



OVERVIEW OF THE MILWAUKEE COUNTY 2020 RECOMMENDED BUDGET



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COUNTY OF MILWAUKEE INTER-OFFICE COMMUNICATION

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FROM : Comptroller Research Services Staff

SUBJECT: **Overview of County Executive's 2020 Recommended Budget**

Attached is the Comptroller Research Services Staff's overview of the County Executive's 2020 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 2020 Recommended Budget with the 2019 Adopted Budget.
3. Section 3 provides a summary of **Major Changes**, proposed by the County Executive in the 2020 Recommended Budget.
4. Section 4 is the **Capital Improvements** section, which summarizes the capital improvement projects proposed by the County Executive.

This overview serves as an initial analysis to highlight major policy and budget changes proposed by the County Executive and is intended to assist interested parties in their understanding of the budget. The Committee on Finance and Audit will begin its formal review of all budgets as a full committee beginning October 8th 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.

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SECTION 1

GENERAL OVERVIEW

SUMMARY ANALYSIS

Building on the collaborative process used last year, the recent unveiling of the 2020 Recommended Budget resulted in few surprises as policymakers were generally aware of many of the proposals to balance the budget as they were included in departmental requests. The County's fiscal challenges and lack of tools to address them has been frequently reported by internal staff and confirmed by the Wisconsin Policy Forum in numerous [reports](#) covering County operations and finances. On February 7, 2019 the County Board unanimously adopted – and the County Executive immediately signed – [File No. 161](#), which adopted the recommendations of the Fair Deal Workgroup. The legislation signaled the County Executive and County Board were in alignment in seeking a fairer funding partnership with the State of Wisconsin and more options for local control over the County's financial destiny. The Fair Deal resolution charts a path that policymakers hope will aid future budgets, but the budget gap for 2020, [estimated](#) by the Comptroller last month to be \$16 million, is addressed through a combination of new revenues and expenditure cuts.

One of the largest sources of new revenue, \$7.4 million, is gained through a 2.51 percent increase to the property tax levy to the state-imposed legal limit. This includes a likely one-time carry forward provision of almost \$3 million that will require a two-thirds vote of the County Board to approve. (See more on the tax levy limit later in Section 1). The Recommended Budget proposes no change to the \$30 annual vehicle registration fee (VRF) and the \$17.2 million of revenue it generates is mostly applied to the Transit Budget.

While it was expected the County Executive would not increase the VRF to balance the 2020 budget, it may be somewhat of a welcome surprise that the steps taken to close the budget shortfall are less severe than what was seen in the requested budgets this summer. Aided by significantly lower healthcare costs compared to early estimates, modest contributions from reserves, and squeezing departmental budgets, the 2020 Recommended Budget appears to be largely intact. The most notable exceptions visible to the public may be the elimination of several transit routes and services and the closure of two deep well pools.

Along with the transit and parks cuts, other changes to achieve tax levy savings deserve a careful review by policymakers, such as a \$1.7 million initiative to close five dorms by expanding the number of community access-eligible inmates placed on electronic monitoring at the House of Correction.

Despite grappling with the [chronic structural deficit](#), the budget does provide a few new initiatives, such as an investment of \$250,000 to expand the Housing First program to help an additional 150 families avoid homelessness or expanding nutrition services for residents in Zip Codes 53206 and 53204 through the Department on Aging. The Department of Health and Human Services (DHHS) is also launching a “No Wrong Door” initiative that will allow residents who access one DHHS program or service to access information all DHHS programs and services. And in the midst of other transit route cuts, new bus service is scheduled begin later in 2020 to help get central city workers to the new Amazon distribution center in Oak Creek.

The promotion of racial equity is evidenced throughout the 2020 Recommended Budget. This Recommended Budget used a [toolkit](#) from the Government Alliance on Race and Equity to examine how the 2020 Budget may avoid unintentionally creating a disparate impact. Departments submitted demographic data on those who would likely be impacted by cuts and investments. The structure of transit funding and route reductions were based on this model, protecting the 97 percent core of ridership who are most dependent upon public transportation. Playground replacement recommendations in the Park System also were adjusted to target neighborhoods that, according to the Administration, historically had limited investment. The 2020 Recommended Budget also

allocates \$150,000 to the Office on African American Affairs to continue the employee racial equity training it began in 2019 and incorporate the training into the New Hire Orientation Process.

Almost [60 new positions](#) are created or funded in the 2020 Recommended Budget at a tax levy cost of approximately \$2.7 million. Many of these positions are created to address Information Technology (IT) needs, Sheriff's security of the courts and jail, and DHHS positions to implement the program above or provide services within the Behavioral Health Division. Policymakers may wish to review the sustainability of these new positions in light of the County's structural deficit and the limited ability to raise additional revenues.

The County has made considerable progress to reduce its structural deficit, but the challenge becomes greater each passing year as it will be more difficult to wring additional savings out of employee wage and fringe benefit costs or departmental budgets without significant cuts to programs and services. For example, 2020 is the last full year that Froedtert will make a payment for the sale of Doyne Hospital. The budget anticipates \$9 million based on the 25-year payment plan. As policymakers consider the budget, they should carefully review which programs and services should be eliminated or reduced in the future if additional revenues do not materialize. With DHHS-BHD tax levy controlled by the County Executive and Mental Health Board, the remaining tax levy is heavy with public safety (e.g. jails) and mandated programs and services that may be difficult to reduce. The "discretionary" tax levy is dominated with quality of life programming, such as Parks, Zoo, and cultural institutions which are highly valued by the public.

Through the efforts of the County Executive and County Board Chairman, along with many other policymakers and community stakeholders, one of the goals of the Fair Deal resolution mentioned earlier may be in sight. 2019 Wisconsin Senate Bill 471 ([SB 471](#)) was recently introduced that would authorize a binding referendum for Milwaukee County that, if approved, would allow the County to impose an additional one percent sales tax. The bill requires that 25 percent of the revenue be provided for property tax relief, divided equally between county and municipal tax relief, and that seven percent of the revenue be used for public health infrastructure projects. For the remaining 68 percent of tax revenue, the legislation requires that the county keep half for its operational and capital expenses and distribute the other half to the cities and villages in the county for their operational and capital expenses.

The risk, of course, is that the state legislation is not approved or voters ultimately reject the binding referendum while the county grapples with another sizable budget gap and a seemingly insurmountable backlog of deferred maintenance (especially in the Parks) and large building projects such as a new criminal courthouse on the horizon.

While the 2020 Recommended Budget may not include any hot-button issues such as a proposed increase in the VRF, or proposals to charge for parking at the lakefront or County parkways, policymakers will want to focus on several initiatives recommended by the County Executive, that are outlined later in this section, including:

- The expansion of electronic monitoring at the House of Correction (HOC) to achieve \$1.7 million in savings through the closure of five dormitories
- The recommendation that correctional health care continue to be provided through a contract and not transitioned to a self-operation model
- Transit route reductions and other changes to address rising costs to provide transit services.
- The recommendation to partner with the Medical College of Wisconsin (MCW) to buildout and lease a new Forensic Science Center, constructed by MCW, to house the Medical Examiner and Office of Emergency Management

FIVE YEAR FISCAL FORECAST

In September 2019, the Comptroller issued an annual [report](#) regarding the County's five-year financial forecast. The goal of the State-mandated report is 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 an *estimated* structural deficit (shortfall) of \$16 million for 2020 with the gap growing to \$79.6 million in 2024 if no permanent fixes were made. In summary, the County's expenditures are growing faster (2.4 percent) than the anticipated revenue (1 percent) available to pay for them.

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 2020 projected shortfall, then the projected shortfall for 2021 would be \$19.4 million, not the \$35.3 million that is currently projected.

Policymakers should keep in mind the type of fixes that are made to annual budgets (one-time or permanent) with an eye on the challenges that lay in the years ahead so that thoughtful planning can be made to address the projected shortfalls. The 2020 Recommended Budget addresses a significant portion of the budget shortfall by making departmental expenditure cuts, which will make it more difficult in subsequent budgets to close the structural deficit because the reductions are likely to be permanent. The use of reserves or other "one-time" funds will make the budget gap even more challenging in future years.

USE OF DEBT SERVICE RESERVE FUND

The 2020 Recommended Budget proposes to use \$3.1 million from the Debt Service Reserve (DSR) to balance the budget, a decrease of \$219,500 from the \$3,347,553 provided in 2019. The *projected* balance in the Debt Service Reserve at the end of 2019 will be \$35.3 million. It should be noted that contributions from the Debt Service Reserve reduce tax levy funding requirements. The use of reserves is considered a "one-time" use of funds and does not reduce the County's structural deficit for future years. The chart below outlines the recent history of the Debt Service Reserve and the projected impact on using \$3.1 million in 2020 to fund the budget.

Debt Service Reserve Recent Activity & Projection

		Outflows	Inflows
Balance As of December 31, 2015			\$47,176,189
Balance As of December 31, 2016			\$44,481,241
2017 Budget Contribution	2017 Budget	(\$6,750,000)	
Kinnickinnic Parkway (Lake Park Ravine)	17-117	(\$430,000)	
Clarke Square Pavilion	17-375	(\$91,145)	
Unspent Bonds Transfers to Capital Projects	17-483	(\$1,853,468)	
Bid Premium/Surplus Bond Transfer - Refunding Bond Contribution	17-662	(\$713,100)	
Bond Sale Surplus Bonds/Net Premium	17-198		\$2,406,067
Carryover Surplus Bonds	18-311		\$3,689,420
Projected Balance as of December 31, 2017			\$40,739,015
2018 Budget Contribution	2018 Budget	(\$6,554,710)	
Carryover Adjustment	18-311	(\$16,719)	
Oak Creek Parkway	18-282	(\$1,074,992)	
Zoo New Entry Complex	18-311	(\$325,000)	
Carryover Bond Reallocation- Reduce 2018 Bond Issuances	18-398	(\$2,397,471)	
Carryover Bond Reallocation- Apply Funds Towards 2018 Refundings	18-398	(\$773,331)	
Carryover Bond Reallocation- Cathedral Square Playground	18-398	(\$185,000)	
Carryover Bond Reallocation- Menomonee River Streambank	18-398	(\$35,000)	
Unspent Bonds to Reduce 2018 Issuances	18-210	(\$1,463,796)	
Bid Premium/Surplus Bonds - Apply funds towards 2018 Refunding	18-517	(\$533,467)	
Bond Sale Surplus Bonds/Net Premium	18-211		\$659,725
Carryover Surplus Bonds/Cash	19-432		\$1,432,217
2018 Year-End Surplus	19-457		\$18,310,323
Balance as of December 31, 2018			\$47,781,793
2019 Budget Contribution	2019 Budget	(\$3,347,553)	
Debt Service/Inmate Medical	19-194	(\$4,971,406)	

Debt Service/North Shop/2019 Refunding	March		
Unspent Bond Reallocation to Projects/2019	Transfer		(\$334,670)
Refundings	19-494		(\$1,255,969)
Apply 2010C Bonds Towards 2019 Refunding	18-398		(\$281,899)
Reduce ERP bonding in order to replace with	19-500		(\$1,500,000)
cash			
Unspent Bond Reallocation to Bus			
Replacement Project/2019 Refundings	July Transfer		(\$780,842)
Projected Balance as of December 31, 2019			\$35,309,454
2020 Recommended Budget Contribution			(\$3,128,053)
Projected Balance as of December 31, 2020			\$32,181,401

BUDGET FISCAL SYNOPSIS

The 2020 Budget calls for total expenditures of \$1,181,630,532, a decrease of \$6,947,142, or 0.58 percent, compared to the 2019 Adopted County Budget. The recommended property tax levy is \$301,771,232, an increase of \$7,375,773 or 2.51 percent, from the 2019 levy. The recommended tax levy is comprised of two components: debt service levy of \$34,698,117 and operating levy of \$267,073,115. The recommended tax levy is at the state-limited tax levy cap. (See Tax Levy Cap below)

The Recommended Budget allocates \$90,989,661 in expenditures for capital improvements with \$33 million for the airport and \$58 million for general government. General obligation bonding is \$44,927,646 and is 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 2020. The estimated tax levy limit for 2020 is an increase of \$7,375,773, or 2.51 percent. The County Executive is recommending a tax levy of \$301,771,232, excluding Southeastern Wisconsin Regional Planning Commission levy (“SEWRPC”), which is an increase of \$7,375,773, or 2.51 percent.

Included in the \$7,375,773 tax levy increase noted above are several provisions including the use of \$2,946,235 under the carryforward provision in Wis. Stat. 66.0602 (3)(fm). Claiming the carryforward requires approval by a 2/3 majority vote of the governing body, and the amount of general obligation debt outstanding in the year the carryforward is claimed must be less than the amount of general debt outstanding in the prior year. Milwaukee County is eligible to use the carryforward provision.

Another tax levy limit provision that began in 2019 was the requirement that the County reduce its levy to reflect the receipt of personal property aid, which was \$1,616,781 for 2019. For 2020, the personal property aid payment will be \$1,499,034, a decrease of \$117,747. Therefore, the tax levy limit increases by a like amount to offset the loss of the personal property aid.

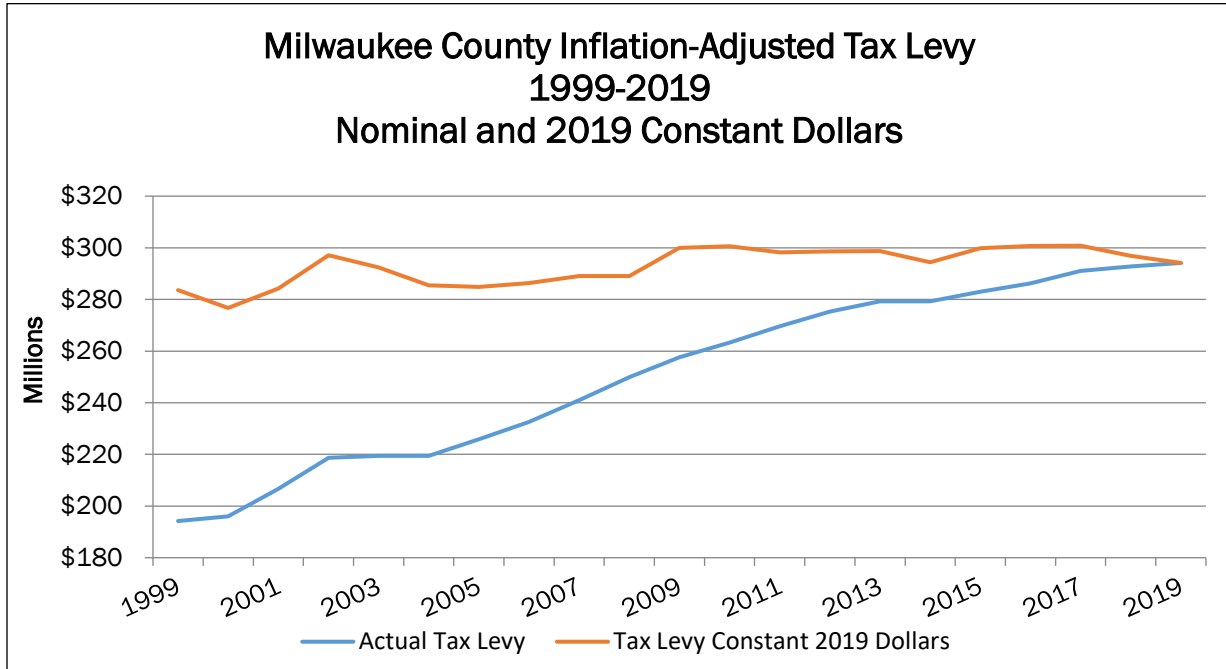
In addition to this limit, the County may separately levy for its County-wide Emergency Medical Services (EMS) program. The 2020 Recommended Budget includes tax levy of \$3,320,026 for Emergency Medical Services. In the 2019 Budget, the County used \$2,651,209 of the EMS exclusion by levying separately for this item. Since the proposed levy for EMS is \$668,817 above the amount excluded in 2019, the County may increase its allowable levy by \$668,817.

Milwaukee County’s levy limit was also increased by \$627,208 due to the budgeted increase in debt service and \$2,380 for the reduction in the SEWRPC levy.

The tax levy limit may change before final budget adoption due to factors such as the final sales of the 2019 general obligation bonds that are expected later in October or changes to the exclusions noted above. The Office of the Comptroller will provide the updated 2020 debt service amounts after the final sales occur and report any changes to the tax levy limit.

