and retiree premium revenues of \$10,999,062, an increase of \$3.3 million over the 2014 Adopted Budget.”*

The Office of the Comptroller is reviewing the proposed healthcare budget with staff and the County’s actuary. A more detailed analysis will be provided once that information has been collected.

#### ***Flexible Spending Account (FSA) Contribution***

The Recommended Budget eliminates the flexible spending account contribution made to employees. For 2014, this included a dollar-for-dollar employer match of up to \$1,200 per employee. Based on data provided by the Employee Benefits Director, the County cost for this program is approximately \$1.6 million based on projected end-of-year forfeitures under the “use it or lose it” rules. The average county match per participant is approximately \$675.

### ***Pension***

*5405-Annuity-County Mandatory Contribution* remains at \$17,700. This budget is for the mandatory annuity contribution relating to eligible employees who have been members of the pension system prior to January 1, 1971.

*5406-Retirement System Contribution-OBRA* account is used to separately budget for OBRA benefit contributions. This amount increases \$80,000 to \$440,000. This pension plan covers seasonal and certain temporary employees who do not elect to enroll in the ERS.

*5409-Retirement System Contribution* account includes an increase of \$9.3 million, from \$62.1 million to \$71.4 million. The pension contribution includes a normal cost contribution of \$15.8 million, an unfunded actuarial accrued liability payment of \$22.5 million, and debt service costs on the pension obligation notes issued in 2009 of \$33.1 million. A decrease of \$867,000 in the Doyne pension payment reduces the overall increase to \$8.4 million. Most of the increase is due to pension lawsuit settlement proceeds becoming fully amortized.

The 2011 Adopted Budget included language on the pension stabilization fund that “following the close of each fiscal year, a contribution to the stabilization fund shall be made in an amount equal to the difference between the amount budgeted for the County’s pension contribution and the actuarially required contribution provided the budgeted amount is greater and provided the County does not end the year with an overall budget deficit.” The contribution to the stabilization fund for 2015 is \$0, the same as 2014.

The stabilization fund and debt service payments are related to the \$400 million pension obligation notes that were issued in 2009 to help reduce the unfunded liability of the pension fund and hopefully reduce the County’s future pension contributions. The stabilization fund contribution is managed separately from the pension fund and will ultimately be used to fund pension costs. In the meantime, it serves to protect the County from any unexpected losses related to the pension obligation note issuance.

Beginning in 2011, most employees (except law enforcement and firefighters who were exempted under state law) began contributing one-half of the actuarially required amount toward pension costs. Deputy Sheriffs were later added as part of a new labor agreement. For 2015, the employee pension contribution rates for general employees decrease to 5.0 percent from 5.1 percent, and public safety employees increase to 5.3 percent from 5.2 percent. The contribution amounts are recalculated each year by the county’s actuary. Pension contribution revenue from employees is expected to be \$9.5 million in 2015.

### ***Wage and Step Increases***

The Recommended Budget, according to the DAS-Fiscal and Budget Administrator, does not contain any cost of living adjustment (COLA) or funding for annual step increases. The Recommended Budget document does not contain any narrative reference as to the status of COLAs and step increases for 2015. Step increases are provided for in Milwaukee County Ordinances Chapter 17.

An analysis of the wage, step and fringe benefit changes proposed in the 2015 Recommended Budget, indicates that the impact to an average County employee is approximately a 4.8 to 8 percent reduction in total compensation. See the chart in Section 1 of the overview for a more detailed analysis.

### **1900 Consolidated Non-Departmental Cultural Contributions**

In the 2014 Adopted Budget, the County's cultural agencies are consolidated into Org. Unit 1900, which consists of the Milwaukee County Fund for the Arts (CAMPAC), the Milwaukee County Historical Society, the Milwaukee County Federated Library System, the Marcus Center for the Performing Arts, the Milwaukee Public Museum, the Charles Allis/Villa Terrace Museums, the War Memorial Center, and the Milwaukee Art Museum.

The 2015 Recommended Budget calls for certain county cultural facilities, that do not have an established agreement stating otherwise, to raise an equal amount of matching funds for every dollar the County contributes to capital improvement projects. Also for the 2015 operating budget, tax levy contributions for CAMPAC, the Historical Society, the Marcus Center, and Charles Allis/Villa Terrace Museums are reduced by five percent in their respective agencies due to fiscal restraints.

- **Strategic Program Area 1: Milwaukee County Fund for the Arts**  
The County's contribution to the Milwaukee County Fund for the Arts (CAMPAC) decreases by five percent or \$16,052 to the amount of \$304,983 in tax levy for 2015.

CAMPAC funding is allocated among three program areas:

- *Community Cultural Events*, which are targeted at minority and underserved communities;
  - *Matching Grants*, which have the highest priority of sustaining the County's arts organizations;
  - *Administrative Services*, whose contract was approved by the County Board in 2006 to provide services for CAMPAC.
- **Strategic Program Area 2: Milwaukee County Historical Society**  
The County's contribution to the Historical Society decreases by five percent or \$10,308 to the amount of \$195,859 in tax levy for 2015.
  - **Strategic Program Area 3: Federated Library System (MCFLS)**  
Total expenditures decrease by \$100,000 to \$66,550 in tax levy for the County's contribution to the Federated Library System in 2015. This will be used to offset program costs.

- In the 2014 Adopted Budget, MCFLS received a one-time expenditure increase of \$100,000 to offset purchasing and implementation costs related to the Sierra Platform technology upgrade. In 2015, funding returns to the level of previous years in the amount of \$66,650.
- **Strategic Program Area 4: Marcus Center for the Performing Arts**  
The County's contribution to the Marcus Center for the Performing Arts decreases by five percent or \$54,400 to the amount of \$1,033,600 in tax levy. This accounts for 21 percent of its 2015 Operating Fund revenue.
  - The Marcus Center will continue to provide quarterly reports of current financial status and projections through the fiscal year in accordance with past practice.
- **Strategic Program Area 5: Milwaukee Public Museum (MPM)**  
There is no change in the County's contribution of \$3,500,000 to MPM from the 2014 allocation. Per the amended Lease and Management Agreement (LMA) executed in 2013 between Milwaukee County and MPM, Milwaukee County commits to the following Operating and Capital budget funding levels:
  1. Annual County Operating contributions:
    - a. \$3,500,000 annually for calendar years 2014-2017
    - b. \$3,350,000 annually for calendar years 2018-2019
    - c. \$3,200,000 annually for calendar years 2020-2021
    - d. \$3,000,000 annually for calendar year 2022
  2. Capital funding contributions:  
Capital contributions can amount to up to \$4,000,000 during the calendar years 2014-2017. MPM will provide detailed quarterly reports of financial status and projections through the fiscal year. In accordance with the LMA, the 2015 tax levy contribution for operating support is \$3,500,000.

The new LMA states that MPM must achieve several operating and financial goals. If the goals are not achieved, the County may reduce its annual operating contribution by \$250,000 for the subsequent year. Additionally, if MPM receives at least \$5,000,000 in cash or donor commitments for capital projects by December 31, 2017, the annual operating contributions will remain at \$3,500,000 for calendar years 2018-2022.

- **Strategic Program Area 6: Villa Terrace/Charles Allis Art Museums**  
In 2015, the County's contribution to the Charles Allis/Villa Terrace Museums decreases by five percent or \$10,355 to the amount of \$196,753 in tax levy. Because the museums are now operating as their own nonprofit, costs have increased for insurance premiums, bookkeeping services, payroll services, and administrative support during this transition period. Currently, they are in the process of seeking a new Museums Director.
- **Strategic Program Area 7: War Memorial Center**  
The 2015 County Operating contribution for WMC remains unchanged from the 2014 levels, with expenditures of \$486,000 in tax levy. Per the 2013 Lease and Management

Agreement, County tax levy contributions for WMC will remain at this funding level annually through 2023.

- Strategic Program Area 8: **Milwaukee Art Museum**  
The 2015 County Operating contribution for MAM remains unchanged from the 2014 levels, with expenditures of \$1,100,000 in tax levy. Per the 2013 Lease and Management Agreement, County tax levy contributions for MAM will remain at this funding level annually through 2023.

#### **1945 Appropriation for Contingencies**

The Recommended Budget includes \$7,305,081 in funding, a decrease of \$353,593 from the \$7,658,674 provided in 2014. This amount includes \$4,968,621 in “unencumbered” funds an additional \$2,336,460 that is allocated to provide for potential shortfalls in three areas, including:

- \$1.3 million to protect against fire protection charges not being paid by water Utility tenants on the County Grounds.
- \$350,000 for critical maintenance work in the 911 communications/dispatch center, based on identification of need by DAS-Facilities Management.
- \$750,000 to assist departments in absorbing the County’s aggregate property deductible, which is expected to increase by \$1.5 million in 2015.

The policy related to any unanticipated one-time revenues received during the year is modified for 2015 and, instead, replaced in the Fiscal Management Policies section with the following statement:

*“It shall be the general policy of Milwaukee County that significant one-time revenues shall be utilized for one-time purposes that drive operational efficiency and fiscal sustainability. All previous resolutions related to the use of one-time funds are null and void.*

*Large one-time revenues and proceeds from the sale of land and/or facilities shall not be used to offset ongoing operating costs of county government.*

*Large, unanticipated one-time revenues not related to grants, insurance proceeds, or other previously- identified projects or uses shall be utilized as follows:*

- *If the revenue is from a county asset that is being sold and the asset has outstanding debt, the County will use the proceeds to defease the outstanding debt and pay all associated costs of defeasance.*
- *If the Office of the Comptroller is projecting a countywide deficit at the time funds are received, the Office of Performance, Strategy and Budget may recommend that all or part of the proceeds be deposited into the Appropriation for Contingencies.*
- *If funding is not deposited into the Appropriation for Contingencies, the department(s) that managed or otherwise had responsibility for the asset being sold or that receives the revenue source may request that all or a portion of the funding be utilized for one-time needs in that department.*

*The request must be made within two weeks of receipt of the proceeds. The request shall be submitted to the County Executive and the Office of Performance, Strategy and Budget, who will analyze the request based on its effect on fiscal and operational sustainability, and overall fit with the strategic direction of the County.*

- *If the department(s) described above do not request utilization of the funds, or do not make a request in a timely manner, or there are surplus proceeds available after any projects are approved subject to the provision above, the funds will be utilized as follows:*
  - *Fifteen percent (15%) shall be made available for economic development projects funded through the Economic Development Fund. The Economic Development Director shall manage these funds.*
  - *Thirty-five percent (35%) shall be deposited into the Debt Service Reserve.*
  - *Fifty percent (50%) shall be made available to departments on a competitive basis for innovative ideas that help drive operational efficiency, fiscal sustainability, and that further the County's overall strategic direction and mission. The Office of Performance, Strategy and Budget shall manage these funds, notify departments of availability, coordinate the evaluation of project requests, and make the funds available to departments. Departments that receive funds shall issue an informational report to the County Executive and the relevant policy oversight committee no more than six months after funding is made available."*

**1930 Offset to Internal Service Charges**

This budget includes offsets to charges by internal service fund departments and crosscharging departments so those budgets are not overstated. In 2015, expenditure offsets are equal to revenue offsets for a zero property tax levy impact.

**1935 Charges to Other County Organization Units**

This budget reflects the offset to Central Service costs allocated to departments to show the full cost of operating a department. The Central Service Allocation amounts for 2015 are based upon the 2015 Cost Allocation Plan, which uses 2013 actual costs as its basis. There is no tax levy impact included in this budget, as the charges, and related tax levy, are allocated to other county departments.

**1921 Human Resource and Payroll System**

The non-departmental account established in 2006 for the implementation of the contracted Ceridian system continues. Operational costs of \$1.97 million are included for 2015. This includes \$1.66 million for Ceridian services and \$308,000 for Learning Management System software, Onbase, salary survey, and recruiting software. Transit employees use the Ceridian benefits system, which is reimbursed by MCTS. No tax levy is budgeted in this org. unit as it is charged to user departments.

**1975 Law Enforcement Grants**

Tax levy support increases by \$1,495,964 to \$2,143,287 in 2015. The Milwaukee Police Department (MPD) is proposed to receive \$481,823 in service fees per the term of its MOU



with the County to assist with 911 Calls in the City of Milwaukee, which signifies a two percent increase from the 2014 level.

The 2015 Recommended Budget proposes that \$1,150,000 be used to fund service agreements with the law enforcement agencies in other municipalities to provide patrol services in County parks. The majority of those funds would be allocated to MPD in the amount of \$970,000, while the remaining \$180,000 would be distributed to the other 18 municipalities. Similar proposals for municipal law enforcement park patrol programs were included in the 2013 and 2014 Recommended Budgets, but were ultimately not included in the adopted budgets. Newly proposed for 2015 is an allocation of \$511,464 for municipal law enforcement patrol at the County Grounds and the Zoo. A more detailed description of these proposed programs can be found in the Office of the Sheriff summary located in the Major Changes section of this Overview.

**1961 Litigation Reserve**

The Recommended Budget adds \$150,000 to the litigation reserve account to bring the account to \$500,000 based on actual experience. An additional \$45,001 is also added to bring the total to \$545,001 of tax levy. The \$45,001 pays the first of four installments to the City of South Milwaukee as a part of a settlement between the City of South Milwaukee and Caterpillar Global Mining LLC (CGM). CGM filed a refund claim for excessive property taxes assessed and the portion that Milwaukee County mistakenly received is \$205,451 to be paid back over four years.

**1985 Capital Outlay/Depreciation Contra**

This account is a budgetary device used to provide for proper accounting of capital outlays in Proprietary Fund departments (i.e. Enterprise and Internal Service Fund departments) and depreciation. There is no county-wide tax levy impact from this account.

**1913 Civil Air Patrol**

There are no major changes in this program area.

**Departmental**

***Legislative and Executive***

**1000 County Board**

Under 2013 Wisconsin Act 14, expenditures for the County Board are limited to a maximum of 0.4% of the County levy, plus other expenses including Board salary and fringe and legacy fringe. With an unchanged levy in 2015, the Act 14 cap is \$3,459,830. The amount in the 2015 Recommended Budget is at this cap (*see chart below*). For each additional \$1,000,000 in the levy, the cap for Board expenditures would increase an additional \$4,000.



COUNTY BOARD TAX LEVY LIMIT CALCULATION BASED ON 2015 RECOMMENDED BUDGET		
ITEM	AMOUNT	NOTES
0.4% of the Tax Levy	\$1,117,285	Max. amount before exemptions
Supervisors' salaries, SS + fringe benefits	\$1,386,386	Currently exempt under the cap
CH Space Rental Charges	\$285,426	Exempt under the cap
Legacy fringe benefit costs	<u>\$670,733</u>	Exempt under the cap
<b>Total:</b>	<b>\$3,459,830</b>	<b>Max. allowed tax levy</b>
CB Tax levy in CEX Rec.	\$3,459,830	Max. tax levy provided

The 2015 Recommended Budget is essentially the same as 2014, with 31 FTE positions. The \$575,782 reduction in the tax levy is primarily due to the decrease in active and legacy fringe benefit costs.

#### 1011 County Executive

The County Executive – General Office budget for 2015 is similar to the 2014 Adopted Budget with nine FTE positions. An appropriation of \$100,000 is provided again in 2015 for security services.

#### 1020 Government Affairs

The 2014 Budget established the Office of Government Affairs, and the department continues in 2015 with three positions, including two Government Affairs Liaisons (one each appointed by the County Executive and County Board Chairperson) and one proposed new position of Government Affairs Specialist. The County Board abolished one vacant position of Constituent Services Representative mid-year 2014 (File No. 14-349). Tax levy increases primarily due to legacy fringe benefits and other crosscharges that were not included in the inaugural budget.

Expenditures for Services increase by \$79,500 to \$92,000. This may include funding for membership fees, but the narrative does not specifically earmark the funds.

#### 1021 County Executive – Veterans' Services

Service levels remain the same with the addition of two laptop stations at the center allowing veterans to apply for jobs and veteran benefits. One vacant position is unfunded. Tax levy decreases by \$13,439 to \$304,149.

### *General Government*

#### 3090 County Treasurer

The 2015 Recommended Budget for the County Treasurer is essentially a cost to continue budget. One half-time Student Intern is eliminated and one half-time Assistant Accounting Treasury is created due to workload changes. The tax levy changes for the department are primarily due to a decrease in personal property tax refunds and the centralization of certain IT expenditures.

### **3270 County Clerk and Election Commission**

On April 15, 2014, Wisconsin Act 373 went into effect and requires the Milwaukee County Clerk to fill the position of Executive Director of the Election Commission. The Recommended Budget moves the Election Commission program area under the Office of the County Clerk. As part of the capital budget, Project WO631, \$1,845,000 is budgeted for election machines. The County Clerk and Election Commission will perform management and oversight of the project.

Personnel costs increase by \$46,652, of which \$39,621 is attributable to legacy health care and pension expenditures. Operation costs decrease by \$355,524 to \$405,855, mainly due to a decrease in the number of elections scheduled in 2015 under the Election Commission. Total revenue decreases by \$4,695 to \$522,200. Staff in the Election Commission is reduced by 1.2 FTE. All programming, services, and staffing are generally maintained at the 2014 levels for the County Clerk.

### **3400 Register of Deeds**

Total expenditures decrease by \$660,657 to a total of \$3,503,286. Total revenues decrease by \$979,823 to \$4,006,154. Revenues decrease sharply due to a decline in the real estate market, as well as the termination of the \$5 fee the Register of Deeds was temporarily allowed to add to recording documents as authorized by the State. This money was used to cover the cost of redaction, but is now sent to the State of Wisconsin for its statewide parcel mapping project. In 2015, the Register of Deeds will use funds collected in previous years to continue the redaction program with zero effect on the tax levy.

In 2014 Land Records Modernization was removed from the Register of Deeds and placed in the Milwaukee County Automated Mapping and Land Information System (MCAMLIS) program in the Economic Development Division of the Department of Administrative Services. One position is retained and crosscharged to MCAMLIS for a \$0 tax levy.

Total tax levy for the Register of Deeds is negative \$439,361, an increase of \$319,166 from the previously negative tax impact of 2014. One vacant position is abolished.

### **3700 Office of the Comptroller**

The Office of the Comptroller was created in 2012 in accordance with State Statute 59.255. The elected Comptroller maintains Milwaukee County's accounting books, monitors and reports on budget versus actual fiscal results, prepares annual financial reports of the government and analyzes proposals for the use of County funds. The Comptroller serves as the County's Chief Financial Officer.

The 2015 Recommended Budget reflects a cost to continue budget with only the addition of three positions approved mid-year 2014 within the Audit Services Division to provide oversight of the Living Wage Ordinance.

## ***Administrative***

### **1120 Civil Service Commission and Personnel Review Board**

The Civil Service Commission and Personnel Review Board are now combined under one organizational unit. Total tax levy is \$401,678.

Expenditures for the Civil Service Commission increase by \$42,831 to \$58,463 in 2015. The expenditure increase is due to the change in reporting structure of the Behavioral Health Division (BHD). BHD, through Act 203, is now governed by the Mental Health Board so suspensions and/or discharges of BHD employees are heard by the Civil Service Commission instead of the Personnel Review Board. The 2015 increase will go to outside legal counsel fees and temporary staffing.

Expenditures for the Personnel Review Board increase by \$71,915 to \$343,215, based on an increase in legal costs, an above average trend in the number of PRB decisions appealed to the Circuit Court, and an increase in legacy costs. As of April 10, 2014, BHD cases are removed from the PRB and instead are heard by the Civil Service Commission. It is anticipated that non-BHD cases will continue to increase in 2015 warranting the increase in expenditures.

**1905 Ethics Board**

The Recommended Budget maintains the same level of service, but requires additional tax levy of \$7,232 due to inflationary increases.

**1130 Corporation Counsel**

The Recommended Budget maintains the same level of service as 2014. Personnel remain the same with 20 FTE. Total expenditures increase by \$308,094 due to increased personnel costs, increased legacy healthcare and pension costs of \$170,000, and a reduction in cross charges of \$236,554 to reflect more realistic charges. Tax levy increases by \$388,094 to \$1,888,490.

**1140 Department of Human Resources**

The 2015 Recommended Budget for the Department of Human Resources is largely a cost to continue budget with a few new initiatives. First, the budget adds two positions authorized by the County earlier in April 2014 due to the centralization of the HRIS data entry function. Applicant background checks are centralized in HR at a projected cost of \$21,500. Also, \$250,000 is included for pre-employment physicals, vaccination management, and drug testing. These services were previously included in the DAS-Risk Management budget. Finally, \$50,000 is included for a Learning Management System (LMS) to deliver highly targeted customized learning and development experiences to key managerial staff. Two unidentified positions in employee relations are unfunded in 2015.

**1151 Department of Administrative Services**

The Department of Administrative Services (DAS) previously presented the various divisions as separate organizational units. For 2015, the Recommended Budget places each of these organizational units under Agency 115. For accounting purposes, Risk Management, Water Utility, and a portion of the Information Management Services Division (IMSD) will remain separate since they are internal service funds with different reporting requirements. A listing of the divisions under DAS includes:

- Office for Persons with Disabilities (Org. 1019)
- Community Business Development Partners (Org. 1040)
- Procurement (Org. 1152)
- IMSD Central Purchases (Org. 1168)

- Fiscal Affairs (Org. 1185)
- Administrative Group (Org. 1186) (New DAS Business Office)
- Economic and Community Development (Org. 1192)
- Facilities Management (Org. 5700)
- Water Utility (Org. 5500)
- Risk Management (Org. 1150)

**1156/ Department of Administrative Services – Administration and Business Office**

**1186** The 2015 Recommended Budget includes the formation of a new DAS Business Office to provide the DAS Director and DAS Director of Operations<sup>4</sup> a more seamless and consolidated view of the department. Eight of the ten positions in the new Business Office are existing positions transferred in from other DAS areas, mostly related to accounting and budget. Two new positions are created to support the Business Office: one position of Graphic Designer at a total cost of \$80,658 with salary and active fringe benefits and one Grants Writer/Coordinator at a total cost of \$87,440. The cost of the Grants Writer position is offset with \$20,000 of revenue based on anticipated new grant funds in 2015 with expectations that future revenues will be greater.

**1152 Department of Administrative Services - Procurement Division**

The Procurement Division creates one new position of Analyst Business Systems at a total cost of \$84,154 for salary and active fringe benefits to support the new e-Procurement initiative. This initiative will centralize the procurement process with a new paperless online e-procurement system. The system is aimed at steering purchases to lower cost contracts from preferred vendors. It will also provide better control and oversight of procurement decisions. For 2015, total savings of \$400,000 are budgeted within services and commodity accounts countywide.

One Purchasing Manager position is abolished and one Contracts Administrator is created to assist with the centralized procurement and contract systems.

**1040 Department of Administrative Services – Community Business Development Partners**

The Recommended Budget increases the tax levy by \$111,540 for a total levy of \$996,795. The increase in levy is primarily due to the abolishment of Community Business Development Partners (CBDP) charging time to capital projects. In the 2013 and 2014 budgets, CBDP implemented a policy to collect revenue from charging staffing costs to capital projects. This policy did not produce anticipated revenue and resulted in budget deficits. For the 2015 Recommended Budget, CBDP is funded solely by tax levy.

**1185 DAS-Fiscal Affairs**

Fiscal Affairs includes seven positions in the Office of Performance, Strategy and Budget (DAS-PSB) and one position in the reimbursement area. Staffing changes include the unfunding of one clerical position in DAS-PSB. The division focuses on long-range fiscal service, strategic development and budget development. Recent efforts include leading the County's Continuous Improvement Program that is based on lean principles.

---

<sup>4</sup> The DAS Director and DAS Director of Operations are budgeted in Org. 1186, the DAS-Administrative Group and are not included in the ten FTE positions in the newly formed DAS Business Office, Org. 1156.

## **1160 DAS – Information Management Services Division**

The DAS-IMSD Division is now part of the combined DAS department with newly formed portions of its budget now in the General Fund, while the remainder stays as an Internal Service Fund and fully charged out to departments. The Division forms two new areas: Copier and Printer Management, which includes \$531,002, to provide centralized control and command to manage copier and printer leases and maintenance agreements. This function will transition to the newly created DAS – Business Office in 2015. Also centralized for 2015 is the Software Management area, with expenditures of \$6.9 million, revenues of \$5.1 million and a tax levy of \$1.8 million. These funds were previously contained in departmental budgets but have been transferred to DAS to better track, manage and support computer software and related IT equipment. Some of the expenditures will be charged back to departments and some of the funds will be made available for departmental requests.

The Financial Policies Section of the 2015 Budget establishes Technology Steering Committee to:

*“...review and approve information technology purchase requests (hardware or software) with a unit cost of greater than \$500. Per best practices identified by the Government Finance Officers of America & Canada, all funds for information technology purchases with a unit cost of greater than \$500 are budgeted in the Information Management Services Division of the Department of Administrative Services (DAS-IMSD). No County department or office may purchase information technology-related items with a unit cost greater than \$500. The Chief Information Officer will develop by 2015 an administrative process by which departments receive DAS-IMSD approval for replacement items (commodities), updated maintenance agreements or software license renewals that exceed this amount; however the administrative process must require that any request for new or replacement software applications or significant hardware upgrades or purchases must be approved by an Information Technology Steering Committee.”*

The DAS-IMSD budget also reflects the abolishment of six vacant positions and the reallocation of funds to purchase outside consulting services.

Public Safety Radio Services functions are transferred from IMSD to the newly created Department of Emergency Management. This includes the transfer of funding and one position, the costs of which are charged out to user departments. This functional area is now a part of the General Fund and not the Internal Service Fund.

## **5700 Department of Administrative Services – Facilities Management – Director’s Office**

The Recommended Budget decreases the program area’s overall expenditures by \$298,010. The decrease is primarily due to the transfer of six positions to the newly created DAS-Business Office program area and two positions to DAS- Facilities Management. The program area’s expenditures total to \$701,350, but are fully offset by administrative services abatements.

### **Department of Administrative Services – Facilities Management – Architecture & Engineering**

The Recommended Budget decreases expenditures by \$157,858, primarily due to reductions in salaries and wages and interdepartmental charges.

### **Department of Administrative Services – Facilities Management – Environmental Services**

The Recommended Budget decreases the tax levy for this program area by \$118,005 for a total tax levy of \$738,943. Overall expenditures decrease from \$1,466,811 to \$1,244,873, which can be mostly attributed to the elimination of rent charges for office space. The program area's budget is also impacted by a reduction in revenue from \$609,863 to \$505,930 because of reduced charges for services provided to other County departments and non-County agencies.

### **Department of Administrative Services – Facilities Management – Facilities Maintenance**

The Recommended Budget includes a tax levy allocation of \$655,990, an increase of \$883,563 from 2014 due to a previously negative tax levy. The primary driver of the tax levy increase is new rent charges from moving City Campus employees to three different locations. In prior years, departments housed in City Campus were charged rent by the County. For 2015, Facilities Maintenance is wholly responsible for rent and will not charge departments for office space. Expenditures are also impacted by the implementation of the living wage ordinance. The Recommended Budget estimates that the ordinance will increase the price of the upcoming housekeeping and custodial contract by approximately \$186,500.

#### *Closing of City Campus*

During the June 2014 cycle, the Board of Supervisors and County Executive approved a By The Committee Resolution (File No. 14-483) directing the implementation of Phase 3 of the Consolidated Facilities Plan. Phase 3 includes the relocation of County staff from City Campus by December 31, 2014 and the development of a plan for the disposition of City Campus property in the 2015 budget.

The Recommended Budget includes funding for the relocation of City Campus staff to three locations. The rent and utilities will cost the County \$600,000, which will be absorbed by DAS – Facilities Maintenance. The budget estimates that maintaining residency of City Campus would cost the County approximately \$931,000, thus moving staff offsite will produce a savings of \$331,000.

The Capital Improvements Budget includes Project WC11201 for the demolition of City Campus at the cost of \$3.8 million. If the County decides to retain City Campus and renovate the entire complex, the cost would be approximately \$26 million. Additional details about the closure of City Campus can be found in File Number 14-702 which was presented to and discussed by the Committees on Finance, Personal and Audit and Transportation, Public Works, and Transit during the September cycle.

#### *Security Services Contract*

The County currently employs 31 FTEs and one hourly security personnel to staff the entrances of County facilities. The cost for the 32 positions, including salary, health insurance, and pension benefits totals to approximately \$1,484,415. The

Recommended Budget abolishes these positions and funds a contract for security services from a private vendor.

A Request for Proposals (RFP) was issued in July 2014 to receive bids from potential security firms. The intent to award was issued to Allied Barton Security Services on September 29, 2014. Details outlining the contract with Allied Barton Security Services will be shared during the October County Board cycle. According to staff from the Office of the Sheriff, the Sheriff intends to continue staffing Deputy Sheriffs at the entrances of the Courthouse Complex if the Allied Barton contract is approved.

The Recommended Budget includes \$1,162,295 in funding for the security services contract. Annually, the contract price is \$322,120 less than the County's current expenditures for security. The savings for 2015 will be limited to \$72,000 because the County will fund \$250,120 in estimated unemployment compensation for former security personnel. DAS staff estimates that approximately 62,914 labor hours are required to keep all Courthouse Complex and County Grounds entrances open during normal business hours. This is approximately 10,000 to 12,000 hours more than the hours worked in 2012 (50,602 hours) and 2013 (52,113 hours) by the County security personnel. If the County security personnel provided the same number of labor hours as the contractor, the cost is estimated at \$1,719,293, resulting in a total annual savings of \$556,998 for the County if it contracts with Allied Barton.

Milwaukee County has contracted for security services prior to this budget. Security services were privatized in March 2009 using an emergency budget measure due to concerns the County would run a deficit. A court later reversed the emergency budget measure and County security personnel were reinstated in 2011.

#### *Elevator Services Contract*

The Recommend Budget abolishes three FTE Elevator Constructor positions and raises the contract expenditure for a private elevator service firm. The County currently contracts with a private firm that provides elevator testing and major maintenance. By abolishing the three positions, the private firm will also take responsibility for general maintenance. Outsourcing these services will save the County approximately \$230,000 in 2015 and \$258,874 for every year following due to the one-time payment of \$28,860 in unemployment compensation in 2015. The County's contract with the private elevator service firm will increase \$100,000.



### *Personnel Changes*

The Recommended Budget removes forty-six positions from the Facilities Maintenance budget. The job abolishments and transfers are in the following program areas:

- City Campus – 5 (vacant)
- Security Service – 32
- Elevator Service – 3
- Various programs – 7 (vacant)
- Transfer out – 1 position to DAS-Business Office
- Transfer in – 2 positions from DAS – Director's Office

#### **5500 Department of Administrative Services – Facilities Management – Water Utility**

The Recommended Budget increases the Water Utility's expenditures and revenues by \$13,862. The debt and depreciation cost increases by \$371,615 for a total cost of \$682,224. The increased expenditures are offset by a decrease in sewage charges, water service charges, contribution to its reserve, and interdepartmental charges.