Tax Levy History

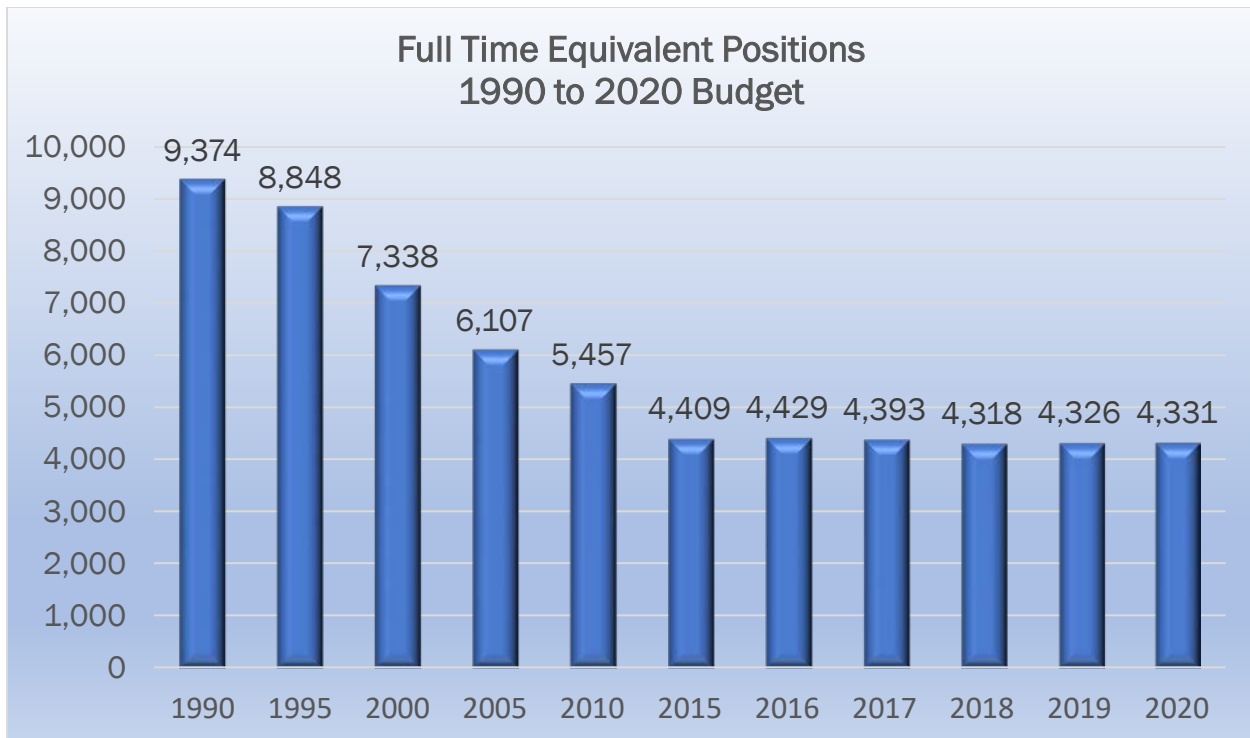
The average increase in the County property tax levy since 1999 is 2.1 percent per year. Through 2018¹, the average annual inflation since 1999 has been 1.9 percent. The following chart shows the changes in the tax levy from 1999 through 2019 as adjusted for inflation:



FUNDED FULL-TIME POSITIONS

The 2020 Recommended Budget includes 4,331 funded FTEs, an increase of five from the 2019 Adopted Budget. The FTE count is net of position creations, abolishments, and unfunding. It should be noted that vacancy and turnover (V&T) increases by \$2.5 million to \$14.6 million mostly due to the implementation of a \$2 million county-wide V&T contained in a centralized account. The Department of Administrative Services reported to Research Services staff that one filled position of Special Projects Coordinator at the Zoo is “at-risk” of layoff due to the planned abolishment of the position. The chart below provides a historical summary of the number of FTEs within the County since 1990.

¹ The 2019 inflation figure is based on annualizing the CPI-U figure based on data through June 30, 2019.



MAJOR INITIATIVES

ELECTRONIC MONITORING AT THE HOUSE OF CORRECTION

The 2020 Recommended Budget for the House of Correction (HOC) includes savings of \$1.7 million through the closure of five inmate dorms by expanding its Electronic Monitoring (EM) and Home Detention by up to 360 inmates. This initiative will allow three Huber and two general population dorms to close which will reduce staffing requirements that provide the majority of the savings.

Per Wisconsin State Statute § 302.425, the sheriff or superintendent may, if he or she determines that the home detention program is appropriate for a prisoner, place the prisoner in the home detention program and provide that the prisoner be detained at the prisoner's place of residence or other place designated by the sheriff or superintendent and be monitored by an active electronic monitoring system. Currently, inmates sentenced with Huber² privileges and granted community access are not placed on election monitoring but will be under the new initiative. In addition, inmates that are sentenced with Huber privileges that are not currently granted community access will likely be released to the electronic monitoring program.

The Superintendent of the House of Correction submitted an informational report ([File No. 19-764](#)) that provides more information about the proposed initiative. The report suggests that current law permits the Superintendent to release inmates sentenced to straight time (with no Huber privileges) to electronic monitoring. The Superintendent informed Comptroller staff during the preparation of this overview that he did not plan on selecting these inmates for the electronic monitoring program and

² Huber law typically grants inmates the privilege of community access to work or seek employment, perform community service, attend to family needs, attend court proceedings, attend educational or parenting classes, obtain medical services, receive counseling, or meet with a parole or supervision agent.

that there would be a large enough pool of inmates with Huber privileges to achieve the desired dorm closures. It was also suggested that there may be additional savings due to a reduction in correctional health care costs. Inmates released to electronic monitoring are not provided health care services but may be eligible for state-sponsored programs. The \$1.7 million of anticipated savings does not include any health care cost savings.

[File 17-666](#) approved by the Milwaukee County Board granted authority for the Superintendent of the House of Correction (HOC) to enter into a contract through 2020 with Wisconsin Community Services (WCS) to oversee the EM program. WCS provides round the clock coverage every day of the year using a Global Positioning System (GPS) monitoring to track an inmate's location. WCS provides the equipment and the staff to operate the program. Inmates are required to check in at WCS weekly or more frequently as requested to undergo case management, and alcohol and drug testing. The WCS facility is located at 38th street and Wisconsin Avenue.

Policymakers may wish to better understand the policies that will dictate which inmates will be selected for the electronic monitoring program and how they will be charged for the privilege, especially if they are unemployed or working less than full-time. The \$1.7 million in savings, based on an initial review by the Office of the Comptroller, may be a reasonable estimate if the House of Correction can close five additional dorms. The Superintendent maintains that the current electronic monitoring program has few absconders and the expansion of the program is unlikely to require additional resources to handle these cases.

Successful implementation of the program will allow the HOC the ability to continue operation of the Day Reporting Center (DRC) and maintain its partnership with the Benedict Center to provide an in-house female offender program. Additionally, the HOC anticipates significant reduction in staff overtime hours.

CORRECTIONAL HEALTH CARE RECOMMENDED TO BE PROVIDED BY CONTRACT

The 2020 Recommended Budget includes funding to continue contracting with Wellpath, LLC ("Wellpath") for the provision of correctional health care. It does not include any funding for the transition to the County's adopted policy of self-operation, which is [estimated](#) by the House of Correction, Sheriff's Office, Department of Administrative Services, Office of the Comptroller and the Office of Corporation Counsel to cost an additional \$7.8 to \$10.3 million over the next two years. (For 2020, the estimate is approximately \$4.5 more.) After the transition, the cost of self-operation is estimated to be \$2.4 to \$4.5 million more each year than an outsourced contract.

In December 2018, Milwaukee County (the "County") [reaffirmed its position](#) regarding the self-operation of correctional health care by the County at the Milwaukee County Jail and the Milwaukee County House of Correction. In 2013, the County was required to enter into a contract with Armor Correctional Health Services, Inc. ("Armor") for provision of inmate medical, dental, and mental health services following a decision made by the Milwaukee County Circuit Court in the case of *Christensen v. Milwaukee County et al.* (the "Christensen Consent Decree"). The contract with Armor expired on December 31, 2018 and, following reports of substandard levels of care by Armor providers, the County adopted [File No. 18-898](#) to transition to self-operation of correctional health care, including medical, dental, and mental health services, and requested a report calculating the cost of self-operation of correctional health care compared to the cost of obtaining these services from a contract vendor. Upon adoption of the resolution to transition to a self-operation model, the estimated cost compared to a contract vendor was unknown.

The County chose to continue contracting with Armor for a short-term, three-month extension beginning January 1, 2019 and ending March 31, 2019, at a cost of \$5.7 million, while the search for

a new interim contract began. In an effort to improve contract monitoring and quality of care provided, the County adopted [File No. 19-195](#), executing a Professional Service Contract with the National Commission on Correctional Health Care Resources, Inc. (NRI) in the amount of \$373,188 for fiscal and medical monitoring services of any contract with any vendor providing correctional health care services for a one-year term.

Upon expiration of the extended contract with Armor, the County selected Wellpath through an RFP process to provide correctional health care while the County planned for a self-operation model. In February 2019, the County [approved](#) a \$39,735,183 two-year contract with Wellpath to provide correctional health care while thorough analysis and careful planning of self-operation of these services is completed, based on advice provided by the Department of Administrative Services (DAS). The 2019 Adopted Budget did not include enough funding for the new contract with Wellpath. An appropriation transfer of \$4,671,406 in levy-financed expenditure authority from General County Debt Service to the House of Correction was approved through [File No. 19-194](#) to fully fund the first year of the two-year contract with Wellpath. The 2020 Recommended Budget provides \$20,014,396 to fully fund the contact with Wellpath.

To lead the project, the County [approved](#) the creation of a Special Project Manager position within DAS. The Correctional Health Care Self-Operation Project Team, including individuals from DAS, again enlisted health care experts from NRI to [develop the self-operation model](#). They have assisted in identifying which positions would be necessary, [possible organizational structures](#), required insurance, and hiring plans. It was assumed, at this point, that the Christensen Consent Decree will be in effect in years 2020 and 2021 and the County will move to the self-operation model on or before April 1, 2021. These assumptions have guided the work of the Correctional Health Care Self-Operation Project Team.

Subsequently, the County [adopted definitions and parameters](#) in March 2019 to guide the transition to self-operation of correctional health care. First, the County defined self-operation as the “provision of inmate medical care, including dental and mental health care, by Milwaukee County through the conversion of the existing 128.8 full and part-time roles, currently identified as required positions under the Christensen Consent Decree, to permanent County employee roles overseen by County authority” and requires the County to manage any additional contracts that should be necessary, including pharmacy services or specialty care (see [File No. 19-14](#) for additional documentation). The County also selected a governance model in which correctional health care will require the creation of a new department, the Correctional Health Care Department, with administrative oversight provided directly by the County Executive. As with other County departments, the County Board will provide legislative oversight through the enactment of policies and approval of the proposed annual departmental budget.

In September 2019, the most recent [joint report](#) from the House of Correction, Sheriff’s Office, Department of Administrative Services, Office of the Comptroller, and the Office of Corporation Counsel, including analysis performed by NRI, estimates that the self-operation model will cost an additional \$7.8 - \$10.3 million in total over the next two years, and an additional \$2.4 - \$4.5 million per year for each additional year thereafter, but potentially more. Currently, the annual expenditure for Correctional Health Care is \$21.9 million. The self-operation model could increase annual expenditures to the amount of \$26.6 - \$30.6 million for each of the next two years and approximately \$25.9 - \$28 million for each year thereafter. In addition, if self-operation is pursued, the County exposes itself to greater liability and significant risks. Based on the increased costs and risks to Milwaukee County, the report does not recommend self-operation at this time. To address continuing concerns about patient safety and provision of quality health care, the report recommends focusing on continued monitoring of third-party health care contracts, focusing on improving quality of care,

measuring quality of care, and ensuring standards are met, and reclassifying the special project manager position to a contract manager position to ensure continuous improvement of health care services.

The 2020 Recommended Budget does not include any additional resources to further study or transition to a self-operation model for the delivery of correctional health care.

Transit Route Reductions

The 2020 Recommended Budget proposes eliminating six bus routes with lower levels of passengers per bus hour (PBH) and four other services. The reductions are largely on the county borders of the transit system map. MCTS will also shrink the transit fleet and eliminate vacant driver positions.

2020 Eliminated Routes

- 17 (Canal Street)
- 42U (6th St. – Port Washington UBus)
- 49U (Brown Deer UBus)
- 219
- 223 (Park Place – Bradley Woods Shuttle)
- 276 (Brown Deer Shuttle)
- Brewers Line
- Wisconsin State Fair Freeway Flyers & Shuttle
- Wisconsin Avenue Shuttle to Summerfest & Ethnic Festivals at Summerfest Grounds
- Freeway Flyers to Ethnic Festivals at Summerfest Grounds

2020 Route Mergers

- [BlueLine](#) & [Route 23](#)
- [30 & 30X](#)

The service reductions occur although the tax levy allocated to the Milwaukee County Transit System (MCTS) budget increases by approximately \$2.2 million compared to the 2019 Adopted Budget. As elsewhere in local government, MCTS has seen costs rising faster than revenues. This is despite MCTS delivering efficient service comparable or better than peer systems and all other Wisconsin transit systems.

MCTS initially faced a \$9 million deficit in the preparation of the 2020 Requested Budget. It plans to tap a one-time use of \$2.2 million in reserve federal funds and benefitted from a two percent or \$1.2 million increase in State operating assistance. In addition, the vehicle registration fee generates \$370,000 more to offset transit costs in 2020.

For further reading and greater detail, see the “5600 DOT–Transit–Fixed Route” section of this Overview.

Forensic Science Center

Policymakers have previously deliberated over whether the County should build its own Forensic Science Center to house the Medical Examiner and consolidate Office of Emergency Management functions or be a tenant in a structure built by the Medical College of Wisconsin (MCW). The 2020 Recommended Capital Budget proposes debt-financing approximately \$11.2 million to design and construct the interior within a shell constructed, owned, and managed by the Medical College of Wisconsin.

The idea for a forensic science center stemmed from a fiscal goal to reduce the County's physical office space footprint. In 2011 the County Board approved hiring a consultant to survey the County's facilities ([File No 11-356](#)). The consultant's report released on February 11, 2013, recommending selling surplus assets and consolidating where able to optimize cost-savings and delivery of government services. Savings could be redeployed to maintain the remaining real estate. The County Board then endorsed creating a County Master Space Plan in June 2014 ([File No. 14-483](#)).

It was in this environment in 2016 that in [File No. 16-393](#), the Director of Emergency Management proposed the creation of a "Forensic Science and Intelligence Center" which would "house regionally-based public and private entities, a southeastern Wisconsin-based coalition, focused on improving the health and safety of our communities." As originally conceived, the new center would have combined the County's Office of the Medical Examiner, Office of Emergency Management, the Wisconsin Department of Justice Crime Lab, and the MCW. The idea was to create a medical science cluster building upon the existing medical agglomeration at the Milwaukee Regional Medical Center (MRMC).

That year the Administration began studying the different needs of the various County entities and replied to a State of Wisconsin request for proposals regarding a potential new State Crime Lab ([File No. 16-721](#)). In 2016, the Wisconsin Policy Forum (WPF) began studying the issue and finished its report³ that December ([File No. 17-298](#)) weighing the merits of collocating with MCW. The WPF concluded that:

Our interviews with other forensic science centers in North America confirmed the potential for many of the co-location benefits anticipated by local stakeholders. Cost savings from construction, operations, and/or personnel efficiencies were realized in each of the facilities. Co-located facilities also have improved collaboration among the partners involved to varying degrees.

Perhaps the greatest functional benefits of co-location have been realized through partnerships between medical examiner offices and medical schools. Such partnerships appear to be beneficial in attracting and retaining university students and faculty and M.E. staff, and they have resulted in enhanced laboratory practices through student validation and methodological studies. Co-location also offers the opportunity for new state-of-the-art laboratory/autopsy teaching facilities that can be secured as necessary for use by the M.E.

While M.E. and university functions must be securely separated from a crime lab, co-location with a crime lab can provide benefits as well. It can facilitate body identification; enhance the speed and coordination of cases; and result in savings on toxicology and DNA analysis if labs are shared.

The 2019 Adopted Capital Budget included almost \$1 million for planning and design of a combined facility for the Offices of the Medical Examiner and Emergency Management with a co-location with the MCW. In [File No. 19-625](#) it became apparent that the MCW would not be a tenant of a County-owned property, but would share space with County offices if it was the owner. A [report](#) led by the Comptroller found the net present value cost of the County leasing the shell of an MCW facility versus the County building and owning its facility were comparable, with leasing a shell being cheaper by \$3 million to \$4 million.

³ Sue Moser and Joe Peterangelo, "Breaking Ground?: Analyzing the potential for a public-private forensic science center in southeast Wisconsin," Wisconsin Policy Forum, February 2017, <https://wispolicyforum.org/research/breaking-new-ground-analyzing-the-potential-for-a-public-private-forensic-science-center-in-southeast-wisconsin/>.

EMPLOYEE COMPENSATION AND FRINGE BENEFITS

The 2020 Recommended Budget benefitted greatly from the lower than anticipated cost to provide employee and retiree health care benefits. Gross health and dental costs⁴ decrease by \$2,179,277 to \$109.6 million based primarily on experience, lower Medicare Advantage premium costs and greater prescription drug rebates. Additionally, gross pension costs⁵ increase \$4,738,034 to \$111.8 million primarily due to a reduction, from 7.75 percent to 7.5 percent, in the assumed rate of return on pension assets.

There are no proposed changes to employee/retiree health and dental benefits based on discussions with the Employee Benefits Director. Moreover, monthly premiums, deductibles, and office visit co-payments remain the same as 2020. The Recommended Budget narrative provides no specific details on the health/dental insurance provided to employees and retirees despite almost \$110 million allocated for this purpose. Many elements of the benefits plan, however, are [outlined](#) in Milwaukee County General Ordinances. (See the chart in Section 3 outlining Employee health care and dental benefits).

The Recommended Budget includes funding in departmental budgets to provide full-year funding of the two percent raise given to employees in mid-2019 and provide a one percent general raise to most employees effective Pay Period 15 beginning June 28, 2020. In addition, departmental budgets include a total of \$400,000 for Departmental Other Salary Adjustment Allocation (DOSAA) beginning in the fourth quarter to provide funds for performance-based increases, equity increases, market adjustments, reallocations, and retention based increases. In 2019, \$400,000 was provided for these adjustments expected to begin in the 4th quarter. A total of \$600,000 is included in the budget to provide compensation increases to employees of the Milwaukee Building and Construction Trades Council. A formal plan will be developed and presented to policymakers for review and approval to release the funds.

A new County Compensation System has been sought by the Administration the past few years to replace the current wage “step system.” No specific proposal is included in the 2020 Recommended Budget, except for the continued approach of applying a general raise for most employees of 1 percent and allocating a total of \$400,000 within departmental personnel budgets for merit, equity, or other salary adjustments. For most employees, this results in DOSAA allocations that adhere to the existing wage step scale. The chart below outlines the \$6 million in new funds in the 2020 Recommended Budget for employee compensation increases.