The fire protection charge will continue to be budgeted in the Water Utility and charged out to all County Grounds users of the water system. Due to challenges in collecting payments from some non-County users, approximately \$1.24 million is included in the Appropriations for Contingences Budget for potential non-payment water system users.

#### **1150 Department of Administrative Services – Risk Management**

DAS-Risk Management is an internal service fund that charges its expenses to other County departments. For 2015, Workers' Compensation claims and payments is outsourced to Wisconsin County Mutual per Resolution 14-698. Total Workers' Compensation costs are expected to increase \$2.6 million to \$6 million despite the significant savings anticipated from third-party administration of the benefit. These costs are charged out to departments.

The County's deductible for property insurance is increased from \$200,000 in the aggregate to \$1.5 million in the aggregate, and the \$500 per claim deductible is increased to a \$5,000 per claim deductible. To provide protection to the unknown departments that may have to pay this deductible, an appropriation of \$750,000 is earmarked in Org. 1945 – Appropriation for Contingencies to provide up to 50 percent offset for these costs. The premium for property insurance (due to the County's claim for the 2013 fire event and other local government losses around the state) increase by \$1 million to \$1.6 million. This charge is allocated to departmental budgets. Funding for pre-employment physicals and occupational health vaccinations was moved from DAS-Risk Management to the Human Resources budget for more accurate process and control measures. It should be noted that the cost allocations for Risk Management charges is not updated for the 2015 Recommended Budget due to staff turnover and the inability to obtain an actuarial analysis. Therefore, the charges are being distributed using the 2014 cost allocation methodology.

#### **1192 Department of Administrative Services – Economic Community Development**

The Recommended Budget decreases expenditures for this program area by \$49,376, for a total expenditure of \$302,936. This program area does not generate revenue so the tax levy is also decreased by \$49,376. The reduction is primarily due to decreases in expenditures for advertising, office equipment, and office space rental.



**Department of Administrative Services – Economic Development - Real Estate**

The Recommended Budget increases expenditures by \$111,061 for a total of \$973,924 and increases revenue by \$49,774 for a total revenue of \$1,206,274. The increase in expenditures can be attributed to an additional \$124,676 in salaries and wages. Part of the salary increase is for a new Lease Manager position. The salaries and wages increase was offset by decreases in expenditures for appraisal fees, office space rental, and maintenance charges for foreclosed properties. The revenue increase is due primarily to additional parking and cell tower revenue.

**Department of Administrative Services – Economic Development – MCAMLIS**

The Recommended Budget decreases the Milwaukee County Automated Mapping and Land Information System (MCAMLIS) expenditures and revenues to \$842,000, which is a reduction of \$232,373 from 2014. MCAMLIS is non-tax levy funded and derives much of its revenue from document recording fees. Document recording fees are expected to produce \$232,000 less in revenue.

**1019 Department of Administrative Services – Office for Persons with Disabilities**

Tax levy decreases by \$85,445 to \$858,222. In 2014, Wil-O-Way day camp fees were approved to increase between 10 and 25 percent; however, due to a change in administration at Easter Seals the rate increase was not put in place. The 2014 fee increase policy is once again included in the Recommended Budget. This increases the portion campers pay for either a six week or eight week camp run by Easter Seals. With the increase, the camp fee is still less than half the amount an individual will privately pay for the same camp. This is the first increase in camp fees in ten years. Services provided continue at same levels. One vacant position is unfunded in 2015 bringing total FTEs to three.

**Courts and Judiciary**

**2000 Combined Court Related Operations**

Expenditures increase by \$1,632,464 to \$43,367,514, revenues decrease by \$315,070 to \$11,285,801, and tax levy increases by \$1,947,534 to \$32,081,713. The budget maintains the same level of staffing at 289 FTE. Services and service levels remain the same across all departments.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval during the budget process rather than in 2015.

CONTRACTS		
DESCRIPTION	VENDOR	AMOUNT
<i>Copy Services</i>	Midwest Medical Records, Inc.	\$21,000
<i>Legal Resources Center</i>	State of Wisconsin	\$174,829
<i>Group Moderator</i>	Meta House	\$5,000
<i>Evaluator</i>	Planning Council	\$45,000
<i>Coordinator</i>	Rebecca Foley	\$65,000
<i>Sustainability Consultant</i>	Jan Wilberg	\$10,000
<i>Foreclosure Mediation</i>	Metro Milwaukee Foreclosure	\$361,000
<b>Total</b>		<b>\$681,829</b>

The Foreclosure Mediation project requires no tax levy, but is a pass-through grant from the Wisconsin Department of Justice awarded to Metro Milwaukee Foreclosure Mediation Services, Inc. The department anticipates the grant will continue in 2015.

**2900 Courts – Pre-Trial Services**

Expenditures increase by \$466,414 to \$4,742,703, revenues increase by \$174,911 to \$717,289, and tax levy increases by \$291,503 to \$4,025,414. Staff remains at its current level of one FTE. The majority of the increase in operation costs stems from the Milwaukee County Early Intervention Program (MCEIP) operated by JusticePoint, which began its operations in 2014, but was not included in the 2014 budget. The MCEIP is intended to reduce long-term recidivism. In 2015, the MCEIP continues its work with \$46,000 in federal grants and no more than \$300,000 in related expenses to JusticePoint.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval during the budget process rather than in 2015.

CONTRACTS		
DESCRIPTION	VENDOR	AMOUNT
<i>Universal Screening</i>	JusticePoint	\$1,024,432
<i>TAD Grant Operation</i>	JusticePoint	\$371,200
<i>Drug Treatment Court Coordinator</i>	JusticePoint	\$102,230
<i>OWI/Scram Program</i>	Wisconsin Community Services	\$432,599
<i>Pre-trial Drug Testing</i>	Wisconsin Community Services	\$170,500
<i>GPS Monitoring/Release Preparation</i>	JusticePoint	\$1,692,256
<i>Early Interventions Central Liaison Unit</i>	JusticePoint	\$300,000
<i>BJA DTC Grant-Trauma Informed Care/CBT</i>	JusticePoint	\$93,273
<i>BJA DTC Grant-Trauma Informed Care/CBT</i>	UW-Milwaukee	\$24,116
<b>TOTAL</b>		<b>\$4,210,606</b>

**2430 Child Support Enforcement**

Expenditures increase by \$633,556 to \$19,089,383, including a \$899,871 increase in legacy health care and pension expenditures. Total revenue increases by \$233,295. Property tax levy is increased by \$400,259 to \$1,603,098. For 2015, Child Support Services is decreasing its total FTE by five to a total of 145. The positions abolished were unfunded in 2014, bringing the number of unfunded positions down to seven Child Support Assistants.

The Child Support Services (CSC) call center is contracted out to the Wisconsin State Child Support Trust Fund (run by Xerox) in 2015. The call center contract will cost \$550,000 in 2015 and is partially covered by an Innovation Grant award of \$187,000. The rest of the cost will come from an appropriation from the federal child support reimbursement program. Child Support Assistants who previously handled the call center will help alleviate the case load pressures of case managers, while improving performance and customer service. This contract is currently being reviewed by the County Board.

## ***Public Safety***

### **4000 Office of the Sheriff**

The 2015 Recommended Budget allocates \$66,772,210 in tax levy to the Office of the Sheriff and leaves the details of deployment of these resources up to the Sheriff under his constitutional and statutory authority. The narrative specifies only funded positions are authorized resulting in all unfunded positions being abolished.

The tax levy received by the Sheriff in 2014 was \$66.6 million. If Emergency Preparedness is removed from the Sheriff's tax levy in 2014 the restated amount is \$62.9 million, which is the restated number used in the Recommended Budget. Based on this restated number, the Sheriff's Office is receiving an additional \$3.9 million in its budget for 2015.

Crosscharges increase over \$2 million dollars from 2014 leaving approximately \$2 million dollars in tax levy for revenue relief.

Emergency Preparedness is transferred out of the Office of the Sheriff and becomes part of Organizational Unit 4800 – Emergency Management. All employees in Emergency Preparedness in the Office of the Sheriff are moved to Unit 4800 – Emergency Management.

The County Grounds Security Division, including services provided to the Milwaukee County Zoo, is removed from the Office of the Sheriff. \$511,464 is made available in Law Enforcement Grants to bid out this service (the Sheriff's Office may still qualify if it provides the most cost-effective option). The actual cost of the service is approximately \$1 million; however, nearly half of this amount is provided through County Grounds lease agreements. The Wauwatosa Police Department is a possible option, but no specific provider has been selected at this time.

Park Patrol is removed from the Office of the Sheriff and shifted to the municipalities. \$10,000 is offered to each of the 18 municipalities to facilitate data collection and sharing. It is assumed the municipalities are already providing this service for the public. The Milwaukee Police Department will receive an additional \$970,000 to support patrol of high volume parks such as the lakefront.

#### *Training Academy*

The Sheriff and the House of Corrections (HOC) memorialized an agreement for use of the training academy by the HOC in a Memorandum of Understanding. The agreement became effective April 1, 2014. The agreement details the rights and responsibilities of both organizations and details the exchange of services for use of the facility.

#### *Administration*

The abolishment of unfunded positions within Administration and Management results in the loss of 1.0 FTE Sheriff's Department Bureau Director (Inspector), 3.0 FTE Sheriff's Department Administrators (Deputy Inspectors), and 6.0 FTE Sheriff's Department Captains. Additionally, changes are made to Sheriff Deputy positions as summarized by the chart below.

DEPUTIES*			
ORGANIZATION	2014	2015	VARIANCE
<i>Administration</i>	5.0	16.0	11.0
<i>Airport Security</i>	43.0	43.0	0.0
<i>County Grounds</i>	9.0	0.0	-9.0
<i>Airport K9</i>	4.0	4.0	0.0
<i>Park Patrol/TEU</i>	15.0	0.0	-15.0
<i>Expressway Patrol</i>	52.0	52.0	0.0
<i>General Investigations</i>	12.0	8.0	-4.0
<i>HIDTA</i>	1.0	1.0	0.0
<i>Training Academy</i>	2.0	2.0	0.0
<i>Courts</i>	94.0	94.0	0.0
<i>Court Liaison</i>	3.0	3.0	0.0
<i>Civil Process</i>	5.0	5.0	0.0
<b>Grand Total</b>	<b>245.0</b>	<b>228.0</b>	<b>-17.0</b>

\*Includes Bilingual Deputies

#### 4300 House of Correction

Expenditures decrease by \$342,188 to \$63,568,014 and revenues increase by \$1,217,192 to \$6,454,550. Tax levy impact is a decrease of \$1,566,754 to \$57,106,090. Like 2014, the 2015 recommended budget, per County Board File No. 12-987, continues the collaborative relationship between the Office of the Sheriff and the HOC without the use of internal crosscharges.

##### *Administration*

Staff changes a small amount adding .8 FTE for a total of 29 FTE. A clerical position and hourly position are eliminated while adding a professional position and transferring in one position from another service area. The tax levy increases by \$709,753 to \$4,366,717.

##### *House of Correction*

36 correctional officers are added to the staff to provide adequate staffing levels and reduce reliance on over time. Five clerical positions are eliminated with the intention of having the correctional officers absorb their duties. Three mechanical positions are added and one position is transferred. 73 vacant and unfunded positions are abolished. The tax levy increases by \$437,452 to \$30,513,514.

##### *Inmate Medical & Mental Health*

This program continues to operate under the Christensen Consent Decree, a court order outlining specific key personnel the county is required to have to staff health and mental health programs to provide the constitutionally required basic necessities of life. Under this court order, Armor Correctional Health Services, Inc., provides medical and mental health services to inmates to comply with the Decree. In 2015, the final 91 county positions are

eliminated and Armor is contracted to provide all inmate medical and mental health for a savings of approximately \$1.7 million for a total tax levy of \$18,627,510.

The contract with Armor continues until May 11, 2015. Armor has verbally agreed and followed through on giving first rights to County staff when hiring for positions; however, this process is not stated in the current contract.

#### *HOC Inmate Programming*

Expenditures increase by \$353,199 to \$5,578,723 and revenues increase by \$1,367,500 to \$1,973,000. The tax levy decreases \$1,014,301 for a total of \$3,605,723. Inmate Programming now includes the Day Reporting Center and HOC Huber and Electronic Monitoring (EM). These two programs account for a large portion of the revenue increase. Inmate programming continues to expand opportunities for personal growth and achievement, including such programs as culinary training, forklift certification, work crews, AODA treatment, parenting classes, etc.

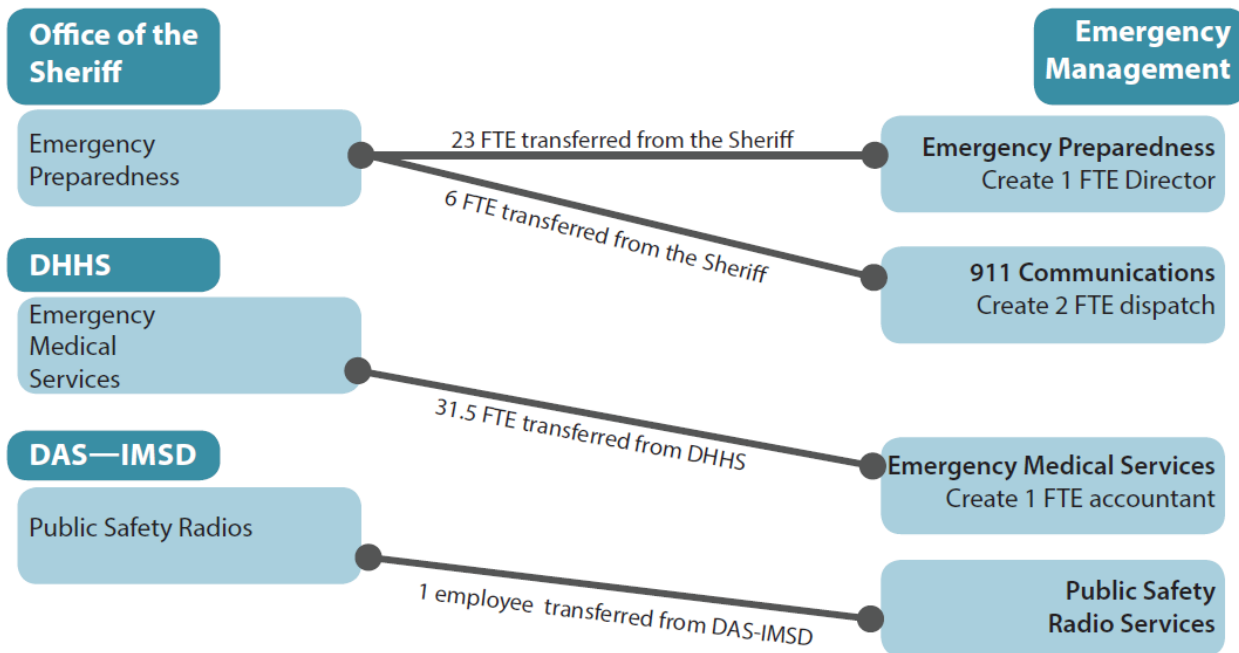
#### **4500 District Attorney**

Tax levy is increased by \$600,896 for a total tax levy of \$12,852,288. One paralegal is added and 2.5 clerical positions are abolished. A total of four investigators are added, two to the Witness Protection Unit, and two to the newly created Violent Crimes Task Force (VCTF). Data from the DA indicates there was a 248 percent increase in referrals to the Witness Protection and Security Unit (WITSEC) since 2009 and domestic violence cases now comprise about half of the referrals. The new VCTF is created to expand investigations into non-fatal shootings and other violent crimes.

#### **4800 Emergency Management**

This is a new department created to integrate the current emergency systems. Four Strategic Program Areas make up the department: Emergency Preparedness, 911 Communications, Public Safety Radio Services, and Emergency Medical Services.

The overall budget for this department reflects a merging of the Emergency Preparedness division from the Office of the Sherriff, the Radio division from the Department of Administrative Services – Information Management Services Division, and Emergency Medical Services from the Department of Health and Human Services. These budgets in 2014 had a combined tax levy of \$9,757,742. In 2015, the tax levy will be reduced by \$942,620 to \$8,815,122.



*Emergency Preparedness*

This division is created by transferring six positions from the Emergency Preparedness division of the Office of the Sheriff, and the creation of one Director to oversee day-to-day operations. This department focuses on providing guidance and direction to County, municipal, and private entities to prepare emergency plans and be the central hub in situations where collaboration needs to occur. Tax levy is reduced by \$138,747 to \$304,454.

*911 Communications*

This division is created by transferring the 23 remaining positions from the Emergency Preparedness division of the Office of the Sheriff, and also creates two dispatch positions and one position for administrative oversight. Tax levy increases by \$291,636 to \$3,640,339.

*Public Safety Radio Services*

This division is transferred from the Department of Administrative Services – Information Management Services Division (DAS-IMSD). Staff remains the same at 1 FTE. Tax levy impact is negative \$330,285 due to revenues exceeding expenditures because of an abatement for depreciation costs as the program is transitioned from an internal service fund to a general fund operation.

*Emergency Medical Services*

This division is transferred from the Department of Health and Human Services. One position is added for fiscal support. No changes are made to the operational model for the transition. \$1.5 million is included in the budget as part of the four-year subsidy agreement for the Milwaukee County municipalities. EMS provides education and handles communication and operations of pre-hospital emergency medical care. Tax levy is reduced by \$765,224 to \$5,200,614.

**4900 Medical Examiner**

Total expenditures increase by \$244,960 to \$5,076,464. Total revenues increase by \$107,357 to \$2,165,825, mainly due to an increase in fees charged for referral autopsies, and estimated increase in cremation permits. Tax levy increases by \$137,603 for a total tax levy impact of \$2,910,639. Staffing levels remain the same. \$15,000 in funding is added for cremation services due to the elimination of burial support subsidies in DHHS.

**Transportation****5040 Department of Transportation – Airport – General Mitchell International Airport**

The Recommended Budget increases expenditures for the General Mitchell International Airport (GMIA) by \$5,106,665 for a total of \$87,388,278. The increase is primarily due to rises in legacy pension costs, fuel costs, debt and depreciation, computer equipment, sheriff services costs, and debt service. Debt service payments are related to the remodeling of the baggage claim building and total \$3,173,593. An increase of Passenger Facility Charge revenue by \$1,002,554 offsets some of the new debt service costs.

Revenues increased \$5,040,902 for a total of \$88,167,492. In addition to the increase in Passenger Facility Charge revenue, revenues increase in airline landing fees, rental revenue, and parking fees. Parking fees increase \$0.50 per day for all parking locations and \$1.00 per day for the Train Station lot. The fee increase will result in an additional \$1,615,000 in parking revenue.

The Recommended Budget also implies that GMIA may soon explore contracting with private firms for the management and operation of some services at the airport. The budget states that the airport “may issue a series of requests for information or requests for proposals related to the management and operations of the security, fire protection, and custodial functions of the Airport System.” According to Department of Transportation staff, the County employs 23 fire protection personnel and 38 airport maintenance workers at GMIA. GMIA does not have County security employees on staff, but the Office of the Sheriff provides some security services at the airport.

**Airport – MKE Regional Business Park**

The Recommended Budget decreases the tax levy by \$123,688 for a total levy of \$481,465. Overall expenditures decrease \$92,143 compared to the 2014 Adopted Budget due to a reduction in costs associated with repair, maintenance, and operation of the business park. According to Department staff, the repair, maintenance, and operation costs are decreased to better align with historical spending. In addition, more of the buildings have been rented out and tenants are responsible for some maintenance. Revenues are budgeted to increase slightly by \$31,545 owing to additional building rental revenue.

**Airport – LJ Timmerman General Aviation**

The Recommended Budget increases LJ Timmerman General Airport expenditures by \$62,350 for a total of \$548,252. The increase is due to a \$34,716 rise in overtime and a \$30,240 increase in debt and depreciation. There is a slight increase in revenues by \$4,425 due to additional fixed-base operator (FBO) income.



### **5100 Department of Transportation – Highway Maintenance**

The Recommended Budget decreases the tax levy contribution for Highway Maintenance by \$78,215 for a total levy of \$962,280. Expenditures increase by \$1,258,546 due to additional employee benefits costs and interdepartmental charges. A majority of the interdepartmental charges derive from Fleet Maintenance to fund debt service on previous equipment purchases. There is also an increase of \$189,717 and \$112,308 in charges from Risk Management and Central Services, respectively.

Revenue for the program area increases \$1,336,761 from \$17,714,076 to \$19,050,837. Revenue is mostly based on the Routine Maintenance Agreement (RMA) the County has with the state of Wisconsin. The final allocation amount will be determined in November 2014 and the Highway Maintenance staff are prepared to adjust budgeted amounts if the allocation is different than reported in this budget. The Recommended Budget also includes revenue from General Transportation Aids (GTA), which is estimated at \$1,960,321, but will not be confirmed until October 2014.

#### **Highway Maintenance – Transportation Engineering**

The Recommended Budget increases the Transportation Engineering tax levy by \$101,438 for a total levy of \$284,103. Expenditures increase by \$76,417 primarily due to increased employee salaries and wages and contract costs for outside professional services for bridge inspections and reporting.

### **5300 Department of Transportation – County Fleet Maintenance**

The Recommended Budget for this department includes increases in both expenditures and revenues by approximately \$1 million. Expenditures increase by \$1,216,426 due to increases in salaries and wages, utility costs, repair parts, and debt service. The department is replacing its steam heat system with natural gas resulting in a rise of \$70,000 in utility costs. Debt service on the vehicles increases by \$370,000 for a total cost of \$3,985,000.

Revenues increase by \$1,082,458 due primarily to fleet maintenance services this program area provides to other departments. Revenues are also impacted by a decrease of \$175,000 to \$100,000 from auction sales. The revenue decrease is due to a policy in which departments that used the fleet equipment receive the auction revenue after its sale.

### **5600 Department of Transportation – Transit – Paratransit**

The Recommended Budget decreases the tax levy by \$1,412,973 for a total levy of \$792,609. The decrease in tax levy is primarily due to a rise in revenue by \$2,162,860 from \$14,132,802 to \$16,295,622. The additional revenue is due to a rise in fare contributions from Managed Care Organizations (MCO). Currently, the total cost per ride is \$31.25 for van services and \$18.62 for taxi service. Trips are subsidized by Managed Care Organizations (MCO) and riders pay a fare of \$3.50 per one-way trip. The MCO contribution is budgeted to increase by \$4 per trip so the total contribution is \$16.55. According to Department of Family Care (DFC) staff, the subsidy increase will add \$190,000 to DFC's budget for ride fare for van and taxi services. The estimated number of trips decreases by 13,900 or approximately 2.4 percent from 569,400 to 555,500. The trip reduction is due to human services agencies seeking paratransit services from alternative providers.

### **Transit – Fixed Route**

The Recommended Budget increases the tax levy by \$1,041,549 for a total levy of \$17,354,684. The expenditure increase of \$4,500,916 is mostly driven by a \$3,700,000 rise in transit operations. The Milwaukee County Transit System expanded services using Congestion Mitigation and Air Quality (CMAQ) funds and funding from the Zoo Interchange settlement.

### **5800 Department of Transportation – Director**

The Recommended Budget allocates no tax levy to the Director of the Department of Transportation's program area. Expenditures increase by \$182,303 for a total of \$240,000. The rise in expenditures is driven by an increase of \$174,372 for salaries and wages, due mostly to the addition of two FTE positions in the program area. One of the positions is a new Transportation Analyst, the second FTE position is a Safety and Emergency Program Manager that was approved by the Board of Supervisors and County Executive during the June cycle (File No. 14-509). Revenue from administration of the towing program increased by \$65,175 for a total collection of \$240,000.

## ***Health and Human Services***

### **8000 Department of Health and Human Services (DHHS)**

Mid-year 2014, the Community Services Branch and Wraparound Milwaukee were transferred back to the Behavioral Health Division. Emergency Medical Services is transferred out of DHHS to the newly formed Emergency Management Division.

#### *Director's Office & Management Services*

A new Quality Assurance organizational unit is created to develop a proactive and standardize approach to ensure quality assurance and quality improvement practices. The unit is staffed by one current position and adds two new positions at a cost of \$154,684. Expenditures increase by \$722,477 to \$3,967,756 due to increased crosscharges.

#### *Delinquency & Court Services*

Tax levy decreases by \$1,841,253 to \$12,601,206. Staffing levels are maintained with two vacant positions eliminated and one full-time and one part-time position created. A \$500,000 increase in expenditures assists youths with their intake inquiries and initial court appearances, and also increases the rates for group homes.

Youth Aids revenue is increased by \$1,600,000 based on an estimate of the rates included in the State's biennial budget and the average daily population of 135 for the Juvenile Correctional Institution (JCI) and 11 for the Child Caring Institution. This department is working to increase community alternatives and lower the average daily population at the JCI.

#### *Disabilities Services Division (DSD)*

Expenditures increase by \$700,446 to \$18,070,464 and revenues increase by \$1,329,596 to \$15,761,357 for a decrease in tax levy by \$629,150 to \$2,309,107. Three Human Service Workers and one Fiscal Analyst are unfunded. One Human Service Worker and One RN position are created.

The General Assistance Burials Program is eliminated in 2015, for a savings of \$310,000. DSD took over this program in 2012 when the State assumed control of the Economic Support Division. This fund covers individuals who meet income-based criteria and do not qualify to receive partial Medicaid reimbursement. Statutorily, the Medical Examiner's Office is required to cover expenses of burial or cremation of unclaimed bodies. Last year, the Medical Examiner cremated approximately 21 unclaimed bodies and DSD processed 280 burials. DSD staff estimate cremation costs at \$300.00, so \$15,000 is transferred from DSD to the Medical Examiner's office to cover the cost of cremating approximately 50 unclaimed bodies.

A Crisis Resource Center is created to assist individuals with Intellectual/Developmental Disabilities (ID/DD) and co-occurring mental illness. The expenditure is \$1,300,000 with an estimated one-time use of \$250,000 in reserve funds, \$280,000 in tax levy, one-time carryover of \$250,000 in revenue from 2014, Medicaid revenue of \$120,000, and \$400,000 in State revenue. The creation of the CRC is contingent upon receipt of the State revenue or an alternative funding source for the \$400,000.

Oversight and management of the Interim Disability Assistance Program (IDAP) is transferred to Community Advocates. IDAP is a county-funded program that pays a monthly payment to financially needy residents who are unable to work due to a disability and are likely to qualify for Federal Supplemental Security Income. DSD believes this proposal will benefit the consumer by increasing continuity and efficiency because Community Advocates already handles the medical reviews and appeals process for IDAP cases.

The \$154,544 contract for the Community Consultation Team for individuals with ID/DD and a co-occurring mental illness is moved to the Community Services Branch (CSB), which is now part of the Community Access to Recovery Services Division at BHD. This program establishes a second shift team with expertise who will work hand-in-hand with the Crisis Mobile Team that is housed at BHD.

#### *Housing Division*

Expenditures decrease by \$144,474 to \$23,031,252 and revenues increase by \$202,799 to \$19,165,384. Total tax levy is reduced by \$347,273 to \$3,865,868. Staffing remains unchanged from 2014. A large part of the revenue increase is the \$450,000 the Housing division expects to receive in 2015 from the State in Comprehensive Community Services revenue.

The Harm Reduction Housing model is created at a cost of \$300,000 and provides housing alternatives for individuals with severe alcohol addictions who have not been successful in traditional housing models.

### **6300 Behavioral Health Division**

At MHB's meeting on August 28, 2014 the Department of Health and Human Services administration presented the requested budget for 2015, which the MHB approved. The County Executive incorporated the requested budget into his recommended budget with changes to fringe benefits, employee compensation, and internal service costs due to the countywide nature of these costs. Expenditures decrease by \$198,069 to \$179,595,580. Total revenues decrease by \$1,823,287 to a total of \$120,921,174. Total tax levy impact is

\$59,099,341, an increase of \$1,625,218 from 2014. This tax levy amount falls within the statutorily required range of \$53 million to \$65 million.

#### *Management & Support Services*

Expenditures increase by \$1,506,723 to \$3,494,643. A large part of the increase in expenditures is due to the creation of a medical malpractice reserve of \$400,000 and increased Electronic Medical Records support in the amount of \$245,571. Redesign efforts eliminate 18.9 FTE as of January 1, 2015. A decrease in revenue of \$1,579,187 is due to adjustments made to Wisconsin Medicaid Cost Reporting and State Plan Amendment revenues. Total tax levy is \$1,828,506, an increase of \$3,085,910, due to a previously negative tax levy.

#### *Adult Crisis Services*

Expenditures increase by \$2,508,167 to \$23,663,320. A net of 8 FTE are added for a total of 118 FTE due to a new staffing model and a goal of lessening mandatory and non-mandatory overtime. Total tax levy is \$12,140,667, an increase of \$1,697,194.

#### *Inpatient Services (Adult and Children)*

Responding to the demand capacity study done by the Human Services Research Institute and the Public Policy Forum, BHD will maintain 60 acute inpatient beds. Expenditures increase by \$2,677,278 to \$36,374,352. Of the overall increase, \$633,998 is due to prescription medication expenditures and \$891,602 is an increase in professional contracts for contract and temporary staff. Revenues increase by \$3,637,277 to \$14,606,010 due to an increase from 54 to 60 beds and an assumption of \$250,000 increased revenue due to more patients having insurance because of the Affordable Care Act. FTEs are increased by a net of 19.1 to decrease mandatory and non-mandatory overtime and increase safety and quality of care. Total tax levy is \$21,768,342.

#### *Inpatient Services – Nursing Facilities Hilltop and Central*

BHD continues moving toward community based placements by reducing inpatient beds in 2015. Rehabilitation Center – Hilltop is on target to complete its closure by the end of 2014. The budget includes the complete closure of Rehabilitation – Central by November 1, 2015. FTE positions drop from 116.1 to 50.3 due to the closures. Expenditures decrease by \$11,063,182 to \$10,527,101 and revenues decrease, due to declining census, from \$6,283,577 to \$1,818,678. Savings are invested into the Community Access to Recovery Services Division. Tax levy impact is lowered by \$6,598,283 to \$8,708,423.

#### *Community Access to Recovery Services Division (CARSD)*

CARSD is created by moving Wraparound Milwaukee and the Community Services Branch from DHHS to this division. This transfer occurred mid-year 2014. Expenditures increase by \$4,172,466 to \$105,536,155. \$2,326,200 of the increase provides for partial year funding for community placements of Rehab – Central clients. \$1.5 million is a partial replacement of the loss of the federal Access to Recovery grant (a loss of \$3 million), which is used to support the Wiser Choice voucher network that provides treatment and recovery support services to individuals with substance use disorders.

BHD is outsourcing the caseload currently covered by BHD's Community Support Program. 45 FTEs are eliminated as a result of the outsourcing and eight positions are created in the

Community Services Branch as part of a new care coordination initiative. Included in the budget is \$1,397,220 to purchase 290 community slots.