⁴ Gross health care costs are before employee and retiree premium payments, other minor program revenues, and departmental revenue offsets (e.g. Airport) and do not reflect the net tax levy costs.

⁵ Gross pension costs are before employee and state contributions and departmental revenue offsets and do not reflect net tax levy costs.

Item	New Funds
<i>Across-the-Board Raises</i>	
Funding for full year cost of 2% raise provided mid-2019	\$2.2 million
Funding for half-year cost of 1% raise scheduled mid-2020	\$1.1 million
Sub Total	\$3.3 million
<i>Departmental Other Salary Adjustment Allocation (DOSAA)</i>	
Funding for Full Year cost of \$400K of DOSAA provided in 2019	\$1.7 million
Funding for Quarter Year cost of DOSAA scheduled for 2020	\$0.4 million
Funding for Building & Construction Trades positions	\$0.6 million
Sub Total	\$2.7 million
New Funding for Salary Increase Total	\$6.0 million

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 2020, the employee pension contribution rates for general employees decrease from 6.5 to 6.2 percent. Public safety employees' contribution rates are subject to collective bargaining but are estimated to decrease from 9.4 percent to 8.9 percent. The contribution amounts are recalculated each year by the county's actuary.

CAPITAL IMPROVEMENTS PROGRAM

The Recommended Budget allocates \$91 million in expenditures for capital improvements, with \$33 million for the airport and \$58 million for general government. These expenditures will require \$87.5 million to be partly financed with: \$44.9 million in general obligation bonds, \$3.6 million in property tax levy, \$7.4 million in sales tax revenues (cash), \$13.7 million in Airport Passenger Facility Charges (PFC)/Airport Reserve revenues, and \$17.9 in PFC backed Airport bonds. See the financing chart below. The 2020 Recommended Capital Improvements Program allocates funding for 87 new projects; 10 airport and 77 non-airport projects.

Notable non-airport projects include \$3.8 million in expenditures to replace the MCTS Fleet Maintenance facility roof, \$4.3 million to complete the Brown Deer Park Roadway, \$11.2 million to begin the build out of the Forensic Science Center in conjunction with the Medical College of Wisconsin, and \$2 million to complete the Enterprise Platform Modernization project. The bulk of the Airport funding includes \$25.1 million to complete the International Terminal redevelopment of Concourse E.

The 2019 Adopted Capital Budget included almost \$1 million for planning and design of a combined facility for the Offices of the Medical Examiner and Emergency Management with a co-location with the Medical College of Wisconsin (MCW). In [File No. 19-625](#) it became apparent that the MCW would not be a tenant of a County-owned property, but would share space with County offices if it was the owner. A joint report was submitted by the Office of the Comptroller and the Department of Administrative Services that compared the costs and benefits between owning versus leasing. The report found the net present value over 30 years of occupying the facility to be relatively similar. The report also discussed other advantages and disadvantages of owning and leasing.

No revenues anticipated from the existing \$30 County Vehicle Registration Fee are used to help cash finance capital improvement projects. (These revenues are used to offset eligible transportation expenses in the operating budget). Excluding Airport projects, cash financing accounts for \$11 million of the \$55.9 in County Capital commitments, or 19.6 percent. This nearly meets the County's goal of 20 percent cash financing of capital improvement projects.

A summary of the financing of the 2020 Capital Improvement Program is as follows:

CAPITAL FINANCING SUMMARY			
	Non-Airport	Airport	Combined
Total Number of Projects	77	10	87
Total Expenditures	\$58,048,153	\$32,941,508	\$90,989,661
Total Private Contributions	\$451,050	\$0	\$451,050
Total Reimbursement Revenues	<u>\$1,707,038</u>	<u>\$1,304,769</u>	<u>\$3,011,807</u>
Net County Financing	\$55,890,065	\$31,636,739	\$87,526,804
<i>Financed as follows:</i>			
General Obligation Bonds	\$44,927,646	\$0	\$44,927,646
Property Tax Levy	\$3,607,635	\$0	\$3,607,635
Sales Tax Revenue (cash financing)	\$7,354,784	\$0	\$7,354,784
PFC Backed Airport Bonds	\$0	\$17,924,737	\$17,924,737
Airport Reserve/PFC	<u>\$0</u>	<u>\$13,712,002</u>	<u>\$13,712,002</u>
Total Financing	\$55,890,065	\$31,636,739	\$87,526,804

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 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.

At its meeting on August 29, 2019, the CIC [approved](#) a recommended five-year Capital Improvement Plan (CIP) to the County Executive and County Board of Supervisors. A summary of that plan, including differences to the 2020 Recommended Capital Improvements Plan, can be found at the end of Section 4.

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 2020 is \$44,927,646, which is the exact amount of general obligation bonding included in the 2020 Recommended Capital Improvements Budget.

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

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SECTION 2

TAX LEVY CHANGES

<u>Unit</u>	<u>Org. Name</u>	<u>2019 Adopted</u>	<u>2020 Recommend</u>	<u>Levy Change</u>	<u>% Change</u>
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DEPARTMENTAL

Legislative & Executive

1000	County Board	\$ 1,176,513	\$ 1,207,085	\$ 30,572	2.60%
1011	County Exec. - General Office	\$ 822,139	\$ 853,451	\$ 31,312	3.81%
1020	County Exec. - Intergovernmental Relations	\$ 229,582	\$ 245,067	\$ 15,485	6.74%
1021	County Exec. - Veterans Service	\$ 187,304	\$ 249,007	\$ 61,703	32.94%

<i>Legislative & Executive Subtotal</i>		\$ 2,415,538	\$ 2,554,610	\$ 139,072	5.76%
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Staff Agencies

1090	Office on African American Affairs*	\$ 749,633	\$ 960,986	\$ 211,353	28.19%
1120	Personnel Review Brd /Civil Service Comm	\$ 274,681	\$ 269,409	\$ (5,272)	-1.92%
1130	Corporation Counsel	\$ 946,454	\$ 1,102,528	\$ 156,074	16.49%
1140	Human Resources	\$ 3,980,123	\$ 5,034,998	\$ 1,054,875	26.50%

<i>Staff Agencies Subtotal</i>		\$ 5,950,891	\$ 7,367,921	\$ 1,417,030	23.81%
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Staff Agencies-Consolidated DAS

1019	DAS - Office For Persons with Disabilities	\$ 526,966	\$ 524,004	\$ (2,962)	-0.56%
1150	DAS - Risk Management	\$ 11,565,137	\$ 11,737,776	\$ 172,639	1.49%
1185B	DAS - Fiscal Affairs	\$ 1,428,264	\$ 1,261,584	\$ (166,680)	-11.67%
1186B	DAS- Performance, Strategy & Budget	\$ 827,698	\$ 853,504	\$ 25,806	3.12%
1152	DAS - Procurement Division	\$ 587,074	\$ 616,006	\$ 28,932	4.93%
1040	DAS - Community Business Dev. Partners	\$ 559,524	\$ 523,156	\$ (36,368)	-6.50%
1160	DAS - Information Mgt Services Division	\$ 12,908,006	\$ 14,378,614	\$ 1,470,608	11.39%
1168B	DAS-IMSD Central Purchases	\$ 7,491,055	\$ 5,326,978	\$ (2,164,077)	-28.89%
1192	DAS - Economic Development	\$ 494,137	\$ 195,030	\$ (299,107)	-60.53%
7990	DAS- Department of Family Care			\$ -	0.00%
5500	DAS - Water Utility			\$ -	0.00%
5700	DAS - Facilities Management	\$ 12,367,827	\$ 13,289,760	\$ 921,933	7.45%

<i>Consolidated DAS Subtotal</i>		\$ 48,755,688	\$ 48,706,412	\$ (49,276)	-0.10%
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General Government

3010	Election Commission	\$ 450,507	\$ 886,896	\$ 436,389	96.87%
3090	County Treasurer	\$ (6,419,908)	\$ (5,064,250)	\$ 1,355,658	21.12%
3270	County Clerk	\$ 327,405	\$ 348,785	\$ 21,380	6.53%
3400	Register of Deeds	\$ (3,160,994)	\$ (3,151,855)	\$ 9,139	0.29%
3700	Office of the Comptroller	\$ 4,084,798	\$ 4,185,374	\$ 100,576	2.46%

<i>General Government Subtotal</i>		\$ (4,718,192)	\$ (2,795,050)	\$ 1,923,142	-40.76%
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<u>Unit</u>	<u>Org. Name</u>	<u>2019 Adopted</u>	<u>2020 Recommend</u>	<u>Levy Change</u>	<u>% Change</u>
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Courts & Judiciary

2000	Combined Court Related Operations	\$ 16,673,857	\$ 17,861,462	\$ 1,187,605	7.12%
2900	Courts - Pre-Trial Services	\$ 4,553,631	\$ 4,814,593	\$ 260,962	5.73%
2430	Department of Child Support Services	\$ 1,983,897	\$ 2,043,701	\$ 59,804	3.01%

<i>Courts & Judiciary Subtotal</i>		\$ 23,211,385	\$ 24,719,756	\$ 1,508,371	6.50%
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Capital Improvements

Capital Improvements - Exp 1200-1876	\$	125,000	\$	3,607,635	\$	3,482,635	2786.11%
* Allocated from County Sales Tax Revenue							
Capital Improvements Subtotal	\$	125,000	\$	3,607,635	\$	3,482,635	2786.11%

NON-DEPARTMENTAL**Revenues**

1901	Unclaimed Money	\$	(1,250,000)	\$	-	\$	1,250,000	-100%
1986	Fire Charges Uncollectable	\$	862,000	\$	850,000	\$	(12,000)	0%
1902	State Personal Property Aid	\$	(1,616,781)	\$	(1,499,781)	\$	117,000	-7%
1933	Land Sales	\$	-	\$	-	\$	-	0.00%
1937	Potawatomi Allocation	\$	(4,307,378)	\$	(4,608,613)	\$	(301,235)	-6.99%
1993	State Shared Taxes	\$	(31,281,194)	\$	(31,281,194)	\$	-	0.00%
1994	State Exempt Computer Aid	\$	(5,123,421)	\$	(5,129,455)	\$	(6,034)	0.12%
1995	Milwaukee Bucks Sports Arena	\$	4,000,000	\$	4,000,000	\$	-	0.00%
1996	County Sales Tax Revenue	\$	(68,014,546)	\$	(75,142,024)	\$	(7,127,478)	-10.48%
1998	Surplus from Prior Year	\$	(4,798,000)	\$	(5,000,000)	\$	(202,000)	-4.21%
1999	Other Misc. Revenue	\$	(25,000)	\$	(25,000)	\$	-	0.00%

Non Departmental Revenues Subtotal \$ (111,554,320) \$ (117,836,067) \$ (6,281,747) -5.63%

Expenditures

1913	Civil Air Patrol	\$	11,500	\$	11,500	\$	-	0.00%
1921	Human Resource and Payroll System	\$	1,905,975	\$	943,100	\$	(962,875)	-50.52%
1930	Internal Service Abatement	\$	-	\$	-	\$	-	0.00%
1935	Charges to Other County Depts.	\$	(7,014,501)	\$	(6,562,950)	\$	451,551	6.44%
1945	Appropriation - Contingencies	\$	5,665,938	\$	5,000,000	\$	(665,938)	-11.75%
1950	Employee Fringe Benefits	\$	-	\$	102,160,090	\$	102,160,090	100.00%
1951	Centralized Active Fringe	\$	98,426,807	\$	-	\$	(98,426,807)	
1961	Litigation Reserve Account	\$	526,899	\$	526,899	\$	-	0.00%
1971	Centralized Crosscharges	\$	(8,056,377)	\$	(8,226,647)	\$	(170,270)	100.00%
1972	Wage and Benefit Modification	\$	-	\$	(1,600,016)	\$	(1,600,016)	0.00%
1975	Law Enforcement Grants	\$	-	\$	-	\$	-	0.00%
1985	Capital Outlay/Depreciation Contra	\$	(3,419,547)	\$	(4,448,079)	\$	(1,028,532)	-30.08%
1987	Debt Issue Expense	\$	-	\$	-	\$	-	0.00%

Non Departmental Expenditures Subtotal \$ 88,046,694 \$ 87,803,897 \$ (242,797) 0.28%

Expendable Trust Funds

700 BHD Expendable Trust Fund	\$	17,200	\$	17,200	\$	-	100.00%
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Expendable Trust Funds Subtotal \$ 17,200 \$ 17,200 \$ - 100.00%

GRAND TOTAL DEBT SERVICE	\$	34,333,078	\$	34,698,117	\$	365,039	1.06%
GRAND TOTAL OPERATING PURPOSE	\$	371,996,436	\$	384,909,182	\$	12,912,746	3.47%
GRAND TOTAL REVENUES	\$	(111,554,320)	\$	(117,836,067)	\$	(6,281,747)	-5.63%
GRAND TOTAL	\$	294,395,459	\$	301,771,231	\$	7,375,772	2.51%

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SECTION 3

MAJOR CHANGES

[Legislative & Executive Function](#)

[General Government Function](#)

[Administrative Function](#)

[Courts & Judiciary Function](#)

[Public Safety Function](#)

[Transportation Function](#)

[Health & Human Services Function](#)

[Recreation & Culture Function](#)

[Debt Service Function](#)

[Non-Departmental Revenue Function](#)

[Non-Departmental Expenditures Function](#)

LEGISLATIVE & EXECUTIVE FUNCTION

1000 – County Board of Supervisors

Under 2013 Wisconsin Act 14, expenditures for the County Board are limited to a maximum of 0.4 percent of the County levy, with limited exceptions for other expenses. With the County Executive's proposed increase in the tax levy, the Act 14 cap is \$1,207,085. The amount in the 2020 Budget is at this cap. For each additional \$1,000,000 in the levy, the cap for Board expenditures increases an additional \$4,000. Vacancy and turnover increases \$12,744, from \$20,592 to \$33,336, which in turn reduces the funded FTE count by 0.5.

1011 – County Executive – General Office

The County Executive – General Office budget for 2020 maintains nine FTE positions and related salary costs. The remainder of the budget remains largely the same as 2019.

1020 – County Executive – Office of Government Affairs

This office represents the interests of Milwaukee County at all levels of government and with nonprofits and the private sector. The office is authorized to have two positions. One was unfunded in 2019 but monies were included in contractual services to retain a second staff member. Both positions are funded for 2020 as County employees.

1021 – County Executive - Veteran's Services

The 2020 Recommended Budget includes funding for one Clerical Assistant FTE position funded by tax levy for \$35,374. In 2019, the division was granted access to the State of Wisconsin's database on returning service members from active duty. Access to the database allows the division to reach more active service members and veterans to notify them of eligibility for potential veteran's benefits. For 2020, the division anticipates assisting 15,000 veterans per each FTE position. There are three total FTE positions in the division.

The Needy Veteran's Fund that provides emergency financial assistance to veterans and their families for assistance with housing and burial assistance for indigent veterans remains at \$30,000 for 2020.

GENERAL GOVERNMENT FUNCTION

3090 – Office of the County Treasurer

The 2019 Recommended Budget for the County Treasurer includes 10 FTE budgeted positions, an increase of 1.6 FTE positions from the 2019 Adopted Budget. In 2019, the County Board approved the addition of one position of Assistant Accounting Treasury and increasing a similar position from half to full time ([File No. 259](#)). The implementation of the County's Enterprise Resource Planning (ERP) system resulted in the recommendation to consolidate accounts receivable functions in the Office of the Treasurer. These positions support this function.

Total revenue decreases by \$1,156,933 primarily due to a \$500,000 decrease in interest on delinquent real estate taxes and a \$656,933 expected decrease in earnings on investments. The Treasurer experienced an [\\$800,000 deficit in 2018](#) due to an \$850,000 shortfall in interest earned on delinquent real estate taxes. The return on investment is projected to remain at 1.9 percent. Expenditures for outside investment consulting services remains at \$300,000.

3270 – Office of the County Clerk & Election Commission

Staffing and service levels remain the same in the County Clerk's office for 2020. Revenues are expected to remain flat due to the elimination of Domestic Partnerships in the State of Wisconsin.

The 2020 Recommended Budget for the Election Commission includes \$50,000 to create a campaign to increase public awareness on the voting process. The budget also, appropriates \$15,000 to continue the opt-in program that notifies citizens, via text-messaging and/or e-mail, of upcoming elections. There are four elections scheduled for 2020: Spring Primary, Spring General, Fall Primary and Fall General.

3400 – Office of the Register of Deeds

The 2020 budget represents a cost to continue. Expenditures decrease by \$34,861 and revenues decrease by \$29,000 for a tax levy decrease of \$5,861. Based on the 2018 actual and 2019 trend general recording fees are expected to decrease by \$180,000. In addition, one vacant position of Vital Records Clerk is abolished.

3700 – Office of the Comptroller

The Office of the Comptroller was created in 2012 in accordance with Wisconsin 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 and therefore administers the payroll functions as well. As part of its statutory responsibilities, the Office of the Comptroller's Audit Division performs all audit functions related to County government.

The 2020 Recommended Budget reflects an expenditure increase of \$112,325 for ongoing costs. A revenue decrease of \$173,431 is expected due to an expected decrease in the Payment Plus program with the implementation of the new County's Enterprise Resource Planning (ERP) system. The

Payment Plus program charges vendors who choose to participate a small fee to receive payments onto a credit card, which often expedites the payment from the County.

ADMINISTRATIVE FUNCTION

1090 – Office on African American Affairs

The 2020 Recommended Budget includes funding for one FTE Equity Analyst position funded by tax levy for \$59,846. This position will work to execute racial equity projects that impact the organization and community at large. The 2020 Recommended Budget also allocates \$150,000 to the Office on African American Affairs to continue the employee racial equity training it began in 2019 and incorporate the training into the New Hire Orientation Process. The department anticipates 90 percent of all County employees will complete racial equity training by the end of 2020. In 2020, the department will develop and launch Phase I of the Milwaukee County Racial Equity Action Plan along with racial equity tool(s). In addition, the department will continue to work towards improving racial equity in operations, fiscal appropriations, IT systems, data and analysis management, policies and programs, legislation, workforce, organizational culture and community engagement. OAAA will also work with other County Departments, including Transportation and Parks, to help them facilitate operations using a racial equity lens.

1120 – Personnel Review Board, Civil Service Commission & Ethics Board

Staffing levels remain unchanged for the Personal Review Board, Civil Service Commission and Ethics Board for 2020. The Ethics Board will continue to work with IMSD to develop an electronic filing system for Statements of Economic Interest (SEI's). The department anticipates providing increased service, training and outreach to County employees, Elected Officials, and the public. In addition, the department realizes savings of \$5,272 due to a reduction in expenditures for 2020.

1130 – Corporation Counsel

The department is fully staffed with 23 FTE positions. Expenditures increase by \$181,000 as a result of eliminating interdepartmental cross-charges of \$136,200 to the Retirement Plan Services. In 2020, the department will implement a legal practice management system. The legal practice management system will accurately track the team's work hours to produce metrics that will drive resource allocation and assist with managing budget targets. Furthermore, it aids the department in providing clients with the highest level of service by using self-service tools, service level agreements (SLAs), and analytics to demonstrate value.

1140 – Department of Human Resources

The 2020 Recommended Budget for the Department of Human Resources creates one new position of Employee Engagement Coordinator at salary and social security cost of \$97,792 to support employee engagement efforts, including administering the countywide survey.

In 2019, the County [discontinued the practice](#) of accepting payment for the Employees Retirement System (ERS) from the Pension Trust, and then paying the Trust back in the subsequent year through the annual pension contribution. ERS' expenses are now budgeted as tax levy in the Department of Human Resources, Org. 1140, Retirement Plan Services (RPS) section. The 2020 Recommended Budget includes \$1,016,640 in expenses related to the operation of the pension plan.

In 2019, one additional position of Human Resources Manager was [approved](#) for the Employee Relations Division and is funded in 2020. This division is being restructured to help better create a career path to leadership for human resources employees.

Agency 115 – Department of Administrative Services

The Department of Administrative Services includes many divisions that operate under Agency 115. A listing of the divisions under DAS includes:

- Office for Persons with Disabilities (Org. 1019)
- Community Business Development Partners (Org. 1040)
- Risk Management (Org. 1150)
- Procurement (Org. 1152)
- IMSD Central Purchases (Org. 1168)
- Fiscal Affairs (Org. 1185)
- Administrative Group (Org. 1186) (DAS Central Business Office)
- Economic Development Real Estate Services (Org. 1192)
- Facilities Management (Org. 5700)
- Water Distribution System (Org. 5500)

1019 Office for Persons with Disabilities

Staffing levels remain unchanged for the 2020 Recommended Budget. Expenditures decrease slightly by \$2,962. Revenues are flat and projected at \$156,500, the same as the previous year.

There is no rental fee increase for Wil-O-Way facilities for 2020. The department continues management of the facilities and leases them to Goodwill and Adult Day Services on weekdays. In addition, week night recreation programming, daytime summer camp, and Sunday Church Services take place at Wil-O-Way facilities. Weekends are available for public rentals. The Parks Department 2020 Recommended Capital Budget includes improvements to the paved areas at the Wil-O-Way Grant facility, improving access to the facilities for those with disabilities.

The department continues its work on ADA compliance, accessibility and disability recreation throughout the county. The department will also continue to publish the “Rec on Deck” Newsletter, Rec Room Webpage, and Recreation Text Blasts.

1040 Community Business Development Partners

This office administers the County’s Targeted, Small and Disadvantaged Business Enterprise (TBE/DBE) programs pursuant to federal regulations and county ordinances. It particularly ensures DBE participation goals of 17 percent for professional services jobs and 25 percent for construction jobs.

In 2019 CDBP began using the County’s new Enterprise Resource Planning (ERP) software and Business 2 Government Now (B2G Now) to streamline reporting and analysis of TBE/DBE participation. CDBP meets with various County departments to establish realistic goals for departments’ contracts for TBE/DBE participation. In 2020 and into the future, CDBP will upload contract information from the ERP system into B2G Now to more efficiently handle bulk data. CDBP intends to implement “acquisition planning” by working with different departments to raise DBE goals rather than on a per contract basis.

For 2020, the budget maintains funding for seven staff persons.

1150 Risk Management

DAS-Risk Management is an internal service fund that charges its expenses to other County departments. Risk Management is moving towards a centralized safety management model to oversee safety programs, policies and claims investigation. In 2020, the Vehicle Accident Review Committee (VARC), which now follows an Open Meetings model, will track and monitor fleet vehicle accidents and make recommendations on preventability. This committee does not establish liability but allows department heads to be informed on accidents by employees and may recommend additional training to avert further loss events. This is aided by other county-wide safe driving campaigns. The division will be pushing a subrogation process to help recover all third-party monies owed to the County due to accidents, claims, and losses. The overall budget is consistent with the 2019 Adopted spending plan.

1152 Procurement

The Procurement Division remains at eight FTE positions in 2019. The Division will be migrating to INFOR Enterprise Resource Planning (ERP) for major purchasing and procurement in 2020. The Division hopes its buyers and contract managers achieve Certified Professional Buyer (CPPB) status by May 2020. The spending plan for 2020 remains largely the same as 2019.

1160 Information Management Services Division

The DAS-IMSD Division is part of the combined DAS department with portions of its budget in the General Fund, while the remainder stays as an Internal Service Fund. Overall, tax levy increases by approximately \$1.5 million to \$14.4 million. Personal Services increase \$1.8 million offset by a \$1.6 million reduction in services, largely due to the reduced reliance on contractual help. The County Board approved 12 new FTE in Files [18-648](#) and [19-84](#) primarily to assist in the deployment of the new Enterprise Resource System (ERP), Voice over Internet Protocol (VoIP), BHD's electronic medical records, and other County software applications.

In addition to funding these positions, the 2020 Recommended Budget includes seven new positions. These positions, including tax levy cost for salary and social security, are as follows:

2020 IMSD Position Creates	
Position	Tax Levy Cost
Analyst Business Development IT	\$82,014
IT Lead Identity Access Management	\$74,128
Network Security Engineer*	\$0
POS Specialist Parks	\$53,222
Project Manager IT	\$106,038
System Security Engineer**	\$0
VoIP Administrator	\$97,792

**Offset by \$89,614 in contractual services reductions*

***Offset by \$85,504 abolishment of System Engineer*

DAS-IMSD will continue to assist in the deployment of a new Enterprise Resource Planning (ERP) system that will allow for the discontinuation of the Mainframe (which is now hosted until that occurs)

and focusing on risk mitigation by using hosted services. Another focus area includes cybersecurity to protect the County from cyber threats. The Milwaukee County Information Security Council (MC-ISC) was established in 2018 to provide oversight and governance over security decisions. One position of Security Engineer was created in mid-2019 ([File No. 19-329](#)) and is fully funded in 2020.

Capital cash funding of \$1.9 million is included for the telephone and voice mail replacement project. This appropriation largely completes the funding for the \$3.6 million project to update the phone system and migrate to the Voice over Internet Protocol (VoIP). An additional \$2 million in cash capital financing is provided to help implement the Enterprise Resource Planning (ERP) software. This funding will allow additional functionality to be added that is not part of the base package or could not be accommodated in the original implementation. Also, the Capital Improvement budget includes two cash-financed projects to replace outdated servers and continue the migration of the County's computers to Windows 10. These two projects total approximately \$1.5 million in 2020.

Policymakers may notice an apparent reduction of \$2.2 million, to \$5.3 million, for the County's Information Technology Central Spend budget. (Page 182 – IMSD Technology Purchase Management) These funds are used countywide to support departments by paying for software licenses and providing centralized purchases for IT needs, such as copiers and other technology needs. Total expenditures of \$7.4 million are similar to 2019, but \$2.1 million is abated as these expenditures are now included in the Department of Aging and DHHS – Behavioral Health Division (BHD) budgets.

1185 Fiscal Affairs

Fiscal Affairs includes ten positions in the Office of Performance, Strategy and Budget (DAS-PSB). DAS-PSB focuses on long-range fiscal service, strategic development, and budget development. The focus in 2020 will be the continued implementation of a new countywide Enterprise Resource Program (ERP) to help consolidate fiscal and human resource programs, including the replacement of Advantage, the County's fiscal system. This will also include a replacement for the BRASS budgeting application.

1186 Administrative Group (Central Business Office)

The 2020 Budget will be the fourth year since a new DAS Business Office (Central Business Office "CBO") was created to assist the other DAS Divisions and provide a more seamless and consolidated view of the department. The CBO will focus on the development of new procedures that has been slowed by high staff turnover in the past two years. The spending plan for 2020 remains largely the same as 2019.

1192 Economic Development Real Estate Services

The Economic Development Division manages economic development initiatives and real estate services, both leasing County properties, selling surplus properties, and selling properties primarily seized via tax foreclosure. It studies County real estate issues by examining the total lifecycle cost and serves as a locus for County construction and leasing active ties.

2020 Initiatives

- Working toward the construction of a forensic science and protective medicine center to house the Office of the Medical Examiner and the Office of Emergency Management at the Milwaukee Regional Medical Complex (MRMC)
- Sale of MRMC land to MRMC partners (Milwaukee County may lose \$50,000 in cell tower revenue with the sale), which is not reflected in the 2020 Adopted Budget. Terms of the sale are still being finalized



Milwaukee County

Cell Tower and Parking Lot Lease Locations*

- Parking Lot
- Cell Tower



Milwaukee County GIS and Land Information

*Locations are approximate
Information gathered by the Research Services Division,
Office of the Milwaukee County Comptroller
(kenneth.smith@milwaukeecountywi.gov)

Sources: Milwaukee County DAS-Economic
Development/Real Estate Services

Ongoing Responsibilities

- Monitor leases to County and State-owned properties yielding the County approximately \$500,000 in net parking revenue and approximately \$250,000 in gross cell tower revenue
- Compliance on real estate and development projects such as:
 - City Campus (File Nos. [14-937](#) and [16-338](#))
 - Couture ([File No. 19-661](#))
 - Park East redevelopments ([File No. 19-146](#))

Monitor partnership programs

- **Milwaukee Economic Development Corporation (MEDC)**—Small business loans ([File No. 18-646](#))
- **Property Assessed Clean Energy (PACE)**—Finance for water and energy efficiency and for renewable energy sources ([File No. 18-536](#))
- **Near West Side Partners**—Economic Development Grants
- **Opportunity Knocks** – Foreclosed-housing and inmate rehabilitation, providing resources and expertise in conjunction with DHHS ([File Nos. 16-612](#) and [18-338](#))
- **Section 8 Homeownership** – Job training and workforce development with DHHS-Housing by transferring properties to DHHS-Housing for Opportunity Knocks

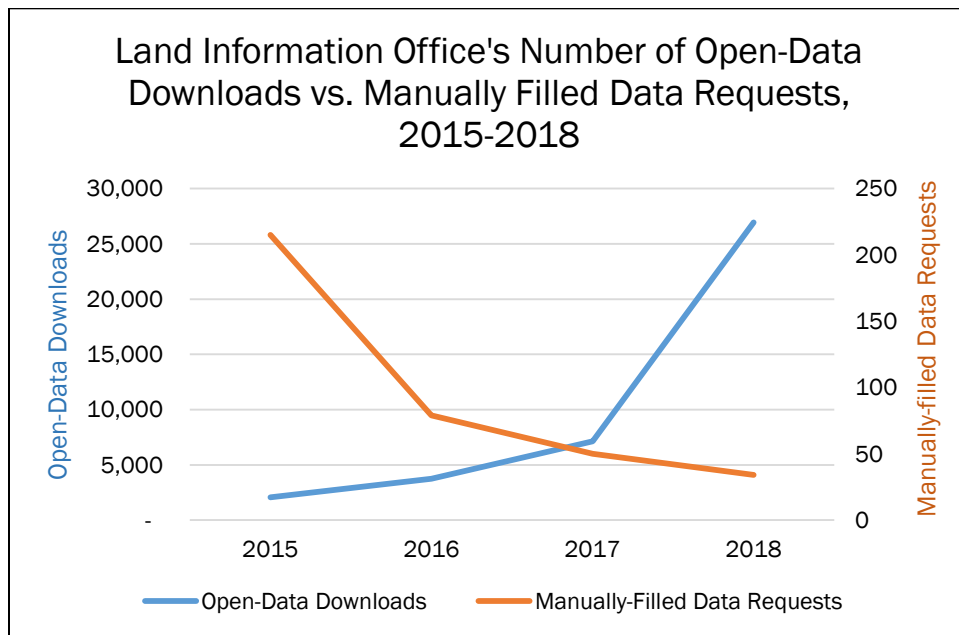
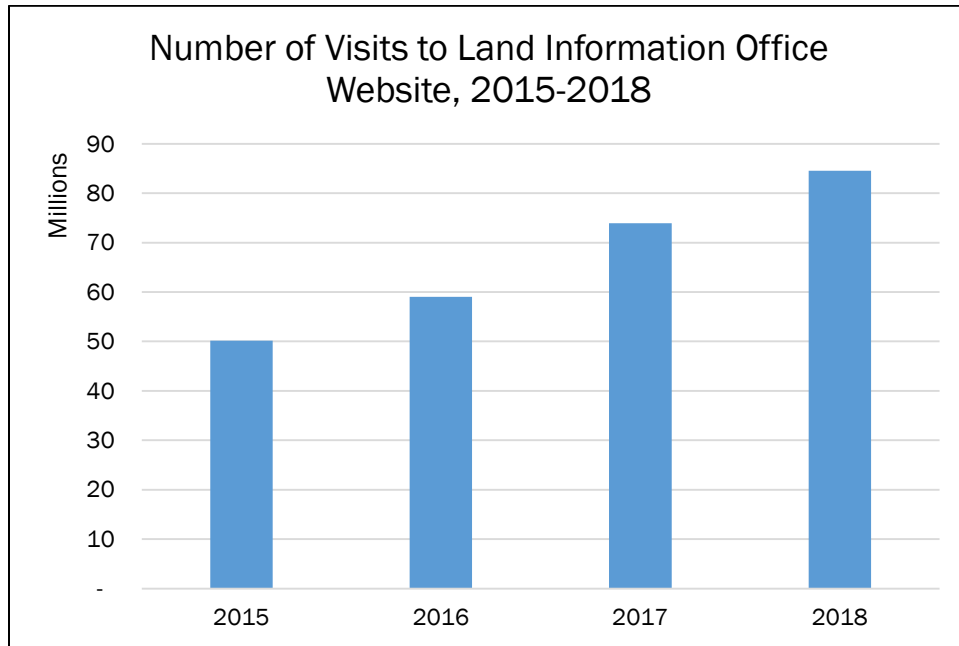
Milwaukee County Dues Paid via Economic Development Division	
Organization	Dues
East Wisconsin RR Co.	\$25,000
Visit Milwaukee	\$25,000
Milwaukee Workforce Funding Alliance	\$10,000
Milwaukee 7	\$10,000
ACTS Housing	\$5,000
International Economic Development Council (IEDC)	\$2,000
Wisconsin Economic Development Association (WEDA)	\$2,000
BizStarts	\$2,000
CEOs for Cities	\$1,500
Wisconsin Policy Forum	\$1,155
Urban Economic Development Association of Wisconsin (UEDA)	\$350
Total	\$84,005

5700 Facilities Management

The Land Information Office (LIO) maintains the digital application of the County's land records based on ESRI's Geographic Information System (GIS) software. In particular its [website](#) has an [interactive map](#) with property information, but also hosts a variety of data for the public to download among services available. Upon request the LIO also provides additional data which may not exist online. It

provides GIS-based support, drafting GIS-based maps for County departments upon request. The LIO also oversees the County's master space planning, utility management, and Facilities Maintenance Division sustainable facilities to evaluate all County facilities for viability and lifecycle based on cost to maintain and operationality.

There are no major changes for 2020.



5500 Water Distribution System

The County has been continuing negotiations with the Milwaukee Regional Medical Center (MRMC) and City of Wauwatosa regarding the sale of the Water Utility. In the 2019 Adopted Budget it was anticipated that transfer of ownership of the water utility would occur between the fourth quarter of 2018 and the first quarter of 2019. The 2020 Recommended Budget anticipates sale and transfer between the fourth quarter of 2019 and the first quarter of 2020.

The 2020 Recommended Budget assumes a tax levy appropriation of \$0 and expenditures offset by the Utility's revenues as the Administration prepares the Utility for sale, as it did for 2019. However, the assumed revenues and expenditures declines by \$488,495 to \$4,226,071.

COURTS & JUDICIARY FUNCTION

2000 – Combined Court Related Operations

The Combined Court Related Operations includes the Chief Judge along with the Family Court Commissioner, Register in Probate and County-funded State Court Services/Clerk Circuit Court, which were formerly three separate divisions. In addition, the Chief Judge is responsible for the judicial functions of 47 Circuit Courts within the District that includes nine program areas: General Administration, Criminal, Children’s Court, Civil Court, Family Court, Probate Administration and Court, Family Drug Treatment Division, Permanency Plan Review Division, and Self-Help Services.

The 2020 Recommended Budget reflects a cost to continue. Staffing levels remain unchanged for 2020 at 281.1 FTE positions. \$200,000 is included in the budget to allow courts to continue replacing courtroom furniture that is in poor condition.

The State of Wisconsin mandates that excess revenue from Family Court services generated from filling fees in certain family cases, user fees for mediation and custody study and placement services, and from a portion of marriage license fees be set aside in a reserve account to offset future operating costs in this area. For 2020, a contribution of \$127,044 from the reserve account is budgeted.