Tax Levy increases by \$4,399,917 to \$14,653,394.

#### **7900 Department on Aging**

Expenditures decrease by \$17,324 to \$18,343,932. Revenues increase by \$230,771 to \$17,310,443. Tax levy decreases by \$248,095 to \$1,033,489.

The 2015 recommended budget maintains existing service with some small changes. The Aging Resource Center creates one grant-funded position in 2014, abolishes one position, and transfers one position to the senior meal program.

The Senior Meal Program continues to provide balanced, hot lunches at various sites throughout Milwaukee County. Currently, there are 28 sites due to a permanent closure of one site, which had accessibility issues. A large demographic study is being done to consolidate the meal program into 26 sites to provide more meals in more densely populated and demographically appropriate areas.

\$461,755 in Base Community Aids funding is transitioned from the Aging Resource Center to programs in the Area Agency on Aging. There is no change in the amount or type of services provided due to this transition.

#### **7990 Department of Family Care**

The Department of Family Care (DFC) has 2015 expenditures and revenues of \$284,724,505 for a tax levy of zero. DFC will withdraw a projected \$3,274,255 from its reserves to cover shortfalls in revenues and increased expenditures in 2015. The estimation is based on several factors, including, the implementation of the Living Wage Ordinance in Milwaukee County, an inflationary increase in services costs, and a decrease in Milwaukee County enrollment. The Living Wage impact is estimated to cost \$3,025,000 while capitation revenue will drop by \$2.4 million, due to the drop in enrollment in Milwaukee County. The 2015 budget did not anticipate any change in the capitation rate over the 2014 levels.

In order to manage increased costs and loss in members, DFC will need to provide even greater efficiencies, including looking at different ways to provide member services. The most recent financial projections for DFC for 2014 estimates that they will use available reserves of \$3,875,000. Based on the December 31, 2013 financial statements, DFC had reserves in excess of State required balances of \$22.6 million. After the withdrawal in 2014 from reserves and the anticipated 2015 withdrawal, excess reserves will be at \$15.5 million at the end of 2015. Enrollment is increasing in the other counties DFC serves, which will help offset the shortfall in net revenues for Milwaukee County services.

The fiscal analysis dated February 5, 2014 from the Office of the Comptroller projects DFC's reserves will be depleted by 2019 due to the fact that the State-set capitation rate is not based on, and does not match, the increases in the federal poverty guidelines. The result will be one of two outcomes; the State will either discontinue the program through DFC once the reserves are depleted, or the State will agree that Milwaukee County can use tax levy to maintain the program.

According to Department staff, the increase in Paratransit (see Org. 5600) continues the trend of it being the highest cost transportation provider in DFCs provider network. \$190,000 is budgeted in DFCs budget for this increase. If this trend continues case managers and individuals may choose to use other network providers who are less expensive for Paratransit services.

## ***Recreation and Culture***

### **9000 Department of Parks, Recreation and Culture (DPRC)**

Total expenditures increase \$2,843,194 to \$45,648,656, revenues increase by \$437,487 to \$18,493,498, resulting in a tax levy increase of \$2,405,707 to \$27,155,158. Total FTEs increase by 1.6 positions. Many increases in expenditures are due to crosscharges and personnel services costs associated with reallocating seasonal staff.

#### *Park Operations and Regions*

The 2015 Recommended Budget for the DPRC is mainly a cost-to-continue budget. The major changes within Parks for 2015 include the closing of four (4) wading pools at Hales Corners, Wedgewood, Vogel, and Cannon Parks. These wading pools are approximately 50 years old and have an estimated combined total repair cost of \$480,000 over a 4-year period. Wading pools are included in the Operations division of the department, and are not contained in the Aquatics division unlike indoor/outdoor deep well pools and aquatic centers. \$100,000 is said to be identified in the DPRC's operating capital outlay appropriations for the demolition of the wading pools

In the trend of the department for 2015, staffing levels decrease by 50.1 FTEs to 95.3 FTEs in the Operations Division due to the reallocation of seasonal staff within the Parks Department.

#### *Horticulture & Nature Education*

The service agreement contract with UW-Extension to operate the "Nature in the Parks" program is eliminated in 2015, as the DPRC plans to operate the program in-house. This results in a staffing increase of 2.5 FTEs in the Horticulture and Nature Education Division. Two additional FTEs are created within the Land Resource Management Division for the Nature in the Parks program, for a total of three newly created FTE positions and one retitled/reclassified position in 2015 due to the program's insourcing. The insourcing of this program will result in approximate cost savings of \$54,000 for the Parks Department. Currently, the DPRC's contract with UW-Extension has a cost of \$265,000 for 2014. The DPRC's existing contractual funds to UW-Extension are not reflected as part of the County's budgeted contribution to UW-Extension, as they are part of an independent services agreement with the Parks Department.

Revenues increase within this division by \$306,596 due to the anticipated fully operational capacity of the Greenhouses for plant sales and other potential revenue streams.

#### *Downtown*

The 2015 Recommended Budget assumes that if the sale of O'Donnell Park to Northwestern Mutual is approved and completed in 2015, the net proceeds (after the debt service is paid

on the property) shall be placed in an endowment fund to be used as matching funds for park improvements. Revenues from O'Donnell are budgeted at \$401,682 for the first quarter of 2015. This is a \$1.5 million decrease from 2014, and assumes that O'Donnell will be sold after the second quarter of the year.

The DPRC has consistently expressed the desire to reinstate the Parks Amenities Matching Fund that was established in the 2013 Adopted Budget, but went defunct during the recommendation process of the Milwaukee County Innovation Fund that was created in the 2014 Adopted Budget. The current estimated net proceeds from the proposed sale of O'Donnell are quoted at approximately \$5 Million. Based on these estimates and assumptions, \$5 Million would potentially be appropriated for parks matching funds in 2015.

#### *Park Fee Changes for 2015*

The newly proposed fees for DPRC amenities, programs and facilities are outlined below. New fees are fees that did not previously exist for the service, whereas the fee changes are applied to existing fees. The fees for 2015 are described as follows:

##### *2015 New Fees*

###### Foot Golf

Doyne Park: \$5.00/daily

Lincoln Park: \$15.00/daily

Doyne & Lincoln Ball Rental: \$5.00

###### Disc Golf

Daily fee: \$5.00

Yearly Pass: \$40.00

###### Cross Country Ski

Daily Pass: \$5.00

Yearly Pass: \$25.00

###### Sports Complex

Meeting Room Rental: \$25.00/hour

Quadrants Adult, before 6pm: \$60.00

Quadrants Youth, before 6pm: \$40.00

##### *2015 Fee Changes*

###### Boerner Botanical Gardens (2015/2014 change)

Adult admission: \$5.50/\$5.00

Senior admission: \$4.50/\$4.00

Disabled admission: \$4.50/\$4.00

Junior admission: \$3.50/\$3.00

Student admission: \$4.50/\$4.00

Group admission, 18 & up: \$4.50/\$4.00

Group admission, 6-17yrs: \$3.00/\$2.50



Building Rentals (2015/2014 change)

Overnight Lodge Rental: \$150.00/\$125.00  
South Shore, Friday-Sunday, Holidays: \$200.00/\$180.00  
Dretzka Clubhouse Rental: \$195.00/\$165.00

Sports Complex (2015/2014 change)

Batting Cages without machine: \$30.00/\$25.00  
Batting Cages with machine: \$35.00/\$25.00  
Quadrants Adult, after 6pm: \$80.00/\$75.00  
Quadrants Youth, after 6pm: \$60.00/\$55.00  
Quadrants Memorial & Labor Day: \$60.00/\$75.00

Community Centers—Kosciuszko and King (2015/2014 change)

Yearly Pass, Adult: \$40.00/\$35.00  
Yearly Pass, Kids: \$15.00/\$14.00  
Yearly Pass, Family: \$75.00/\$70.00  
Yearly Pass, Teens: \$25.00/\$22.00  
Day Pass, Adult: \$3.00/\$2.50  
Multipurpose/Fitness Room: \$75.00/\$70.00

Pools/Aquatics (2015/2014 change)

Indoor Daily, Adult: \$4.00/\$3.50  
Indoor Daily, Youth: \$3.00/\$2.50  
Indoor 12-Day Pass, Adult: \$40.00/\$33.00  
Indoor 12-Day Pass, Youth: \$25.00/\$22.00  
Outdoor Daily, Adult: \$3.00/\$2.50  
Outdoor Daily, Youth: \$2.00/\$1.50  
Outdoor Evening Swim: \$2.00/\$1.50  
Outdoor Season Pass, Adult: \$30.00/\$25.00  
Outdoor Season Pass, Youth: \$20.00/\$15.00  
Indoor/Outdoor Swim Lessons: \$40.00/\$38.00  
Wilson-Lap Swim: \$4.00/\$3.50  
Wilson-Water Exercise: \$4.00/\$3.50  
Aquatic Centers, Adult: \$7.25/\$6.75  
Aquatic Centers, Youth: \$5.50/\$5.00  
Aquatic Centers, Evening Swim: \$4.50/\$4.00

Fees for organized team sports league, permit, and tournament fees will also see an average \$20.00 increase across the board in 2015. The skating locker rentals at Wilson Recreation Center will be eliminated in 2015 due to underuse.

**9500 Zoological Department (Zoo)**

Total expenditures decrease by \$2,543,530 to \$22,798,226 and revenues decrease \$4,622,127 to \$15,204,245. Tax levy support increases \$2,078,597 to \$7,593,981. Total FTEs increase by two positions, while seasonal positions decrease by 50.8.

*Administration & Finance*

Within the Administration and Finance Division, reductions in revenues are partially associated with the Zoo Interchange construction and its impact on the Zoo's accessibility to patrons. Plans to construct a new West parking lot and entrance are being fully funded by \$8.5 Million in revenue received from the State of Wisconsin's Department of Transportation (WisDOT) in 2014.

### *Operations*

The reduction in seasonal workers is largely due to the elimination of 50 positions in the Operations Division as the Zoo enters into a new contract to outsource the operation of concessions, catering, novelty sales, and warehouse operations to Service System Associates (SSA) for a five-year period from 2015-2019. Under the new contract, SSA will operate all concession stands, popcorn wagons, soda and candy vending, kiosks, and gift shops. Within the warehouse operations, SSA will have the function of accepting and delivering food and novelty products and controlling inventory. SSA shall also honor and continue the Zoo's exclusivity programs, such as their partnership with Pepsi Beverages Company.

SSA will hire the three (3) filled FTEs of the current four funded positions and honor their compensation, in addition to hiring around 200 seasonal employees. Additional full-time positions to be hired by SSA include several salaried managers, hourly supervisors, hourly benefit-eligible front-line employees, as well as chefs, executives and regional managers. The remaining 34 FTE positions within the Operations Division of the Zoo will maintain the visitor services section.

Catering services will be provided to Zoo clients by SSA, and the Zoo will receive a 15 percent commission on all catering sales. The Zoo will retain all admissions and rental fees. SSA has agreed to make \$3 million worth of improvements on Zoo buildings in a plan developed by the Zoo and SSA which may include all concessions areas and possibly the two gift shops. SSA has also committed \$150,000 for Zoo marketing promotions. The \$3 million and \$150,000 will be distributed out at \$600,000 and \$30,000, respectively, per year for the five-year term of the contract.

Also within the Operations Division, expenditures decrease partially due to the Zoo's renewed MOU with the Zoological Society that grants the Zoo 50 percent of the membership fees collected by the Zoological Society. This replaced a previous system of a member parking plus reimbursement program.

### *Maintenance and Facilities*

In the Maintenance and Facilities Division, one new FTE position is created to handle the duties and services associated with the new concessions contract.

The Zoo will partner with UW-Steven's Point Waste Management Intern Program to study the costs associated with the Zoo's recycling and waste disposal system.

### *Animal Management & Health*

One (1) FTE is created for an Elephant Care Coordinator to meet the Association of Zoos and Aquariums' (AZA) accreditation standards.

9910 **UW-Extension**

Total expenditures increase by \$19,671 to \$528,097, total revenues decrease by \$11,680 to \$110,000, and tax levy support increases by \$31,351 to \$418,097. There is no recommended change to the staffing levels in 2015.

## Section 4 - Capital Improvements Budget

### 2015 Capital Improvement Program Financial Summary

	Non-Airport	Airport	Combined
Total Number of Projects	86	8	94
Total Expenditures	\$ 71,622,288	\$ 6,950,000	\$ 78,572,288
Total Reimbursement Revenues	\$ 19,314,237	\$ 4,874,725	\$ 24,188,962
<b>Net County Financing</b>	<b>\$ 52,308,051</b>	<b>\$ 2,075,275</b>	<b>\$ 54,383,326</b>
<i>Financed as follows:</i>			
General Obligation Bonds	\$ 38,585,665	\$ -	\$ 38,585,665
Airport Revenue Bonds		\$ -	\$ -
Passenger Facility Charges (PFC)	\$ -	\$ 2,052,775	\$ 2,052,775
Sales Tax Revenue (cash financing)	\$ 11,000,269	\$ -	\$ 11,000,269
Misc. Revenue/Sale of Asset	\$ -		\$ -
Airport Capital Improvements Reserve	\$ -	\$ 22,500	\$ 22,500
Private Donations	\$ 2,722,117	\$ -	\$ 2,722,117
<b>Total Financing</b>	<b>\$ 52,308,051</b>	<b>\$ 2,075,275</b>	<b>\$ 54,383,326</b>

### Highways & Bridges (WH)

#### Highway Safety Improvement Program

##### WH00115 S. 76<sup>th</sup> St. Intersects of Edgerton & Layton Ave.

Expenditure: \$125,000

Revenue Reimbursement: \$0

Net County Commitment: \$125,000 to be financed by general obligation bonds.

Funding is budgeted for safety improvements to the intersections of Edgerton and Layton on S. 76<sup>th</sup> Street. This funding will complete the multi-year project by replacing median opening access, altering driveway access, and modifying sidewalks to meet Americans with Disability Act provisions. The project is financed with \$125,000 in general obligation bonds.

**WH00117**      **Intersection of CTH Y and S. 60<sup>th</sup> St.**  
Expenditure: \$668,000  
Revenue Reimbursement: \$601,200  
Net County Commitment: \$66,800 to be financed by general obligation bonds.

Funding is budgeted for safety improvements to the intersection of West Layton Avenue (CTH Y) and South 60<sup>th</sup> Street. The project will offset left turn lanes, install overhead traffic signals, and evaluate median openings and driveways for closure or relocation in order to reduce traffic accidents. The project is financed with \$601,200 in Highway Safety Improvement Program (HSIP) revenue and \$66,800 in general obligation bonds.

**WH00118**      **CTH G & CTH S Intersection (2216-00-02)**  
Expenditure: \$450,883  
Revenue Reimbursement: \$405,795  
Net County Commitment: \$45,088 to be financed by general obligation bonds.

Funding is budgeted for safety improvements to the intersection of North 43<sup>rd</sup> Street (CTH G) and West Mill Road (CTH S). The project is financed with \$405,795 in HSIP revenue and \$45,088 in general obligation bonds.

**WH00120**      **CTH Y Intersection w/ Pennsylvania and Whitnall**  
Expenditure: \$853,239  
Revenue Reimbursement: \$767,915  
Net County Commitment: \$85,324 to be financed by general obligation bonds.

Funding is budgeted for safety improvements to the intersections of East Layton Avenue (CTH Y) with South Pennsylvania Avenue, South Whitnall Avenue (East), and South Whitnall Avenue (West). The project is financed with \$767,915 in HSIP revenue and \$85,324 in general obligation bonds.