Additionally, the state-mandated increase in court appointed attorney fees will increase from \$70/hour to \$100/hour, which is expected to cost \$1.5 million.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval for the 2020 fiscal year.

Contracts		
Description	Vendor	Amount
Legal Resources Center	State of Wisconsin	\$234,829
Total		\$234, 829

2900 – Courts – Pretrial Services

The 2020 Recommended Budget increases the tax levy by \$260,962 due to increased expenditures of \$93,404 and a decrease of revenues of \$167,558. Expenditures are increasing due to the department funding the Veteran’s Treatment Court Coordinator position beginning in July 2020. This position is currently funded by a grant that will expire in June 2020. In addition, the department has numerous contracts that are subject to the Request for Proposals (RFP) process in 2020 which contributes to the department’s increased operating cost. The Justice Reinvestment grant awarded by the Bureau of Justice Assistance, will end in December 2019 and could negatively impact revenues.

In 2020, the department will launch the Pre-trial Court Reminder program that is grant funded for a total cost of \$54,046 provided by the MacArthur Safety and Justice Challenge grant. The department is implementing this program to improve court appearance rates and address procedural justice.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval as part of the 2020 fiscal year.

Contracts		
Description	Vendor	Amount
Universal Screening & Release Planning	Justice Point	\$1,324,277
Treatment Alternatives & Diversion (TAD)	Justice Point	\$462,471
Repeat Intoxicated Driver Intervention	Justice Point	\$353,690
SCRAM	Wisconsin Community Services	\$90,927
Pre-Trial Drug Testing	Wisconsin Community Services	\$177,361
Pre-Trial Supervision	Justice Point	\$1,589,423
Pre-Trial GPS Supervision	Justice Point	\$326,612
Early Interventions Central Liaison Unit	Justice Point	\$361,636
Pre-Trial Court Reminders	Justice Point	\$54,046
Trauma Informed Care	Justice Point	\$57,254
Cognitive Behavioral Programming	Justice Point	\$148,047
Total		\$4,945,744

2430 – Department of Child Support Services

The 2020 budget reflects a decrease in expenditures of \$312,997 and a decrease of revenues of \$372,801 for a tax levy increase of \$59,804. Staffing levels remain unchanged for 2020.

The Zone Intensive Program Services (ZIPS) will conclude at the end of September 2019. The ZIPS program is a pilot project that utilizes best practices to reach participants in the high poverty 53206 zip code. The team consists of 16 staff who manage approximately 6,300 cases collectively. The goal of the ZIPS program is to increase child support collections by 25 percent over three years. The program is on track to improve collections by 30 percent at the duration of the program.

In 2020, the department will focus on enforcement by launching the Support Collection Incentive Plan (SCIP). This program is designed to empower and incentivize the enforcement team to focus on cases that would likely yield results by contacting participants early on, effective responsiveness, and closure of unproductive cases. The goal of the SCIP program is to improve overall current support collection by 5 percent over three years. If successful, the improvement in performance would put the department at an all-time high of 70 percent for collection of current support.

PUBLIC SAFETY FUNCTION

4000 – Office of the Sheriff

The Office of the Sheriff is comprised of 13 programming units responsible for the day to day safety and security of the citizens of Milwaukee County. The nine programming areas include, Administration and Compliance, Training Academy, County Jail, Expressway Patrol, Court Security, Airport Security and K9, Criminal Investigations, Civil Process and Warrants, County Grounds Security, Park Patrol, Specialized Units, High Intensity Drug Trafficking Area (HIDTA) and Building Security.

In the 2019 Adopted Budget Correctional Officers received a pay increase of 6.5 percent. The 2020 Recommended Budget includes funding to add an additional 15 FTE positions: seven FTE Deputy Sheriff assigned to Courts, five FTE Correctional Officer Lieutenants, two FTE Deputy Sergeants, and one FTE Correctional Manager for a total levy cost of \$948,214. Four FTE Fiscal Assistants positions are abolished to create 4 FTE Clerical Assistant 2 positions for a levy cost of \$8,040. One FTE Correctional Officer position is abolished to create one FTE Crime Analyst position for a levy cost of \$6,334.

In July 2018, the Parks unit tested body cameras and \$94,800 was allocated for storage and service of the cameras in 2019. The 2020 Recommended Budget includes funding of \$422,616 to purchase 200 body cameras, 42 in-squad cameras, and 400 Tasers.

4300 – House of Correction

The 2020 Recommended Budget for the House of Correction (HOC) estimates savings of \$1.7 million. The department plans to achieve these savings through the closure of five inmate dorms, three Huber dorms and two general population dorms. As a result of the dorm closures, the department plans to expand its Electronic Monitoring (EM) program/Home Detention.

Per [Wisconsin State Statute § 302.425](#) The Sheriff or superintendent may, if he or she determines that the home detention program is appropriate for a prisoner, place the prisoner in the home detention program and provide that the prisoner be detained at the prisoner's place of residence or other place designated by the sheriff or superintendent and be monitored by an active electronic monitoring system.

In 2018, 879 inmates participated in the EM program. 832 inmates completed the EM program and 47 were removed from the program and returned to custody at the HOC. Overall, 95 percent of the EM program participants successfully completed the program and the remaining 5 percent were removed from the program and returned to custody.

The HOC submitted [File No. 19-764](#) detailing the changes to the EM program expansion. The expansion will close five inmate dorms and allow up to 360 inmates into the EM program. As of October 1, 2019, 124 inmates were on the EM program. 251 inmates have Huber privileges and, of that amount, 114 inmates are actively using those privileges. The remaining 137 inmates are housed in the general population dorms. The new proposal would allow all sentenced inmates who are exercising their Huber privileges to be transferred to the EM program first. During the next phase, inmates who are not participating in Huber eligible activities but granted Huber privileges will be housed in the general population dorms until it is deemed appropriate to transfer those inmates to the EM program. All inmates will undergo a Level of Service/Case Management Inventory (LS-CMI) risk assessment prior to being admitted into the EM program. The risk assessment evaluates the inmate's criminal history,

education/employment, family, leisure/recreation, companions, alcohol/drug problems, antisocial patterns, and pro-criminal attitude orientation. The inmate must have a risk score of 29 or lower in order to participate.

Individuals eligible for the EM program are allowed to reside in their homes in the community and be monitored via Global Positioning System (GPS) by the current vendor, Wisconsin Community Services (WCS). WCS is contracted to provide oversight of the EM program from January 1, 2018 through December 31, 2020 as approved by the Milwaukee County Board of Supervisors in [File No. 17-666](#). WCS provides round-the-clock Global Positioning System (GPS) monitoring to track an inmate's location. WCS provides the equipment and the staff to operate the program. Inmates are required to check in at WCS weekly—or more frequently, as requested—to undergo case management and alcohol and drug testing. WCS is currently located in downtown Milwaukee on 38th Street and Wisconsin Avenue.

Successful implementation of the EM program expansion will allow the HOC to significantly reduce staff overtime. Additionally, the HOC will continue operations at the Day Reporting Center (DRC) and contract with the Benedict Center for the in-house female offender program.

The department anticipates revenue decreases of approximately \$1 million as a result of fewer inmates from the Department of Corrections (DOC) being housed at the HOC. Only two of the three dorms for those inmates are being utilized.

Additionally, one Clerical Assistant position is created for a tax levy cost of \$33,038 and one Office Management Supervisor position is created for a tax levy cost of \$55,608. The department will create two Clerical Specialists offset by the abolishment two Store Clerk positions for a tax levy cost of \$1,972.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval as part of the 2020 fiscal year.

Contracts		
Description	Vendor	Amount
Food Service Contract*	ARAMARK Correctional, LLC	\$3,000,000
Day Reporting Center	Wisconsin Community Services	\$794,244
Electronic Monitoring**	Wisconsin Community Services	\$989,244
Reentry Programming	Benedict Center	\$198,045
Total		\$4,981,533

**Estimated, as the amount is variable based on Average Daily Population/number of inmate meals served.*

***Variable based on daily number of units deployed.*

4500 – Office of the District Attorney

The 2020 Recommended Budget represents a cost to continue. Expenditures increase by \$1,061,204 and revenues increase by \$1,294,013 for a tax levy decrease of \$232,809. Additionally, the

department will add three additional Victim Witness Advocates positions and one Paralegal in 2020, with salaries and benefits 100% grant funded by the Victims of Crime Acts (VOCA).

In 2020, the department anticipates receiving federal grant funding totaling \$1,635,049, a decrease of \$424,716 compared to 2019. The department anticipates receiving State grant funding of \$4,734,521, an increase of \$1,104,626 compared to 2019. Additionally, the State of Wisconsin charges Milwaukee County for the salaries and fringe benefits of any grant funded Assistant District Attorneys. In 2020, the department anticipates charges of \$2,509,675 from the State which is an increase of \$292,249 compared to 2019.

4800 – Office of Emergency Management

The 2020 budget reflects an overall increase in effective tax levy of \$113,093 as compared to 2019. The budget includes funding to create one Administrative Assistant position to support the director's office for a tax levy cost of \$41,234. Additionally, one Command Duty Officer (CDO) Lead Supervisor, six full-time CDOs, and eight part-time CDOs Command Duty Officers who support 9-1-1 Communications are transferred to the Emergency Medical Services unit.

Office of Emergency Management (OEM) continues to increase its paramedic services by providing services to the Deer District, home of the new Fiserv Forum Arena and Plaza. In July 2020, OEM will provide paramedic support to the Democratic National Convention (DNC) that will bring over 55,000 visitors to the city. Additionally, OEM will continue to provide services to the Milwaukee Admirals, the Milwaukee County Zoo, the Panther Arena, the State Fair, and other special events throughout the county.

In 2019, OEM completed the disconnection of the legacy public safety radio analog system and replaced it with a digital system, OASIS, Organization of Affiliated Secure Interoperable RF Systems. The OASIS network complies with federal communications standards for encryption and interoperability with 18 municipal subscribers, the City of Milwaukee being the only non-participant. OASIS users pay \$14 per radio per month for day-to-day service and an additional \$4 fee towards a Capital Improvement Fund. Monies in the fund are reserved solely for the replacement of the public safety radio system as the system ages. The County will contribute \$75,000 in 2020 to the OASIS fund.

Finally, in 2020 the OEM will continue preparedness efforts for the 2020 Democratic National Convention, which include modernizing our County government continuity plans, incorporating Text-to-911 in OEM 911 as a text option for emergency callers, and assisting the North Shore in the consolidation of emergency planning for one unified response and recovery effort.

4900 – Medical Examiner

The 2020 Recommended Budget has a tax levy decrease of \$66,770 that represents an increase in both expenditures and revenues. Staffing levels remain unchanged. Expenditures increases modestly to reflect cost of living raises. However, operational costs will decrease as a result of negotiated price reductions in transcription and body transportation costs. Projected revenues of \$110,000 due to an increase of referral autopsies by 18% and a budgeted increase for cremation permits.

The contract with Dr. Schneider for oversight of the Forensic Laboratory continues at an annual cost of \$75,000.

TRANSPORTATION FUNCTION

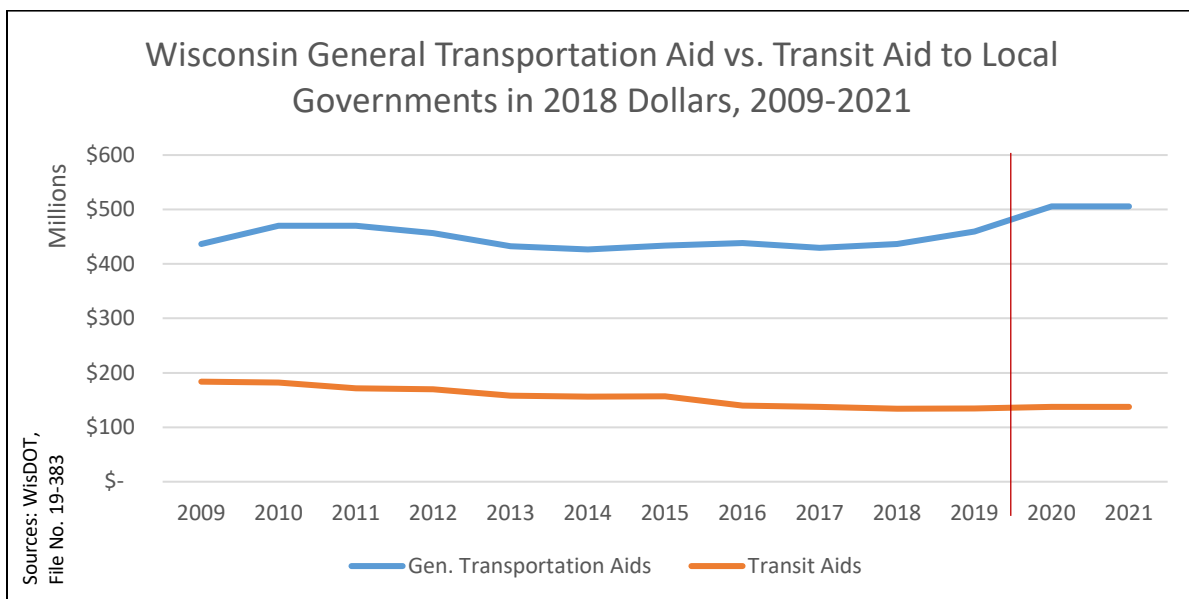
The 2020 Recommended Budget does not propose raising the VRF, however, the revenue it generates is expected to increase by \$370,000. Given the strict tax levy limits, the VRF is one of the few revenue options available to Milwaukee County policymakers to offset transportation-related costs.

Recent History of the Municipal VRF in Wisconsin

The State has permitted local governments to levy a VRF since 1971 but for decades it was rarely used. In 2009 only four local governments collected a VRF. That rose to 27 localities in 2018 with another six having VRF proposals. As of October 2019, the number of adoptees increased to 25 municipalities and 11 counties to a total of 36 localities, six municipalities and two counties in 2019.

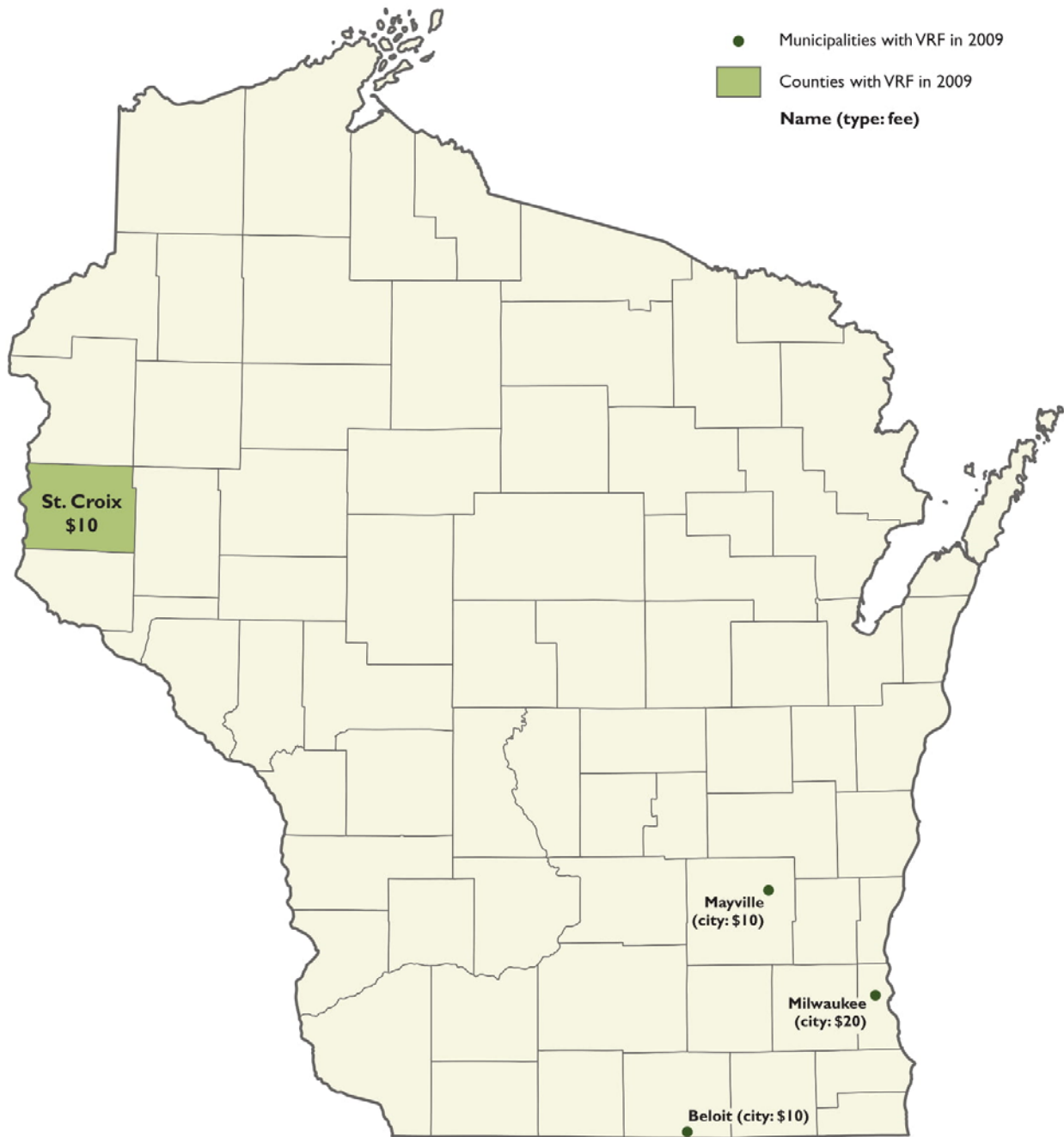
Local governments have faced costs growing faster than existing revenues, and declining State aid. Adjusted for inflation, State general transportation aid for roads has been relatively flat from 2009 to 2019. Likewise, for public transit, state overall funding assistance for transit operations in Wisconsin and Milwaukee County declined by nearly \$50 million, or approximately 27 percent from 2009 to 2019 when adjusted for inflation. This is due to shifting State budget priorities but also because the State gas tax has not increased since 2006. In the 2019-2021 Wisconsin Biennial Budget, transportation and transit aids to local governments both increased by 10 and two percent respectively, but transit aid remains well below 2011 levels. State limitations on local governments' ability to generate revenues remain while costs continue rising, causing struggles to fill growing gaps in road and transit spending. Many localities have opted to at least partially fill their budget gaps with VRF revenue.

In response, some state legislators in recent years have responded by seeking curtailment of local VRF use by outright elimination or requiring the VRF undergo a binding referendum. In 2019 Act 9, the Wisconsin 2019-2021 Biennial Budget, the State increased its VRF by \$10 to help offset State transportation costs, yielding an estimated \$28 million increase in Fiscal Year 2019-2020 and \$37 million in Fiscal Year 2020-2021.



State of Wisconsin Vehicle Registration Fees

Communities Implementing Supplemental Vehicle Registration Fees (VRF) in 2009

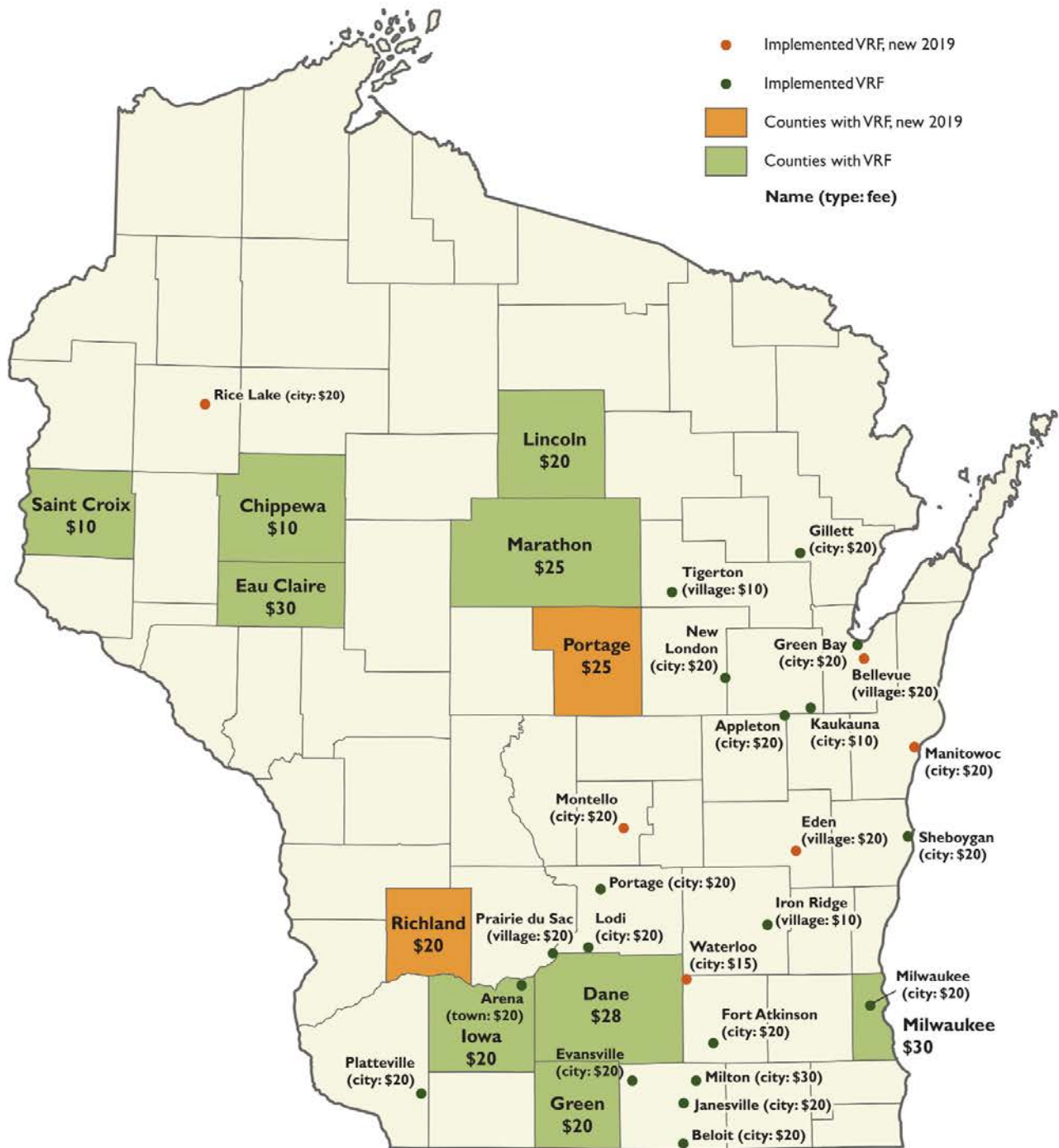


Milwaukee County GIS and Land Information

Information gathered by the Research Services Division, Office of the Milwaukee County Comptroller (kenneth.smith@milwaukeecountywi.gov)
Source: WI LFB

State of Wisconsin Vehicle Registration Fees

Communities Implementing Supplemental Vehicle Registration Fees (VRF) in 2019



Milwaukee County GIS and Land Information

Information gathered by the Research Services Division, Office of the Milwaukee County Comptroller (kenneth.smith@milwaukeecountywi.gov)
Source: WisDOT

The VRF in Milwaukee County

Like elsewhere in Wisconsin, Milwaukee County’s ability to finance transportation operations, infrastructure, and mass transit from general revenue has been constrained by ongoing inflationary pressures from higher costs to continue.

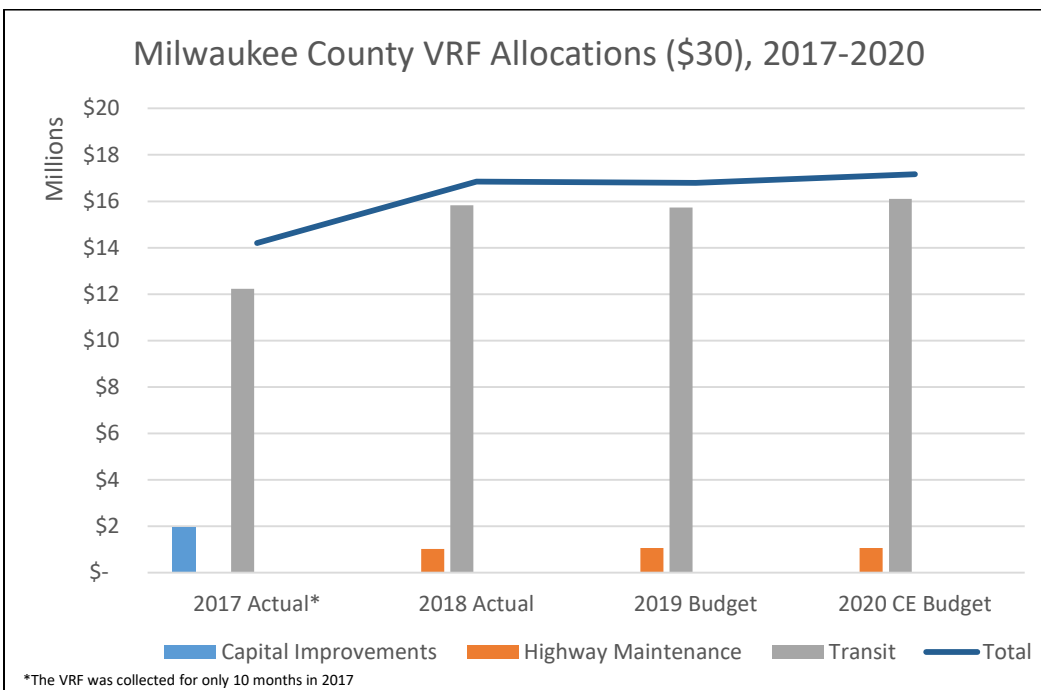
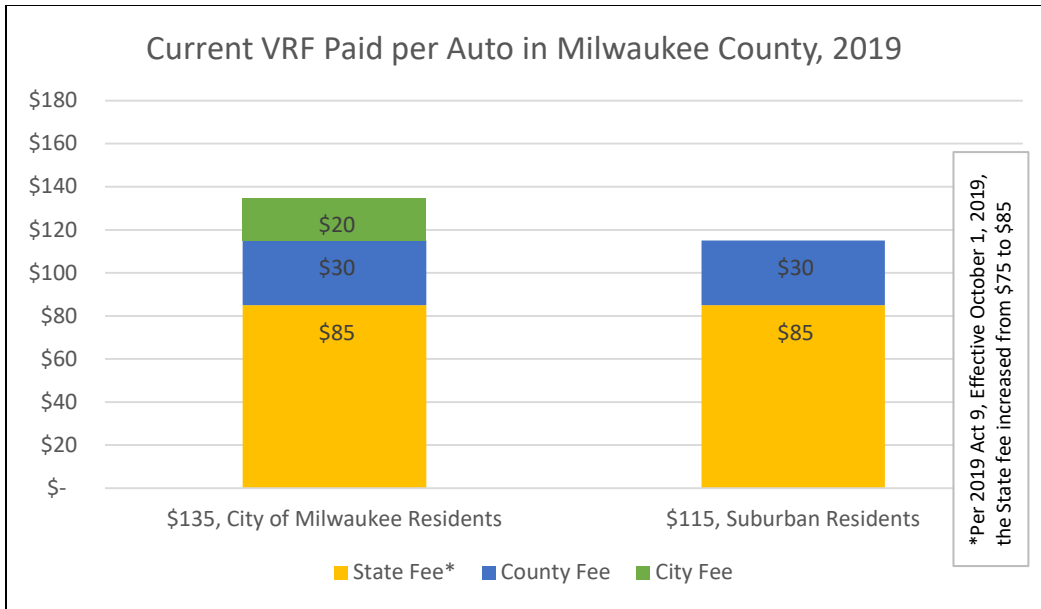
Serious consideration of a VRF in Milwaukee County began in 2016 when the Recommended Budget proposed a \$60 VRF for the 2017 Budget. In the Adopted 2017 Budget the County Board halved the proposal to \$30 and initiated a Spring 2018 nonbinding referendum for the electorate to advise the County on raising the VRF to \$60. The referendum was rejected by 72 percent of the voters and no further action has been taken to increase the County’s VRF.

The County raised approximately \$14.2 million from the VRF in 2017 and \$17.1 in 2018. 2019 estimates projected VRF revenues of around the same. The Recommended Budget has included approximately \$17.2 million in VRF revenue for 2020 based on the \$30 fee being in place for all 12 months and past receipts.

Should policymakers consider raising the VRF, every \$5 fee increase is estimated to yield an additional \$2.6 million of revenue to offset transportation-related expenditures.

VRF Increase Scenarios		
Increase Amount	Annualized Increase	2020 Budget Estimate*
\$5	\$2,843,445	\$2,606,491
\$10	\$5,679,808	\$5,206,491
\$15	\$8,516,172	\$7,806,491
\$20	\$11,352,536	\$10,406,491
\$25	\$14,079,808	\$12,906,491
\$30	\$16,916,172	\$15,506,491

*VRF increases become effective three months after an ordinance change. If a VRF change were to be included in a budget adopted in November, it would not be collected for the full fiscal year. In order to be effective for the full year, the ordinance would need to be changed in September ([File No. 19-26](#)).

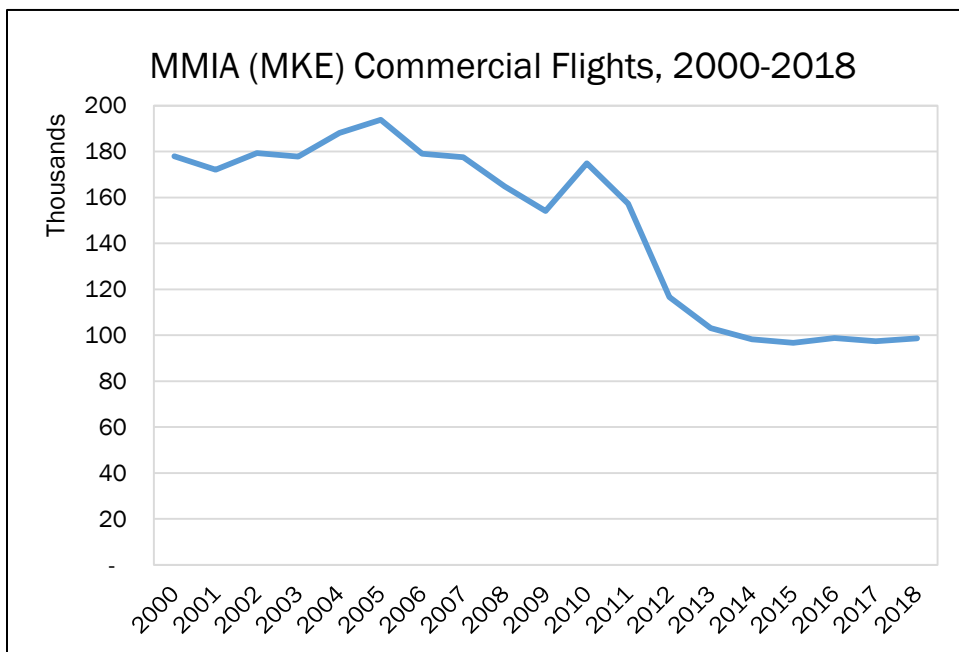
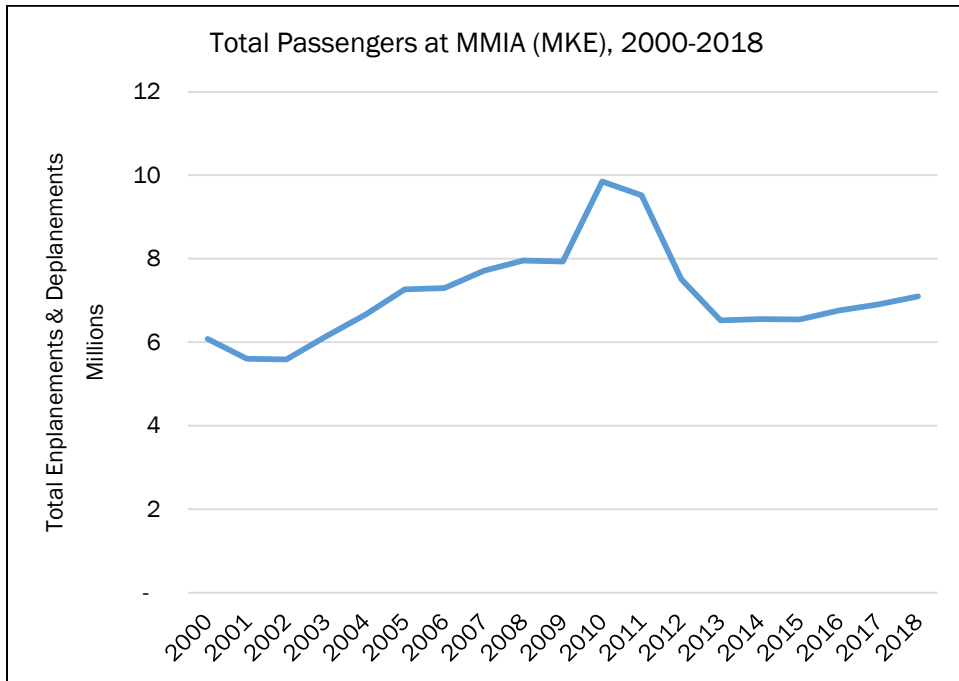


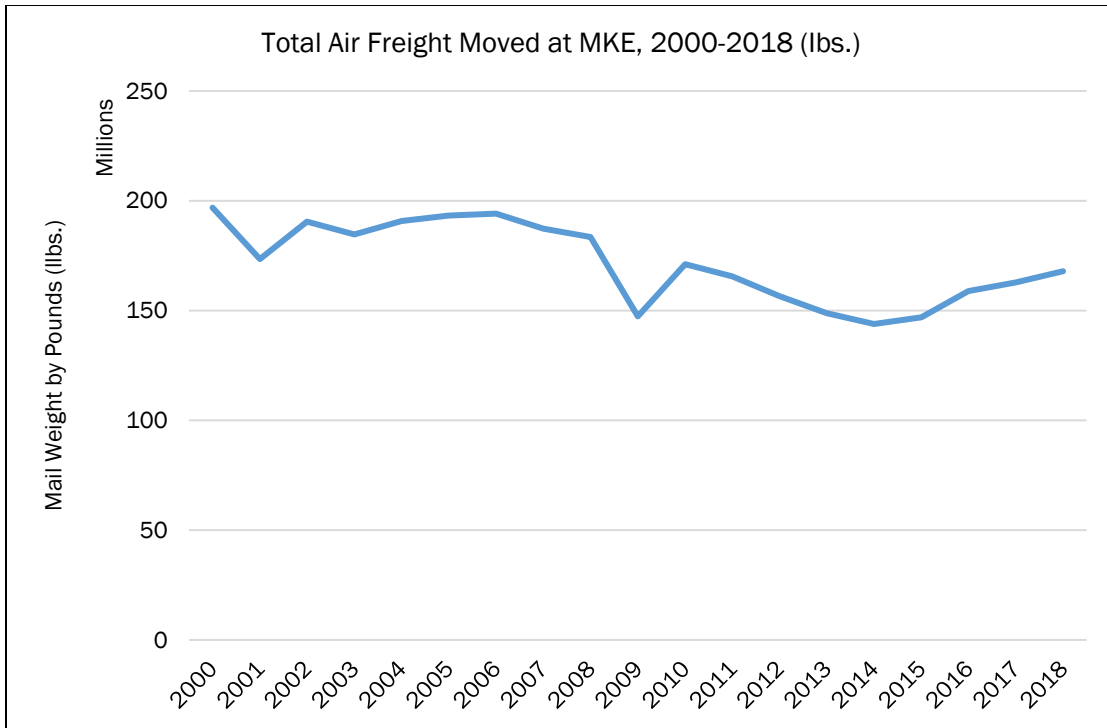
5040 – Airport

Milwaukee Mitchell International Airport

Milwaukee Mitchell International Airport (MMIA) rebranded its name from General Mitchell International Airport (GMIA) in early 2019 with the goal of improving marketing for the airport so travelers know the location of their destination. MMIA is an economic development tool to market Metropolitan Milwaukee to companies looking to expand their business while also serving as a local source of employment for hundreds and a convenience to area residents looking to travel. MMIA's

operations budget is paid for entirely through passenger and airline fees. Any airport surplus or deficit has no impact on the County's budget or its taxpayers.