***Congestion Mitigation & Air Quality Program***

**WH00206**      **W. Good Hope Rd. Corridor Adaptive Signal Control**  
Expenditure: \$108,000  
Revenue Reimbursement: \$86,400  
Net County Commitment: \$21,600 to be financed by general obligation bonds.

Funding is budgeted for the design of a traffic adaptive signal system project on a seven-mile corridor of West Good Hope Road (CTH PP). The project is financed with \$86,400 from Congestion Mitigation & Air Quality Program (CMAQ) revenue and \$21,600 in general obligation bonds.

**WH09201 S. 76<sup>th</sup> St. & W. Layton Ave. Adapt Signal System**  
Expenditure: \$99,000  
Revenue Reimbursement: \$79,200  
Net County Commitment: \$19,800 to be financed by general obligation bonds.

Funding is budgeted for the design of a traffic adaptive signal system project at South 76<sup>th</sup> Street (CTH U) and West Layton Avenue (CTH Y). The project is financed with \$79,200 from CMAQ revenue and \$19,800 in general obligation bonds.

***Surface Transportation Program***

**WH01002 Mill Rd. 43<sup>rd</sup> St. to Sydney Pl.**  
Expenditure: \$367,500  
Revenue Reimbursement: \$294,000  
Net County Commitment: \$73,500 to be financed by general obligation bonds.

Funding is budgeted for the continuation and completion of the design and right-of-way acquisition for a project at West Mill Road (CTH S) from North 43rd Street to North Sydney Place. The project is financed with \$294,000 in Surface Transportation Program (STP) revenue and \$73,500 in general obligation bonds.

**WH01016 Reconstruct 13<sup>th</sup>: Drexel to Rawson**  
Expenditure: \$400,000  
Revenue Reimbursement: \$320,000  
Net County Commitment: \$80,000 to be financed by general obligation bonds.

Funding is budgeted for the design of a project to reconstruct and widen a segment of South 13<sup>th</sup> Street (CTH V) from West Drexel Avenue to West Rawson Avenue. The project is financed with \$320,000 in STP revenue and \$80,000 in general obligation bonds.

**WH02016 E. Layton Ave. S Howell Ave. to S. Penn Ave**  
Expenditure: \$3,150,000  
Revenue Reimbursement: \$2,530,000  
Net County Commitment: \$620,000 to be financed by general obligation bonds.

Funding is budgeted for the right-of-way acquisition and construction of a project at East Layton Avenue (CTH Y) from South Howell Avenue to South Pennsylvania Avenue. The project is financed with \$2,480,000 of STP revenue, \$50,000 in local revenue, and \$620,000 in general obligation bonds.

***County Highway Improvement Program***

**WH01021 W. St. Martins Rd. S. N Cape Rd to S Lovers Lane Rd**

Expenditure: \$1,700,000

Revenue Reimbursement: \$100,000

Net County Commitment: \$1,600,000 to be financed by general obligation bonds.

Funding is budgeted for the first construction segment of the county highway improvement project at West St. Martins Road (CTH MM) from S. North Cape Road to South Lovers Lane Road. The project is financed with \$1,600,000 in general obligation bonds and \$100,000 in local revenue.

**WH02019 N Teutonia Ave. (W. Good Hope to W. Bradley)**

Expenditure: \$325,000

Revenue Reimbursement: \$68,750

Net County Commitment: \$256,250 to be financed by general obligation bonds.

Funding is budgeted for the design and right-of-way acquisition for the county highway improvement program project at N. Teutonia Avenue (CTH D) from West Good Hope Road to West Bradley Road. The project is financed with \$68,750 in County Highway Improvement Program (CHIP) revenue and \$256,250 in general obligation bonds.

**WH09001 West Ryan Road (CTH H) – S 96<sup>th</sup> St to S 112<sup>th</sup> St**

Expenditure: \$90,000

Revenue Reimbursement: \$20,625

Net County Commitment: \$69,375 to be financed by general obligation bonds.

Funding is budgeted for the design and right-of-way acquisition of a county highway improvement program project at West Ryan Road (CTH H) from South 96<sup>th</sup> Street to South 112<sup>th</sup> Street. The project is financed by \$20,625 in CHIP revenue and \$69,375 in general obligation bonds.

***Local Bridge Program***

**WH03006 Whitnall Park Bridge – Root River**

Expenditure: \$40,000

Revenue Reimbursement: \$1,000

Net County Commitment: \$39,000 to be financed by general obligation bonds.

Funding is budgeted for the completion of the construction of a local bridge program project at Witnall Park Drive Bridge over Tess Corners Creek. The project is financed with \$1,000 from local revenue and \$39,000 in general obligation bonds.



**WH03013 Whitnall Park Bridge #713 – Root River**  
Expenditure: \$488,352  
Revenue Reimbursement: \$339,352  
Net County Commitment: \$149,000 to be financed by general obligation bonds.

Funding is budgeted for the completion of construction of a local bridge program project at Whitnall Park Drive Bridge over Whitnall Park Creek. The project is financed with \$338,352 in Local Bridge Program (LBP) revenue, \$1,000 in local revenue, and \$149,000 in general obligation bonds.

***Highway Short-Term Capital Program***

**WH09101 Short Term CTH Rehabilitation-Maintenance Projects**  
Expenditure: \$500,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$500,000 to be financed by general obligation bonds.

Funding is budgeted for the design and construction of short-term county trunk highway rehabilitation projects. The projects would extend the life of pavement for an additional three to seven years until grant funding is available. According to department staff, federally-mandated changes occurred in the formula for County Highway Improvement Program funding distribution, the County will receive less state funding to complete all high-priority rehabilitation projects. Funding for this project will enable the County to complete high-need, short-term rehabilitation projects to keep roadways usable and safe while seeking additional grant funding. The projects are financed with \$500,000 in general obligation bonds.

**WH23801 W. Layton Ave. W. of S. 99<sup>th</sup> St. Bridge Root River**  
Expenditure: \$150,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$150,000 in Sales Tax revenue.

Funding is budgeted for the design and repair of the northeast pier for the bridge over the Root River on West Layton Avenue, west of South 99<sup>th</sup> Street. The project is financed with \$150,000 in sales tax revenue.

**WH23901 North Shop Parking Lot & Fence Replacement**  
Expenditure: \$177,250  
Revenue Reimbursement: \$0  
Net County Commitment: \$177,250 to be financed by general obligation bonds.

Funding is budgeted for the design and construction of the North Shop parking lot and fence. The project is financed with \$177,250 in general obligation bonds.

**WH08702 Rawson Avenue Culvert Pipes**  
Expenditure: \$170,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$170,000 to be financed by general obligation bonds.

Funding is budgeted for the design and construction of a culvert pipe project at Rawson Avenue. The project is financed with \$170,000 in general obligation bonds.

**Other**

**WH02015 S. North Cape Rd. (Hi-View Dr. to S. Carroll Cir.)**

Expenditure: \$300,000  
Revenue Reimbursement: \$300,000  
Net County Commitment: \$0

Funding is budgeted for the pulverization and repaving of S. North Cape Road (CTH J) from Hi-View Drive to West Forest Home Avenue. This project is ineligible for federal or state funding. It is financed by \$300,000 in local reimbursement revenue.

**Mass Transit (WT)**

**WT02601 New Flyer Buses**

Expenditure: \$13,200,000  
Revenue Reimbursement: \$8,440,000  
Net County Commitment: \$4,760,000 to be financed by general obligation bonds.

Funding is budgeted for the replacement of thirty buses at a cost of \$435,000 per bus. The project is financed by \$8,400,000 in federal revenue and \$4,760,000 in general obligation bonds. Several federal programs are contributing to the project's financing, including Section 5339, Section 5307, and Congestion Mitigation and Air Quality (CMAQ).

**WT05501 Concrete Yard Replacement at FDL Operating Garage**

Expenditure: \$1,200,000  
Revenue Reimbursement: \$960,000  
Net County Commitment: \$240,000 to be financed by general obligation bonds.

Funding is budgeted for replacement of the concrete yard at the Milwaukee County Transit System Fond du Lac Operating Garage. The pavement is more than thirty years old and requires regular maintenance to patch cracks and potholes. The project is financed by \$960,000 in FTA Urbanized Area Formula Program (Section 5307) revenue and \$240,000 in general obligation bonds.

**WT07501****On-Bus Video System**

Expenditure: \$5,000,000

Revenue Reimbursement: \$4,000,000

Net County Commitment: \$110,000 to be financed by Sales Tax revenue and \$889,000 in general obligation bonds.

Funding is budgeted to replace the current Milwaukee County Transit System's on-bus camera system. The current system was implemented in 2006 and is no longer supported by the original manufacturer. The new system will enable MCTS to more efficiently transfer and store recordings. It also includes DriveCam software which can help improve driver safety and eliminate fraudulent claims against MCTS. The project is financed by \$4,000,000 in FTA Urbanized Area Formula Program (Section 5307), \$110,000 in sale tax revenue, and \$889,000 in general obligation bonds.

**Airport (WA)****WA12501****GMIA Security and Wildlife Deterrent Perimeter**

Expenditure: \$303,000

Revenue Reimbursement: \$265,125

Net County Commitment: \$37,875 financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted to replace original perimeter fencing in order to be compliant with United States Department of Agriculture standards for providing adequate security and wildlife deterrence. The project is financed with \$227,250 in Federal Aviation Administration (FAA) General Aviation Airport Improvement Program (AIP) revenue, \$37,875 in state revenue, and \$37,875 Passenger Facility Charge revenue.

**WA18701****GMIA 13-31 Pavement Resurface**

Expenditure: \$2,600,000

Revenue Reimbursement: \$2,275,000

Net County Commitment: \$325,000 to be financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for pavement resurfacing of runway 13-31 at the General Mitchell International Airport. The project will resurface a runway with both asphalt and concrete portions. The existing asphalt portion was completed between 1972 and 1977; the concrete portion is between 36 and 65 years old. The project is financed with \$1,950,000 in FFA AIP revenue, \$325,000 in state funding, and \$325,000 Passenger Facility Charge revenue.

**WA18901 LJT Airfield Pavement Rehabilitation 2015**  
Expenditure: \$225,000  
Revenue Reimbursement: \$213,750  
Net County Commitment: \$11,250 to be financed by the capital improvement reserve.

Funding is budgeted for one year of a multi-year airfield pavement resurfacing project that began in 2006 at the Lawrence J. Timmerman Airport. The project will potentially include asphalt pavement crack filling and sealing, surface seal-coating, and full depth asphalt pavement repair of runways, taxiways, and aprons. The project is financed with \$202,500 in FAA AIP revenue, \$11,250 in state revenue, and \$11,250 in contributions from the capital improvement reserve account (CIRA).

**WA19001 LJT Perimeter Security Fence**  
Expenditure: \$225,000  
Revenue Reimbursement: \$213,750  
Net County Commitment: \$11,250 to be financed by the capital improvement reserve.

Funding is budgeted for the first year of a multi-year project to replace airport perimeter fencing to deter wildlife from entering the airfield and improve security. The project is financed with \$202,500 in FAA AIP revenue, \$11,250 in state revenue, and \$11,250 in contributions from the capital improvement reserve account (CIRA).

**WA19101 GMIA Pavement Rehabilitation 2015**  
Expenditure: \$1,120,000  
Revenue Reimbursement: \$980,000  
Net County Commitment: \$140,000 to be financed by Passenger Facility Charge (PFC) revenues.

Funding is budgeted for one year of a multi-year project to rehabilitate concrete joints, concrete pavement, and asphalt pavement. The project is financed with \$840,000 in FFA AIP revenue, \$140,000 in state funding, and \$140,000 in Passenger Facility Charge revenue.

**WA19201 GMIA Airfield Safety Improvements 2015**  
Expenditure: \$500,000  
Revenue Reimbursement: \$437,500  
Net County Commitment: \$62,500 to be financed by Passenger Facility Charge (PFC) revenues.

Funding is budgeted one year of a multi-year project to implement safety improvements to the General Mitchell International Airport. These improvements are directed by the Federal Aviation Administration. The project is financed with \$375,000 in FFA AIP revenue, \$62,500 in state funding, and \$62,500 in Passenger Facility Charge revenue.

**WA19301 GMIA Gates D54 & D55 Improvements**  
Expenditure: \$1,365,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$1,365,000 to be financed by Passenger Facility Charge (PFC) revenues.

Funding is budgeted for design and construction of improvements to gates D54 and D55 to provide concourse-level boarding of an aircraft. Prior gate tenants used the gates for ground boarding, however, no current airline requires gates for ground boarding. The project's cost of \$1,365,000 will be financed by Passenger Facility Charge revenue.

**WA20301 GMIA GRE Apron Panel Replacement**  
Expenditure: \$612,000  
Revenue Reimbursement: \$489,600  
Net County Commitment: \$122,400 financed by Passenger Facility Charge (PFC) revenues.

Funding is budgeted for the replacement of concrete panels for the ground run-up enclosure (GRE) apron. The GRE facility enables aviation tenants to perform engine run-ups for aircraft maintenance in a noise-controlled environment. The current condition of the apron could result in loose concrete being ingested into engines during run-up exercises causing significant damage. Without replacement of the apron panels, the GRE facility may need to be closed. The project is financed with \$489,000 in State Aid Project (SAP) revenue and \$122,400 in Passenger Facility Charge revenue.

## **Environmental Services (WV)**

**WV009 Countywide Sanitary Sewer Repairs**  
Expenditure: \$150,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$150,000 to be financed by Sales Tax revenue.

Funding is budgeted for the repair and reconstruction of sanitary sewer manholes and sewer lines that are in poor condition in accordance with the Stipulated Agreement with the State Attorney General's office established in 2006. Per the agreement, continued evaluation and inspection of the sanitary sewer system is required every five (5) years; deficiencies identified in the sanitary sewer system are required to be repaired within 18 months of discovery.

**WV02201 Franklin Landfill Infrastructure**  
Expenditure: \$590,749  
Revenue Reimbursement: \$0  
Net County Commitment: \$590,749 to be financed by general obligation bonds.

Funding is budgeted for the second phase of a 3 Phase project to reconstruct the landfill gas control system at the Franklin Landfill. Final design and construction should be completed in 2016.

**WV02202 Doyne Landfill Infrastructure**  
Expenditure: \$70,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$70,000 to be financed by Sales Tax revenue.

Funding is budgeted for the Phase 1 design work of a 3 Phase reconstruction of the landfill gas control system at the Doyne Landfill to take place over a 3-year period.

**WV027 Warnimont Park Remediation**  
Expenditure: \$378,850  
Revenue Reimbursement: \$0  
Net County Commitment: \$378,850 to be financed by Sales Tax revenue.

Funding is budgeted to remediate a former dump site at Warnimont Park by removing exposed waste, contaminated sediment, and installing clean cover soil.

## **Parks (WP)**

**WP214 Honey Creek Parkway Lighting (60<sup>th</sup> to 70<sup>th</sup>)**  
Expenditure: \$500,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$500,000 to be financed by general obligation bonds.

Funding is budgeted for the installation of a new electrical service and lighting system for Jacobus Park and Honey Creek/Menomonee River Parkway east of 68<sup>th</sup> street.

**WP280****Menomonee River Parkway Reconstruction**

Expenditure: \$3,825,000

Revenue Reimbursement: \$0

Net County Commitment: \$3,825,000 to be financed by general obligation bonds.

Funding is budgeted for the construction of pavement, lighting, and Storm Water Best Management Practices from Church Street to Burleigh Street, totaling 2.7 miles of roadway for the reconstruction of the Menomonee River Parkway. This is the final phase of a 3 phase project that began in 2013. This project was also noted in the Capital Improvements Committee's (CIC) 2015 recommendations as "High Rank" priority level.