International Terminal Redevelopment



File No. 17-716: The present Concourse E, to be redeveloped as the new international terminal

The MMIA administration and Milwaukee County have worked toward developing an international terminal contiguous to the main airport facility at MMIA.

The current International Arrivals Building (IAB) was completed in 1975 and much of its infrastructure is at or nearing the end of its useful life. It is separate from the main airport facility, requiring shuttling of passengers and luggage. The IAB has a capacity of handling arrivals only. Planes are required to be tugged to the gate, which does not meet present standards of the federal Customs and Border Protection service and can only accommodate one Boeing 737 at a time and not larger Airbus 380s

and Boeing 747s. The current setup increases Airport and airline operating costs and studies suggest the setup also limits MMIA’s potential air traffic. MMIA presently captures 73 percent of the area’s domestic passenger traffic but only 35 percent of international passenger traffic, the remainder typically going to O’Hare International Airport in Chicago (ORD).

Meanwhile, due to changes in the travel market, the older Concourse E became under-utilized and was shuttered in early 2017. The international terminal redevelopment would raze and build a new concourse, leading to the eventual demolition of the IAB, ultimately reducing operation and maintenance costs through a reduced footprint. The new concourse would be modernized, could absorb increased capacity, and would be more efficient and profitable by accommodating both domestic and international flights.

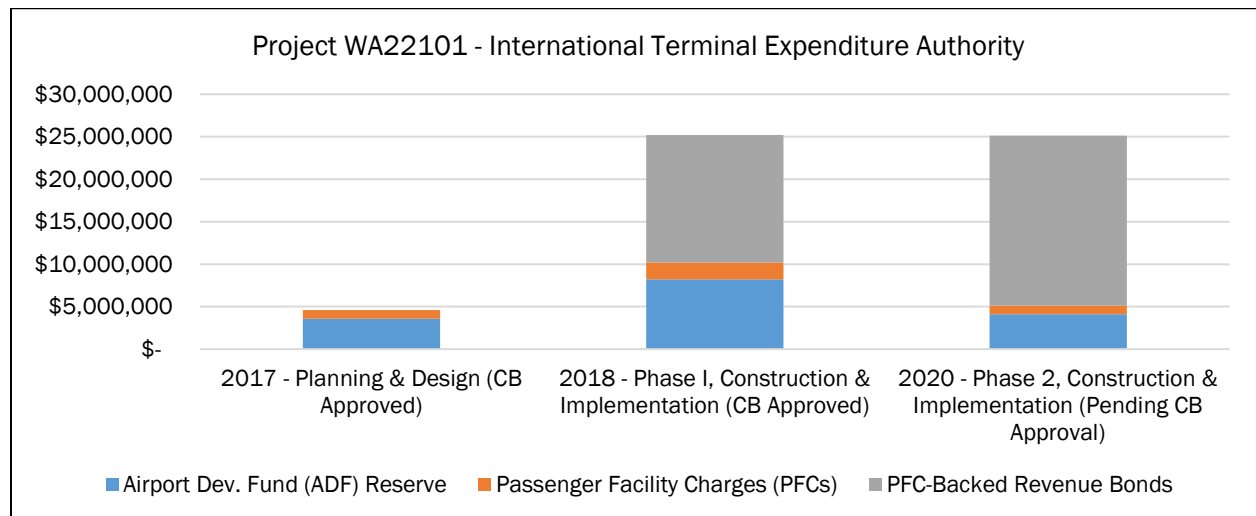
MMIA may become a low-cost international alternative to ORD which would subsequently increase international and domestic flights to and from Milwaukee, including possible European destinations. Several international airlines are adding service in medium-sized markets comparable to Milwaukee.

Financing the International Terminal

The International Terminal is financed through a combination of airport development fund (ADF) reserve dollars, passenger facility charges (PFCs), and PFC-backed revenue bonds. ADF dollars derive from an agreement between MMIA and the airlines which operate there, allowing MMIA to maintain a fund of up to \$15 million by utilizing 10 percent of parking and concession revenue. Since 2012, PFCs are a \$4.50 charge for every boarding commercial passenger (File No. 15-323).

Cost Inflation

In the 2017 Adopted Capital Budget, the projected total cost for the International Terminal was almost \$42 million. The projected total rose to \$45.3 million in the 2018 Adopted Capital Budget and now totals \$54.9 million. MMIA attributes the rise in costs to general construction inflation and federal requirements. Construction inflation may be attributed to the fact that initial estimates were calculated in 2016 and the general construction costs of materiel and labor have been rising faster than inflation. The other source of higher costs comes from requirements of the United States Customs and Border Patrol⁶ to process international passengers.



⁶ The United States Customs and Border Patrol is not the same entity as the United States Immigration and Customs Enforcement (ICE) agency.

International Terminal Timeline

2015: Preliminary studies begin for redeveloping the existing International Arrivals Building

October 2016: The Recommended Budget proposes Capital Improvement Project WA22101 – GMIA International Terminal Redevelopment to begin approximately \$4.5 million in design work for a proposed international terminal in the 2017 Recommended Capital Budget with the intention of beginning construction in 2018

November 2016: The County Board includes the international terminal’s design work in the 2017 Adopted Capital Budget

June 16, 2017: MMIA completes a feasibility study on redeveloping its international terminal

October 1, 2017: The Recommended Budget proposes beginning construction of the new international terminal in the 2018 Recommended Capital Budget, requesting an appropriation of \$25 million

October 10, 2017: The Airport Director presents the proposed international terminal project and explains the feasibility study ([File No. 17-716](#))

November 1, 2017: The County Board amends the 2018 scope of work for the project, requiring:

- A market study and market plan forecasting passenger demand for domestic and international air service
- Cash flow analyses over time of passenger facility charge dollars (PFC) and airport development fund account funds (ADFA)
- Written confirmation from the airlines of their approval of the use of PFC funds to partially finance the project

November 2017: The 2018 Capital Budget is adopted with the additional project requirements and appropriating \$25 million

July 11, 2018: The Airport Director presents the information to the Board as requested in the 2018 Adopted Capital Budget ([File No. 18-511](#))

December 2018: Consultant selection and agreement execution

2019: Design development begins

October 2019: As per the 5-Year Capital Improvement Plan, the Recommended Budget proposes additional construction funding for the international terminal redevelopment in the 2020 Recommended Capital Budget at a cost of approximately \$20.5 million for 2020

Summer 2020: Tentative completion for design development

Fall 2020: Tentative request for construction proposals

January 2021: Tentative completion of construction bids

April 2021: Tentative beginning of construction

October 2022: Projected substantial completion and opening

2020 Revenue Enhancements

2020 Revenue Enhancements		
Revenue Source	2019 Budget	2020 Budget
Parking	\$30 million	\$30 million
Car Rental	\$11 million	\$10.8 million

The parking rate increased by \$1 in 2018, with the 2019 Budget being the first full year of revenue at the new rate. In 2018 the airport also began a valet parking program.

In 2018 MMIA anticipated earning \$11 million in car rental revenue for 2019, up from \$10.5 million. Based on 2019 actual performance, that expectation for has been reduced by \$200,000 for the 2020 Budget.

Expenditure Increases

2020 Expenditure Increases		
Line Item	2019 Budget	2020 Budget
County Budgeted Cross Charges	\$3.075 million	\$14.8 million

The increase in budgeted cross-charges is due to the Airport’s Fleet Management Section merging into MCDOT’s Fleet Management. The same services and level of service will be provided but cross-charged from MCDOT to MMIA. MMIA reports this is consistent with nationwide practice.

Multiyear Contracts

Multiyear contracts with multiyear expenditures require County Board approval.

2020 Multiyear Contracts			
Contract	Term (Years)	Total Cost	Beginning Year
Airport Security Program	2	\$110,000	2020

Staffing Changes – Creations

2020 Position Creations		
Position	Duties	Number FTEs
Plumber*	Water and sewage maintenance	1

*The plumber position is converted from the electrical mechanic due to MMIA’s present needs

Staffing Changes – Eliminations

2020 Position Eliminations		
Position	Duties	Number FTEs
Electrical Mechanic	Electricity and wiring, electrician	1
Airport Maintenance Worker	Custodial services	2
Emergency Management Coordinator*	Incident management	1

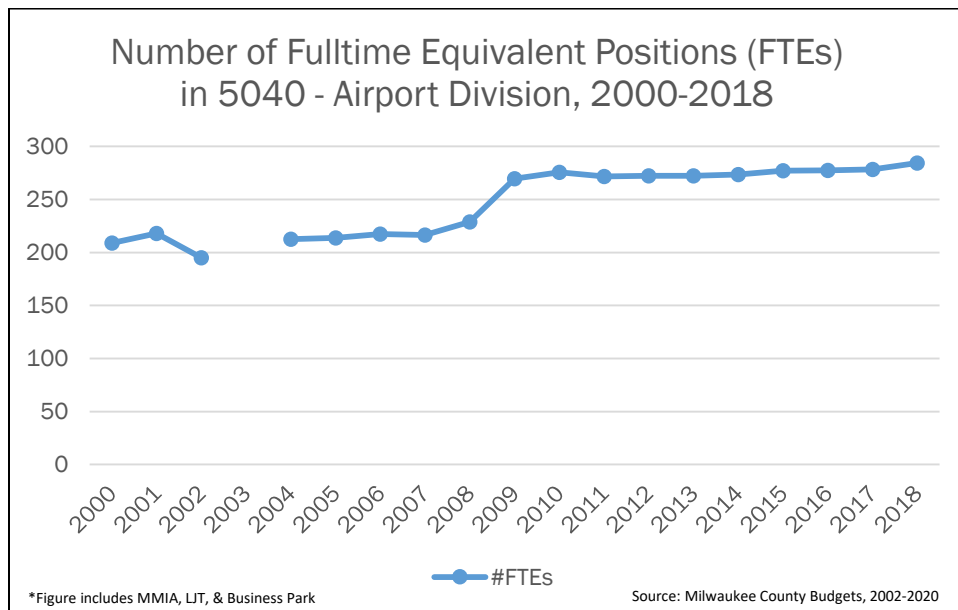
**Transferred to Office of Emergency Management, not actually eliminated*

2020 Fleet Management Transfers*		
Position	Duties	Number FTEs
Fleet Supervisor	Oversees Airport fleet unit	1
Parts Assistant	Manages the parts room	1
Lead Mechanic	Supervises the mechanics	1
Mechanic	Maintain Airport fleet	9

**Positions not actually eliminated but transferred from MCDOT-Airport to MCDOT-Fleet*

The biggest changes are transfers of the Airport’s fleet staff into MCDOT-Fleet, they will report to the MCDOT fleet director. No positions are eliminated in the transferal. Likewise, the Airport’s Emergency Management Coordinator will transfer to the Office of Emergency Management, but the position will remain at MMIA.

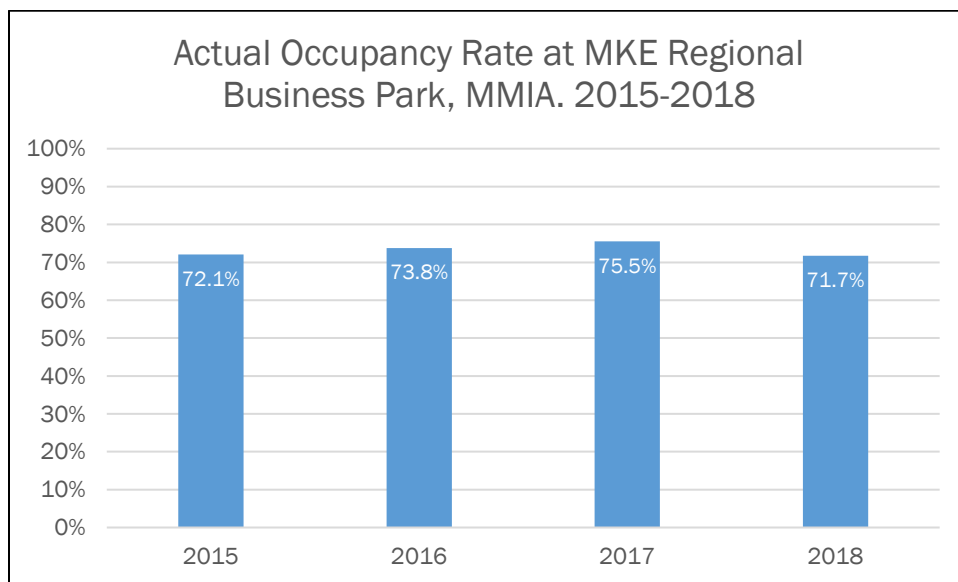
Otherwise, two vacant maintenance worker and an electrical mechanic were eliminated. The former were difficult-to-fill positions which are now handled by a contractor. MMIA has expressed a need for another plumber and no longer needs another electrician.



Milwaukee Regional Business Park

The Milwaukee Regional Business Park is the area of MMIA formerly occupied by the 440th Air Reserve Base until 2010 in Milwaukee at South Howell Avenue and East College Avenue ([File No. 11-311](#)). Four vacant buildings were scheduled for demolition in 2018 and two more in 2019. All are scheduled for demolition by the end of 2019. In 2020 the business park will have 52 buildings on 102 acres. MMIA reports efforts toward increasing the occupancy rate of the business park which has fluctuated between 70 to 75 percent. It is budgeted for 82.7 percent in 2020, down from a budgeted 83.6 percent in 2019.

The airline subsidy for the business park will decrease from \$739,265 to \$63,631 in 2020 due to expected increases in rent revenue. In late 2017, SkyWest made a substantial investment by purchasing the former Midwest hangars located on Air Cargo Way, vacating its rented space within the MKE Business Park.

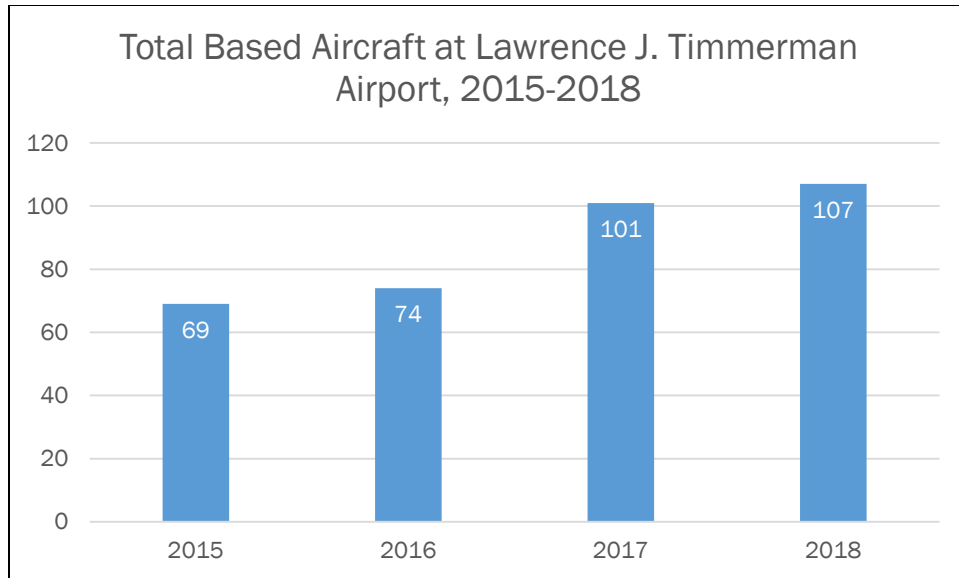


Lawrence J. Timmerman Airport (LJT)

LJT is a “general aviation reliever” in industry terms, meaning it provides services for private and recreational aviation which otherwise would need to be provided at MMIA. LJT’s operations are likewise subsidized by the MMIA airlines. Increased activity reduces airline subsidies.

Activity at LJT has increased due to the acquisition of a new fixed-base operator, i.e., operating contractor. Originally scheduled for 2018, LJT will begin a master planning process prior to 2020, planning for the next 20 years. The study will inform the Airport Division on future development and allow grant applications for future improvements.

Airline subsidies will increase from \$412,643 to \$599,078 due to the need for a study on current and future comprehensive electrical needs and tree removal to eliminate obstructions for safe aircraft approaches.



5083 – Transportation Services

Transportation Services plans, designs, and provides construction management over capital projects relating to county trunk highways, County-owned bridges, and County-owned traffic signals.

Transportation Services was formerly a section of the 5100-Highway Maintenance Division and is now a separate division as of 2019. This will also allow MCDOT to better monitor the Transportation Services’ budget and performance.