Because Menomonee River Parkway is one of the busiest in the park system, measures are being taken in the scope of the design project to include the use of Best Management Practices and environmental storm water management practices to circumvent user conflicts.

**WP287****Greenfield Golf Course Irrigation**

Expenditure: \$1,300,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,300,000 to be financed by general obligation bonds.

Funding is budgeted for the third and final phase of the golf course irrigation replacement at Greenfield Park. The plan for 2015 includes the final design and installation of the 18-hole automatic irrigation system.

**WP289****Hoyt Park Suspension Bridge**

Expenditure: \$550,000

Revenue Reimbursement: \$0

Net County Commitment: \$550,000 to be financed by general obligation bonds.

Funding is budgeted for the renovation of the historic suspension bridge that connects Hoyt Park to the Menomonee River Parkway. The bridge is currently in severe disrepair and needs immediate work to replace the facing stones, reseal the joints, and other necessary improvements.

**WP297****Oak Leaf Trail Program - Grant Park**

Expenditure: \$830,000

Revenue Reimbursement: \$0

Net County Commitment: \$830,000 to be financed by general obligation bonds.

Funding is budgeted to continue to replace the oldest segments and portions of the Oak Leaf Trail within the Parks System. Although funding in the 2014 Adopted Capital Improvements Budget was provided to make improvements at Sheridan Park and to begin work at Grant Park in 2015, it was not sufficient to address the needs of both trails. The 2014 appropriation of \$500,000 in general obligation bonds will also be used to complete the project in 2015.



**WP480****Estabrook Dam Removal**

Expenditure: \$1,674,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,674,000 to be financed by Sales Tax revenue.

Funding is budgeted for the removal of Estabrook Dam. In September 2014, Parks Administration submitted a recommendation to remove and abandon the Dam after several years of deliberation on the future of the structure.

The 2010 Adopted Capital Improvements Budget, funds were appropriated to rehabilitate and make necessary repairs to the Dam after the Wisconsin Department of Natural Resources (WDNR) placed the County under Administrative Order to either remove or repair it. The improvements, however, could not be made until contaminated sediment was removed from the area, and the 2013 Adopted Capital Improvements Budget provided \$4.2 million in bonds to remove the hazardous material. The \$4.2 million served as a 35 percent match to a grant from the US Environmental Protection Agency for Great Lakes Legacy Act; the cost of the project totaled \$12 million.

The WDNR's Administrative Order requires that Milwaukee County either repair or remove the Dam by December 31, 2014. While the County will not meet this deadline, the WDNR has indicated that they may be willing to extend the deadline if the County demonstrates that actions are being taken to make a decision on the Dam. Based on an Environmental Assessment conducted by the County's engineering consultant, AECOM, removing and abandoning the Dam is the alternative with the lowest cost to the County. Demolition costs must be cash financed if no other improvements are being added to the area that would be eligible for bond financing.

**Museum (WM)****WM003****Electrical Distribution Replacement**

Expenditure: \$719,355

Revenue Reimbursement: \$0

Net County Commitment: \$719,355 to be financed by general obligation bonds.

Funding is budgeted for Phase 1 of a two-phased project to replace the Museum's electrical distribution system. This will replace obsolete equipment.

**WM010****Museum Elevator Upgrades**

Expenditure: \$834,900

Revenue Reimbursement: \$0

Net County Commitment: \$834,900 to be financed by general obligation bonds.

Funding is budgeted to replace the existing large freight elevator to an upgraded one with greater load capacity.

**WM019**      **MPM Waterproofing and Caulking-Garage & Plaza**  
Expenditure: \$398,718  
Revenue Reimbursement: \$0  
Net County Commitment: \$398,718 to be financed by general obligation bonds.

Funding is budgeted for reconstruction and waterproofing of the plaza above the Museum’s dock/garage.

**WM023**      **MPM Replace Steam Convertor and Install CHE**  
Expenditure: \$101,088  
Revenue Reimbursement: \$0  
Net County Commitment: \$101,088 to be financed by general obligation bonds.

Funding is budgeted to replace the Museum’s Condensate Heat Exchanger (CHE) System, from the existing steam convertor.

**WM024**      **MPM Chilled Water Upgrades**  
Expenditure: \$202,176  
Revenue Reimbursement: \$0  
Net County Commitment: \$101,088 to be financed by general obligation bonds and \$101,088 in private matching fund contributions.

Funding is budgeted for the installation of four Variable Frequency Drives and the upgrade of two main pumps, two additional pumps, and the chilled water loop.

Because a portion of this project is financed with private matching contributions, it will not begin until those matching funds are secured.

**WM563**      **Security/Fire/Life Safety System**  
Expenditure: \$220,610  
Revenue Reimbursement: \$0  
Net County Commitment: \$204,217 to be financed by general obligation bonds and \$16,393 in Sales Tax revenue.

Funding for the project is budgeted to upgrade the Milwaukee Public Museum’s security system, including new electronic communication and alerting equipment.

**Zoo (WZ)**

**WZ10702**      **Grizzly Bear Service Area Improvements**  
Expenditure: \$274,200  
Revenue Reimbursement: \$0  
Net County Commitment: \$274,200 to be financed by general obligation bonds.

Funding is budgeted for the initial phase to renovate the Grizzly Bear area, as part of an ongoing plan to renovate five zoo bear service areas.

- WZ10704      Brown Bear Service Area Improvements**  
 Expenditure: \$310,000  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$310,000 to be financed by general obligation bonds.
- Funding is budgeted for the initial phase to renovate the Brown Bear area, as part of an ongoing plan to renovate five zoo bear service areas.
- WZ114      Zoo Life Support Emergency Generators**  
 Expenditure: \$589,722  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$589,722 to be financed by general obligation bonds.
- An appropriation of \$589,722 is budgeted for two emergency life support generators.
- WZ119      African Plains Exhibit**  
 Expenditure: \$800,000  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$400,000 to be financed by general obligation bonds and \$400,000 in private contributions.
- Funding is budgeted to begin the design phase of the new African Plains Exhibit, which will include a new elephant facility as required to meet the Association of Zoos and Aquariums (AZA) accreditation standards.
- WZ128      Peck Roof Replacement**  
 Expenditure: \$306,650  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$306,650 to be financed by general obligation bonds.
- Funding is budgeted for replacement of the Zoo’s Peck Welcome Center Roof.
- WZ132      Zoo-wide Deck Walkway Replacements**  
 Expenditure: \$275,600  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$275,600 to be financed by general obligation bonds.
- Funding is budgeted to replace the wood decking at the Zoo’s Peck Welcome Center Boardwalk.
- The Capital Improvements Committee (CIC) assigned a “Low Rank” priority level to this proposed project.

**WZ133 Flamingo Building AC Replacement**  
Expenditure: \$229,143  
Revenue Reimbursement: \$0  
Net County Commitment: \$229,143 to be financed by general obligation bonds.

Funding is budgeted to replace the air conditioning at the Flamingo Building, where the Flamingo Café, Gift Shop, and Coffee Shop are located.

The Capital Improvements Committee (CIC) assigned a “Low Rank” priority level to this proposed project.

## **Behavioral Health Division (WE)**

**WE050 Panic Alarm System**  
Expenditure: \$205,750  
Revenue Reimbursement: \$0  
Net County Commitment: \$205,750 financed by general obligation bonds.

Funding is budgeted to replace the panic alarm system in the Psychiatric Hospital. The system was installed 25 years ago and replacement parts are no longer available.

**WE054 Essential Electrical System Improvements**  
Expenditure: \$398,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$398,000 financed by general obligation bonds.

Funding is budgeted to install critical electrical system separators and a generator at the Mental Health Complex for the emergency electrical system to comply with current electrical codes.

## **Human Services (WS)**

**WS049 Senior Centers Window Renovations**  
Expenditure: \$160,865  
Revenue Reimbursement: \$0  
Net County Commitment: \$160,865 financed by Sales Tax revenue.

Funding is budgeted to replace the windows at McGovern Park Senior Center.

**WS058 McGovern SC Chiller Replacement**  
Expenditure: \$245,981  
Revenue Reimbursement: \$0  
Net County Commitment: \$245,981 financed by general obligation bonds.

Funding is budgeted for the replacement of the chiller, a piece of air conditioning equipment, at McGovern Park Senior Center.

## County Grounds (WG)

### **WG02001 Vel Phillips Natural Gas Generator**

Expenditure: \$190,067

Revenue Reimbursement: \$0

Net County Commitment: \$190,067 to be financed by general obligation bonds.

Funding is budgeted for the removal and replacement of the existing emergency generator at the Vel Phillips Children's Court Center. The current generator is past its useful life and requires on-going repairs beyond normal routine maintenance.

## Courthouse Complex (WC)

### **WC089 Courthouse Elevator Renovation**

Expenditure: \$230,678

Revenue Reimbursement: \$0

Net County Commitment: \$230,678 to be financed by Sales Tax revenue.

Funding is budgeted for repairs to the elevators located at the Courthouse, Criminal Justice Facility, and the Safety Building.

### **WC093 Courthouse Penthouse Masonry**

Expenditure: \$639,808

Revenue Reimbursement: \$0

Net County Commitment: \$639,808 to be financed by Sales Tax revenue.

Funding is budgeted for the Courthouse's interior masonry to repair cracks, loose bricks, caulk, and mortar as well as service ladders and other damage.

### **WC094 Courthouse Exterior Duct Repairs**

Expenditure: \$126,444

Revenue Reimbursement: \$0

Net County Commitment: \$126,444 to be financed by Sales Tax revenue.

Funding is budgeted to repair several areas of failing exterior ductwork.

### **WC096 Courthouse Tuckpointing**

Expenditure: \$177,022

Revenue Reimbursement: \$0

Net County Commitment: \$177,022 to be financed by Sales Tax revenue.

Funding is budgeted to repair deteriorating mortar joints within several light-courts.

**WC11201 City Campus Complex Demolition**  
Expenditure: \$3,800,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$3,800,000 to be financed by Sales Tax revenue.

Funding is budgeted for the demolition of the City Campus Complex including the nine story, five story, and two story/theater building. The project is financed by sales tax revenue. Because City Campus is being proposed for demolishment, the project would be ineligible for bond financing.

## **House of Correction (WJ)**

**WJ022 Upgrade Fire Alarms**  
Expenditure: \$450,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$450,000 financed by general obligation bonds.

Funding is budgeted to upgrade the House of Corrections fire alarms to meet applicable industry standards and government codes.

**WJ064 Upgrade Security Doors on Cells**  
Expenditure: \$535,265  
Revenue Reimbursement: \$0  
Net County Commitment: \$535,265 financed by general obligation bonds.

Funding is budgeted to upgrade 58 cell security doors that have been in use since 1948.

**WJ066 Upgrade HOC Power Plant**  
Expenditure: \$312,183  
Revenue Reimbursement: \$0  
Net County Commitment: \$312,183 financed by general obligation bonds.

Funding is budgeted to replace outdated burners with high efficiency burners, install efficient gas meters, steam transmitters, and flow recorders.

## Other Agencies (WO)

### *Charles Allis/Villa Terrace*

#### **WO22602 Charles Allis HVAC Improvements**

Expenditure: \$113,000

Revenue Reimbursement: \$0

Net County Commitment: \$56,500 to be financed by Sales Tax revenue and \$56,500 in private matching fund contributions.

Funding is budgeted for the replacement of the HVAC system at the Charles Allis Museum.

The Recommended Budget proposes a new policy to require a 50 percent match for capital improvements at County cultural institutions where no other agreement is in place. The project will not begin until the matching funds are secured.

#### **WO506 Charles Allis Roof and Drain Replacement**

Expenditure: \$267,000

Revenue Reimbursement: \$0

Net County Commitment: \$133,500 to be financed by Sales Tax Revenue and \$133,500 in private matching fund contributions.

Funding is budgeted to replace roofing, gutters, and downspouts at the Charles Allis Museum.

The Recommended Budget proposes a new policy to require a 50 percent match for capital improvements at County cultural institutions where no other agreement is in place. The project will not begin until the matching funds are secured.

#### **WO507 Charles Allis Exterior Façade Repair**

Expenditure: \$371,000

Revenue Reimbursement: \$0

Net County Commitment: \$185,500 to be financed by Sales Tax revenue and \$185,500 in private matching fund contributions.

Funding is budgeted to repair and replace broken stonework, brickwork, and deteriorating window sills at the Charles Allis Museum.

The Recommended Budget proposes a new policy to require a 50 percent match for capital improvements at County cultural institutions where no other agreement is in place. The project will not begin until the matching funds are secured.



**Marcus Center for the Performing Arts**

**WO038 Marcus Center HVAC Upgrade**

Expenditure: \$500,000

Revenue Reimbursement: \$0

Net County Commitment: \$250,000 to be financed by general obligation bonds and \$250,000 in private matching fund contributions.

Funding is budgeted for the fifth and final phase of a project to upgrade the HVAC system at the Marcus Center.

The Recommended Budget proposes a new policy to require a 50 percent match for capital improvements at County cultural institutions where no other agreement is in place. The project will not begin until the matching funds are secured.

**WO116 Vogel Hall Renovation**

Expenditure: \$2,565,949

Revenue Reimbursement: \$0

Net County Commitment: \$1,282,974 to be financed by general obligation bonds and \$1,282,975 in private matching fund contributions.

Funding is budgeted to renovate and construct an addition to the Marcus Center's Vogel Hall.

Because a portion of this project is financed in private matching contributions, it will not begin until those matching funds are secured.

**WO888 Uihlein #1 Elevator**

Expenditure: \$625,108

Revenue Reimbursement: \$0

Net County Commitment: \$312,554 to be financed by general obligation bonds and \$312,554 in private matching fund contributions.

Funding is budgeted for the completion of the fifth phase of a 6 Phase elevator modernization project at the Marcus Center.

The Recommended Budget proposes a new policy to require a 50 percent match for capital improvements at County cultural institutions where no other agreement is in place. The project will not begin until the matching funds are secured.

## ***War Memorial***

### **WO517 War Memorial Renovations**

Expenditure: \$4,225,000

Revenue Reimbursement: \$0

Net County Commitment: \$4,125,000 to be financed by general obligation bonds and \$100,000 in Sales Tax revenue.

Funding is budgeted and appropriated for renovations of the War Memorial Center to include the following projects:

- WO51706--Birdcage Stair Glass Curtainwall Replacement (\$1,015,000 in G.O. bonds)
- WO51707--War Memorial Traction Elevator Upgrades (\$100,000 in Sales Tax revenue)
- WO51708--War Memorial Truck Dock Repairs (\$470,000 in G.O. bonds)
- WO51709--War Memorial HVAC Improvements (\$2,640,000 in G.O. bonds)

Per the separate Development and Lease & Management agreements between Milwaukee County and the War Memorial Corporation in 2013, the War Memorial Center and the Milwaukee Art Museum are to be operated and treated as separate entities/organizational units as of 2014. These new agreements obligate the County to fund \$10 million of capital improvements to the War Memorial Center facility for calendar years 2014-2017.

## ***Office of the County Executive***

### **WO0631 Election Machines**

Expenditure: \$1,845,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,794,000 to be financed by general obligation bonds and \$51,000 in Sales Tax revenue.

Funding is budgeted to purchase uniform voting machines through an anticipated intergovernmental agreement with various municipalities within Milwaukee County. The agreement will stipulate that the City of Milwaukee will provide programming services to the municipalities. By state law, the County is responsible for the cost of programming all county, state, and federal elections. Municipalities are responsible for the cost of programming local municipal elections. County Clerk staff indicate that having the City of Milwaukee do the programming will save the County a significant amount of money. Estimated net savings are \$3 million over 12 years. Thirty percent of the actual cost of the purchase is to be reimbursed by municipalities in future years.

**Department of Administrative Services- Information Management Services**

**WO218 Infrastructure Replacement**  
Expenditure: \$250,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$200,000 to be financed by general obligation bonds and \$50,000 in Sales Tax revenue.

These funds will be used by DAS-IMSD to replace network and server equipment countywide. The replacement schedule for this type of equipment is typically five years before the risk of failure jeopardizes the service, which often includes public safety functions.

**WO60201 Enterprise Platform Modernization**  
Expenditure: \$300,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$300,000 to be financed by Sales Tax revenue.

This appropriation will be used to develop the strategic plan to migrate off the County's antiquated mainframe production environment. Programs such as Advantage, which provides general ledger and accounts payable functions, need to be updated since legacy applications are no longer supported and functions are moving to server and web-based platforms. Total appropriations for this effort are expected to be approximately \$5.5 million between 2015 through 2019.

**WO606 Rewire County Facilities**  
Expenditure: \$252,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$252,000 to be financed by Sales Tax revenue.

This appropriation will be used to upgrade the standardized wiring and wireless infrastructure in County facilities. For 2015, this includes the County Board area and BHD.

**WO614 Build Out Ten Sites to Digital**  
Expenditure: \$2,009,183  
Revenue Reimbursement: \$0  
Net County Commitment: \$2,009,183 to be financed by general obligation bonds.

Funding is budgeted for Phase 3 of a multiphase project to replace analog consoles and radios with digital technology for various County departments. The total project cost from 2010 to 2016 is \$17,490,699. (The total project cost was estimated at \$26.8 million in the 2014 Recommended Budget.) In September 2014, the County Board approved an Intergovernmental Agreement with local municipalities to participate in the new radio system (File No. 14-696).

**WO619****Disaster Recovery Site**

Expenditure: \$650,000

Revenue Reimbursement: \$0

Net County Commitment: \$650,000 to be financed by Sales Tax revenue.

Funding is budgeted for the planning and design of a computing solution for disaster recovery services. IMSD previously reported that this includes the retention of an outside vendor to manage critical data due to the cost-prohibitive nature of building and maintaining data centers.

**WO621****Windows Migration**

Expenditure: \$1,191,909

Revenue Reimbursement: \$0

Net County Commitment: \$1,191,909 to be financed by Sales Tax revenue.

Funding is budgeted to complete the countywide upgrade of personal computers and operating systems. Including prior year appropriations, total expenditures for this project will be approximately \$4 million.

**Department of Administrative Services- Office of Performance, Strategy, & Budget****WO205****Fiscal Modernization and Process Improvement**

Expenditure: \$150,000

Revenue Reimbursement: \$0

Net County Commitment: \$150,000 to be financed by Sales Tax revenue.

An appropriation of \$150,000 is provided for an ongoing capital project providing support and technical modifications to the County Fiscal Intranet. This on-line tool is the primary fiscal tool used by many departmental staff.

**Department of Transportation- Fleet Management****WO10301****Fleet Management Central Garage Roof Repairs**

Expenditure: \$174,000

Revenue Reimbursement: \$0

Net County Commitment: \$174,000 to be financed by Sales Tax revenue.

Funding is budgeted for the repair of two sections of the Fleet Central Garage roof. Fleet Management already funded \$18,000 in temporary repairs to stop leaks that if left untended, could have damaged shop equipment or caused additional structural damage to the roof.

**WO11201 Fleet General Equipment**  
Expenditure: \$225,326  
Revenue Reimbursement: \$0  
Net County Commitment: \$225,326 to be financed by general obligation bonds.

Funding is budgeted for vehicle and equipment replacement. In prior years, fleet general equipment applied to fleet purchases in several departments, including the Office of the Sheriff and House of Corrections. This year, the fleet budget from the Office of the Sheriff and House of Corrections is separate from the general fleet equipment purchase. The budgeted amount is significantly less than appropriations from prior years. The adopted budgets for 2013 and 2014 appropriated \$2,714,400 and \$3,275,600, respectively. Part of the funding decrease is due to the diversion of funds to repair the Central Garage roof and reconfigure the stormwater system. According to DAS-Fiscal staff, Fleet Management will use this year to evaluate its current inventory before expanding it further through new purchases.

**WO11203 Sheriff Fleet Equipment**  
Expenditure: \$150,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$150,000 to be financed by general obligation bonds.

Funding is budgeted for the replacement of five vehicles for the Office of the Sheriff.

**WO11204 House of Corrections Fleet Equipment**  
Expenditure: \$193,490  
Revenue Reimbursement: \$0  
Net County Commitment: \$193,490 to be financed by general obligation bonds.

Funding is budgeted for the purchase of three transport vans and one pickup truck with a plow for the House of Corrections.

**WO11205 Parks Fleet Equipment**  
Expenditure: \$225,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$225,000 to be financed by general obligation bonds.

Funding is budgeted for the replacement of two pickup trucks with plows and one truck with a tree spade. The budgeted amount is significantly less than appropriations from prior years. The adopted budgets for 2013 and 2014 appropriated \$1,785,600 and \$2,130,400, respectively. Part of the funding decrease is due to the diversion of funds to repair the Central Garage roof and reconfigure the stormwater system. According to DAS-Fiscal staff, Fleet Management will use this year to evaluate its current inventory before expanding it further through new purchases.

**WO11301 Fleet Management Stormwater Reconfiguration**  
Expenditure: \$1,476,694  
Revenue Reimbursement: \$0  
Net County Commitment: \$1,476,694 to be financed by general obligation bonds.

Funding is budgeted for the reconfiguration of the Fleet Management Stormwater System. The current configurations are not compliant with state regulations for floor drains in automotive shops and roof drains that convey stormwater. This project brings the system into compliance by reconfiguring the roof and floor drain connections to appropriate sewer systems.

***Office of the Sheriff***

**WO447 CCFC Security Camera System**  
Expenditure: \$667,391  
Revenue Reimbursement: \$0  
Net County Commitment: \$659,391 to be financed by general obligation bonds and \$8,000 in Sales Tax Revenue.

The security camera system within the Criminal Justice Facility (CJF), Courthouse, and Safety Building has exceeded its useful life by five years and is failing. This is a three-phase project with a total cost of \$1.99 million and completion date of 2017. It includes the replacement of failing cameras, new cameras in areas currently not monitored, software upgrades, hardware upgrades, storage upgrades, network improvements, and training. This is the first phase and will include replacing the current camera system, adding cameras in the CJF, and adding additional data storage.

**WO450 Iris Scan Enrollment and Reading System**  
Expenditure: \$117,760  
Revenue Reimbursement: \$0  
Net County Commitment: \$117,760 financed by general obligation bonds.

Iris recognition uses over 230 unique data points versus less than 90 for finger prints, and it cannot be counterfeited and takes only seconds to identify matches. The system is endorsed by the National Sheriffs Association, the National Association of Triads, and the American Association of Ophthalmologists. I.R.I.S systems will be installed at the Criminal Justice Facility with reader locations at Patrol (Watertown Plank Road), Courts, Children's Court, and at the Airport substation. Annual software licenses, remote integration, and training will be financed in the Sheriff's Department operating budget.

**WO454****In-Squad Camera System**

Expenditure: \$310,800

Revenue Reimbursement: \$0

Net County Commitment: \$298,000 to be financed by general obligation bonds and \$12,800 in Sales Tax revenue.

Forty new Panasonic Arbitrator Digital in-squad camera systems will be newly installed or replace the old Vision-Hawk camera systems. This capital project began in 2012 with the replacement of 39 cameras. The current capital project will replace 12 failing Vision Hawk Systems, install 27 systems in squads without camera systems, create a stand-alone server and storage at the airport, and provide one system for backup. The annual software licenses, training, and other operating costs will be financed in the Sheriff's Department operating budget.

**WO462****Bullpen Camera System**

Expenditure: \$601,630

Revenue Reimbursement: \$0

Net County Commitment: \$601,630 to be financed by general obligation bonds.

Bullpen cameras are 1990's era and are outdated and obsolete. Camera quality is poor and replacement parts are not readily available. Many cameras do not function. The project includes 50 cameras/monitors, network cabling, servers/storage, network equipment, workstations, and powered cameras. Bailiffs are required to monitor detainees while in the bullpens. If a camera is not available the Bailiff must check detainees every fifteen minutes, disrupting the court session and slowing progress. Working cameras will allow detainees to be monitored at Master Control as well as from inside the courtroom. Annual software licenses, training, and other operating costs will be financed in the Sheriff's Department operating budget.



## Capital Improvement Committee (CIC) and County Executive (CEX) 2015 Recommended Project Comparison

### In CIC Recommended - Not In CEX Recommended

Item #	REQ DEPT	DEPT RANK	Project Number	Project Name	2015 Total Project Cost	2015 Reimbursement Revenue/Prv Cntrfb	2015 County Financing	CIC Grading
25	DHHS-COGGS	1	WS03201	Variable Air Volume Boxes - Upgrade/Replacement	\$158,887	\$0	\$158,887	A1
30	MC HIST SCTY	1	WO11801	Historical Center Exterior Cornice Restoration	\$4,000,000	\$0	\$4,000,000	A1
35	SHERIFF	1	WO44801	CFC Video Visitation	\$1,100,000	\$0	\$1,100,000	A1
45	DOT-HWY	2	WO87001	County Special Assessments	\$250,000	\$0	\$250,000	A1
31	SHERIFF	9	WO44901	Automated License Plate Readers	\$161,606	\$0	\$161,606	C2
33	SHERIFF	4	WO45501	Training Academy Controlled Turning Target Sys	\$140,000	\$0	\$140,000	C2
					\$5,810,493	\$0	\$5,810,493	

### In CIC Recommended - Changed In CEX Recommended

Item #	REQ DEPT	DEPT RANK	Project Number	Project Name	2015 Total Project Cost	2015 Reimbursement Revenue/Prv Cntrfb	2015 County Financing	CIC Grading	CIC Recommended Amount	Change From CIC Recommended Amount
22	MPM	5	WM02401	MPM Variable Frequency Drives Installation	\$202,176	\$101,088	\$101,088	A1	\$202,176	(\$101,088)
26	DAS-FM-FM	2	WC11201	City Campus Office Complex Demolition	\$3,800,000	\$0	\$3,800,000	A1	\$3,600,000	\$200,000
29	MARCUS CNTR	2	WO03801	Marcus Center HVAC Upgrade	\$500,000	\$250,000	\$250,000	A1	\$500,000	(\$250,000)
34	CAVT	4	WO22602	Charles Allis HVAC Improvements	\$113,000	\$56,500	\$56,500	A1	\$113,000	(\$56,500)
39	WMC-MAM	1	WO51709	War Memorial HVAC Upgrades	\$2,640,000	\$0	\$2,640,000	A1	\$1,140,000	\$1,500,000
40	DAS-IMSD	6	WO60201	Main Frame Apps Migration	\$300,000	\$0	\$300,000	A1	\$750,000	(\$450,000)
43	DAS-IMSD	3	WO61901	Disaster Recovery Site	\$650,000	\$0	\$650,000	A1	\$900,000	(\$250,000)
2	CAVT	2	WO50701	Charles Allis Exterior Façade Repair	\$371,000	\$185,500	\$185,500	B1	\$371,000	(\$185,500)
22	MARCUS CNTR	1	WO11601	Vogel Hall Renovation	\$2,565,949	\$1,282,975	\$1,282,974	B3	\$1,565,949	(\$282,975)
24	MARCUS CNTR	3	WO88802	Uihlein #1 elevator	\$625,108	\$312,554	\$312,554	B3	\$625,108	(\$312,554)
34	CAVT	1	WO50601	Charles Allis Roof and Drain Replacement	\$267,000	\$133,500	\$133,500	C2	\$267,000	(\$133,500)
					\$12,034,233	\$2,322,117	\$9,712,116		\$10,034,233	(\$322,117)

**Not In CIC Recommended - In CEX Recommended**

Item #	REQ_DEPT	DEPT RANK	Project Number	Project Name	2015			CIC Grading
					2015 Total Project Cost	Reimbursement Revenue/Prv Cntrb	2015 County Financing	
10	DOT-FLEET	5	WO11301	Fleet Management Stormwater Reconfiguration	\$1,476,694	\$0	\$1,476,694	C2
17	DOT-FLEET	1	WO11201	Fleet General Equipment	\$225,326	\$0	\$225,326	D2
18	DOT-FLEET	4	WO11203	Sheriff Fleet Equipment	\$150,000	\$0	\$150,000	D2
19	DOT-FLEET	3	WO11204	House of Correction Fleet Equipment	\$193,490	\$0	\$193,490	D2
20	DOT-FLEET	2	WO11205	Fleet Parks Equipment	\$225,000	\$0	\$225,000	D2
23	DOT-HWY	16	WH09101	Short Term CTH Rehabilitation-Maint. Projects	\$500,000	\$0	\$500,000	D3
33	AGING	1	WS05801	McGovern SC Chiller Replacement	\$245,981	\$0	\$245,981	D3
34	HOC	3	WJ06601	Update HOC Power Plant	\$312,183	\$0	\$312,183	D3
40	ZOO	8	WZ13301	Flamingo Building AC Replacement	\$229,143	\$0	\$229,143	F1
11	DOT-HWY	17	WH09201	S. 76th St. & W. Layton Ave. Adapt Signal System	\$19,800	\$0	\$19,800	C3
24	DOT-HWY	19	WH23901	North Shop Parking Lot & Fence Replacement	\$177,250	\$0	\$177,250	D3
N/A	Election Comm	N/A	WO63101	Election Machines*	\$1,845,000	\$0	\$1,845,000	N/A
N/A	Parks	N/A	WP48001	Estabrook Dam Removal*	\$1,674,000	\$0	\$1,674,000	N/A
39	ZOO	6	WZ13201	Zoo-wide Deck Walkway Replacements	\$275,600	\$0	\$275,600	F1
					\$7,549,467	\$0	\$7,549,467	

**Proposed Milwaukee County Policy - Projects \$100,000 or Less will be Funded in the Operating Budget**

**In CIC Recommended - Move to CEX Recommended Operating**

Item #	REQ_DEPT	DEPT RANK	Project Number	Project Name	2015			CIC Grading
					2015 Total Project Cost	Reimbursement Revenue/Prv Cntrb	2015 County Financing	
23	MPM	4	WM02501	100 Ton Chiller Compressor for Circuit #2	\$55,234	\$0	\$55,234	A1

**Proposed Milwaukee County Policy - Projects \$100,000 or Less will be Funded in the Operating Budget**

**Not In CIC Recommended - Move to CEX Recommended Operating**

Item #	REQ_DEPT	DEPT RANK	Project Number	Project Name	2015			CIC Grading
					2015 Total Project Cost	Reimbursement Revenue/Prv Cntrb	2015 County Financing	
12	Zoo	10	WZ13401	Australia Building AC Replacement	\$37,050	\$0	\$37,050	C3
13	Zoo	5	WZ08801	Replace Underground Water Valves	\$89,150	\$0	\$89,150	C3
36	DOT-FLEET	7	WO24201	Fleet Fuel Pumps Replacement	\$76,490	\$0	\$76,490	D3
46	MED EXMNR	2	WO23801	Medical Examiner 5-Headed Microscope	\$35,362	\$0	\$35,362	F3
					\$238,052	\$0	\$238,052	

Notes:

\* Projects were not included in the 2015 Request. Projects were added as a part of the CEX process for the 2015 Budget.