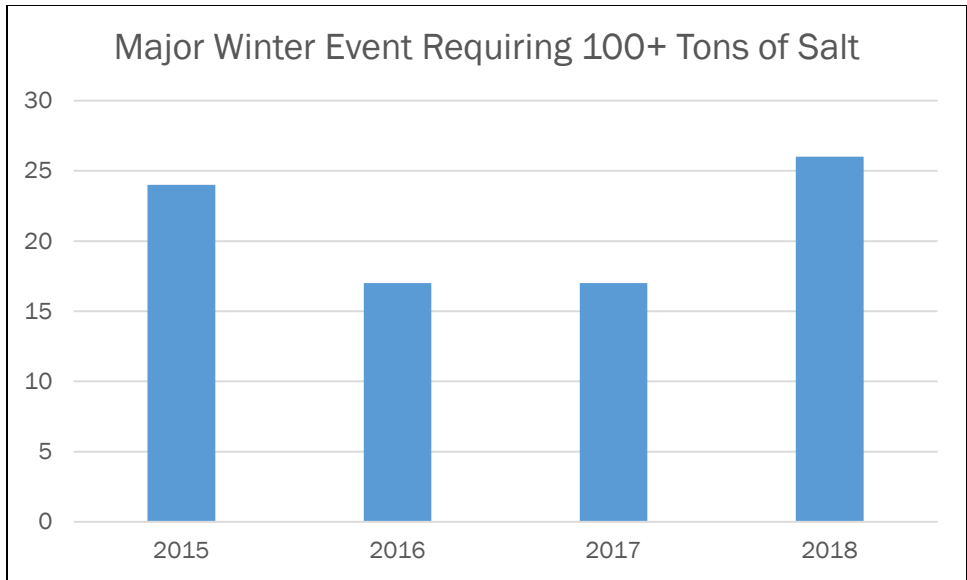
The 2020 Recommended Budget calls for the creation of one Engineering Intern Student position.

5100 – Highway Maintenance

Highway Maintenance repairs, maintains, and plows County Trunk Highways and the freeways under the direction of WisDOT. It also inspects County-owned bridges. In 2019 the Transportation Services section of Highway Maintenance spun off as its own division to better monitor its budgetary and performance goals.

The Recommended Budget includes an increase of \$1,378,458, or approximately six percent, to pay primarily for cost increases in department cross-charges and present personnel costs. The operating capital outlay is increased from \$31,671 to \$513,423 to allow purchasing of equipment and machinery to maintain roads.

One Senior GIS Analyst FTE position is transferred in from the DOT Director’s Office.



5300 – Fleet Management

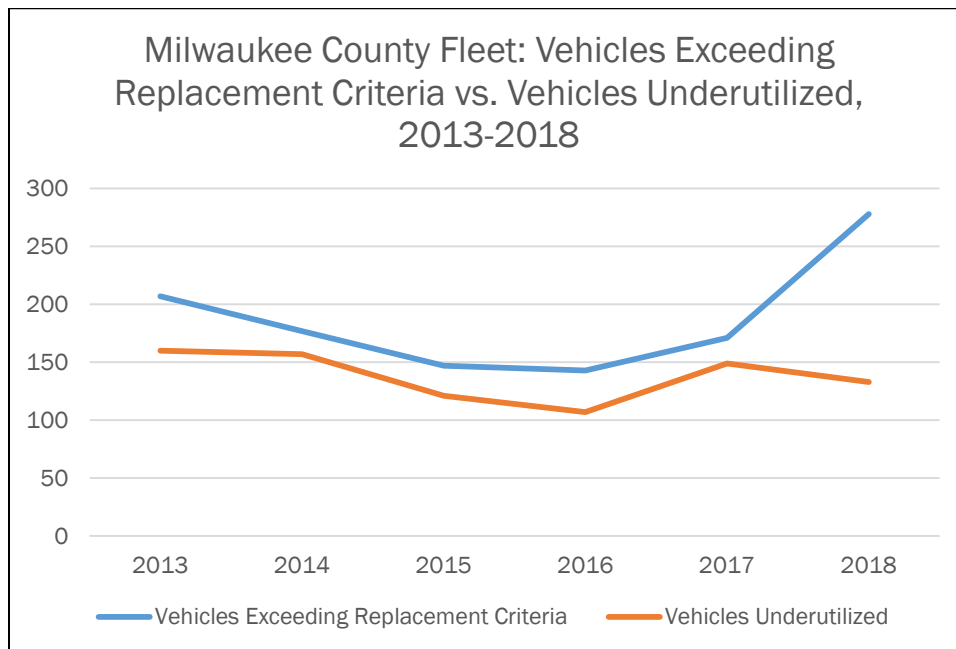
Fleet Management purchases, maintains, and repairs the County’s stock of approximately 2,206 vehicles and equipment while working with departments to minimize vehicle and equipment inactivity. Milwaukee County’s fleet management has been recognized as a “100 Best Fleet” in the Americas from 2016 through 2019 by the 100 Best Fleets of North America.

As MCDOT-Fleet possesses greater expertise in fleet management, in 2020 it receives 12 positions transferred from MCDOT-Airport. These positions will continue to be stationed at Milwaukee Mitchell International Airport but will report to MCDOT-Fleet which will cross-charge the Airport Division for its services.

2020 Airport Transfer to Fleet Management*		
Position	Duties	Number FTEs
Fleet Supervisor	Oversees Airport fleet unit	1
Parts Assistant	Manages the parts room	1
Lead Mechanic	Supervises the mechanics	1
Mechanic	Maintain Airport fleet	9

**No net new positions created or eliminated, positions are transferred from MCDOT-Airport to MCDOT-Fleet*

Milwaukee County “100 Best Fleet” Ranking 2016-2019	
Year	Ranking
2016	100
2017	81
2018	69
2019	48



5600 – Transit/Paratransit System

General

The 2020 Recommended Budget proposes an approximate \$3 million increase to the Milwaukee County Transit System (MCTS) budget compared to the 2019 Adopted Budget). MCTS has two major initiatives called MCTS Next and the East-West Bus Rapid Transit (BRT), which are both designed to improve service and increase ridership and revenue. However, as ridership has dropped and costs have risen faster than revenues, and absent a stable funding source, MCTS has had to balance its budget in part by raising fares while cutting routes and other operational expenditures. Many of MCTS' challenges also stem from structural problems endemic to American transit systems. Despite the challenges faced by MCTS, a 2017 audit prepared for the Wisconsin Department of Transportation by SRF Consulting Group found MCTS as “an efficient transit system with dedicated employees that is hampered by inadequate capital and operations funding.” A WisDOT “Public Transit System Cost Efficiency Report” released in July 2019 found on most metrics MCTS is comparable or more efficient than peer systems and all other Wisconsin transit systems.

For 2020 only:

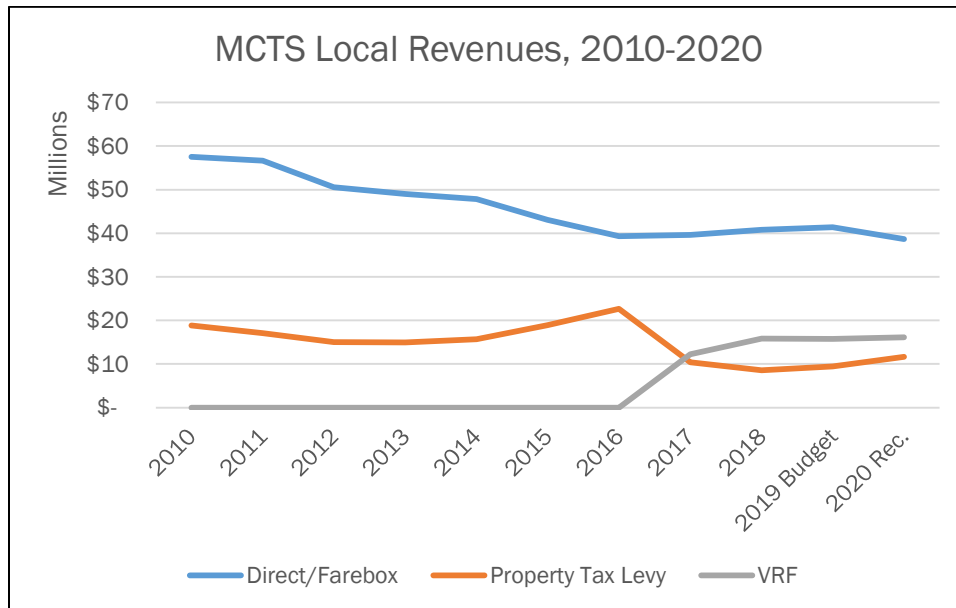
- MCTS will utilize a one-time increase of \$2.2 million in Section 5307 federal funds
- No new buses will be purchased
- Two pairs of routes merged, one route created, and six routes and four services eliminated
- MCTS assumes a labor budget based on its best and final offer noted in [File No. 19-8](#)
- MCTS reduces fleet size by 37 buses and reduces bus hours by approximately seven vacant driver positions

2020 Route Changes

The 2020 Recommended Budget calls for merging two pairs of routes, extending one, and eliminating 10. The terminated routes are low-performing, carrying fewer passengers per bus operating hour than most other routes and largely on the system's periphery. The Administration made these cuts based in part on the Government Alliance on Race and Equity's (GARE) racial equity toolkit to preserve the

core system and protect those riders most dependent upon public transit. Service termination will occur in late December 2019 for the U-Buses and January 5, 2020 for the remainder.

MCTS faced a budget deficit of approximately \$9 million in preparation for the 2020 Requested Budget. This is notwithstanding the fact that it operates very efficiently relative to peer and neighboring systems. However, ridership and therefore farebox revenue has trended downward and state and federal assistance have generally not increased with inflation. These cuts are also made despite the 2020 Recommended Budget calling for maximizing available one-time federal reserve funding (+\$2.2 million), benefitting from a two percent increase in State aid (+\$1.2 million), and increasing allocations from the property tax levy (+\$2.2 million) and vehicle registration fee (+\$370,000).



2020 Route Mergers

Similar to the mergers of Route 62 and the RedLine, and Route 27 and the PurpleLine, these recommended mergers are designed to simplify and increase efficiency of these routes cost-neutrally for the benefit of current and potential ridership.

- [BlueLine & Route 23](#)
- [30 & 30X](#)

2020 Route Creation

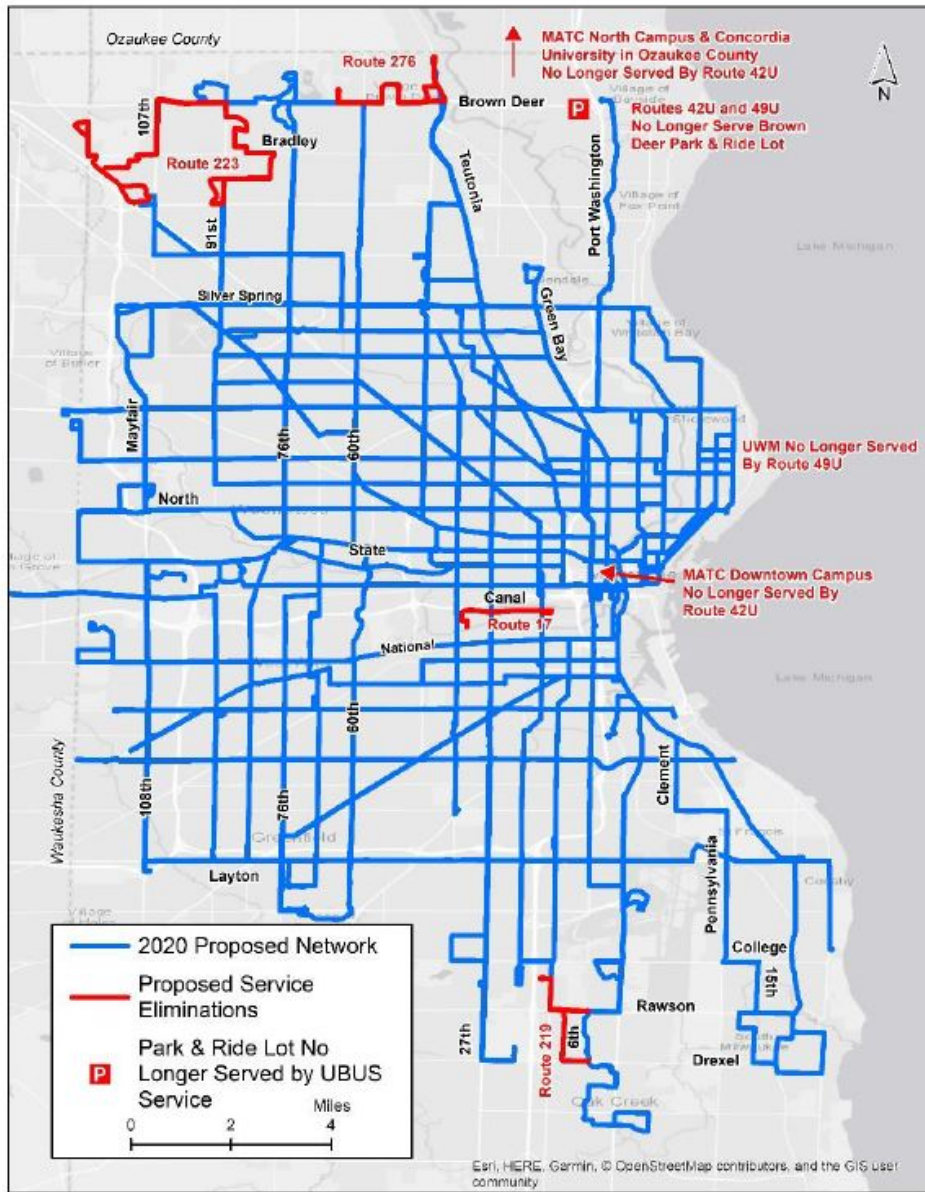
The new Amazon Distribution Center in Oak Creek is due to open in the second half of 2020. The 2020 Recommended Budget anticipates \$100,000 to create a new route, most likely a freeway flyer when the distribution center becomes operational.

2020 Eliminated Routes

- 17 (Canal Street)
- 42U (6th St. – Port Washington UBus)
- 49U (Brown Deer UBus)
- 219
- 223 (Park Place – Bradley Woods Shuttle)
- 276 (Brown Deer Shuttle)
 - Brewers Line
 - Wisconsin State Fair Freeway Flyers & Shuttle

- Wisconsin Avenue Shuttle to Summerfest & Ethnic Festivals
- Freeway Flyers to Ethnic Festivals at Summerfest Grounds

MCTS 2020 Proposed Budget Route Eliminations

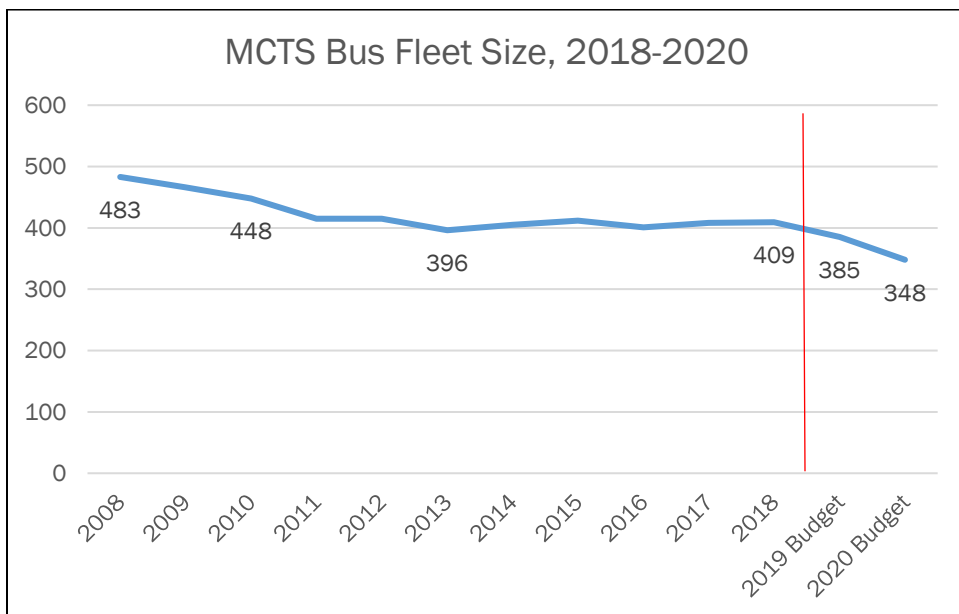
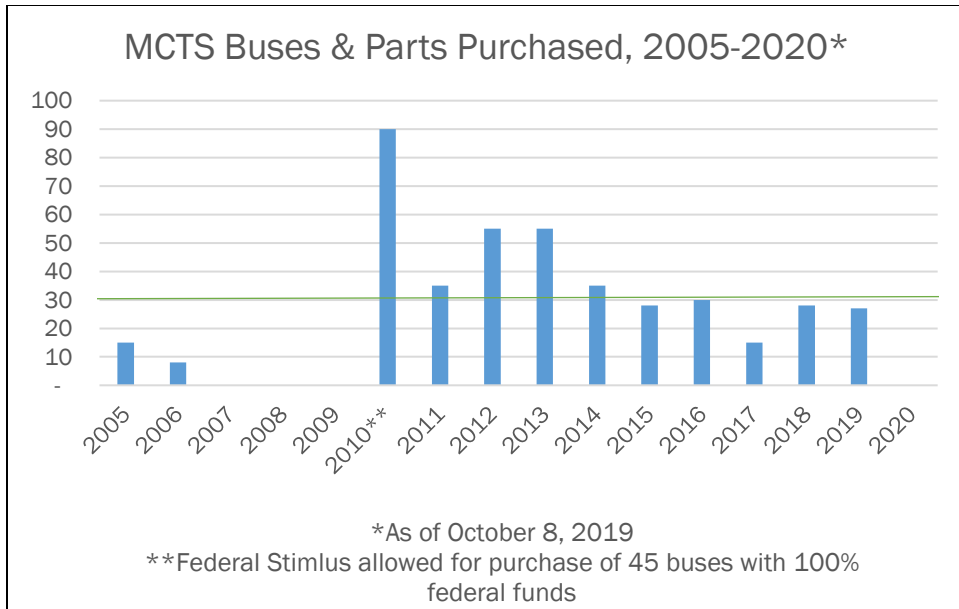


Eliminated Costs to Continue Service*		
Route	2020	Passenger per Bus Hour (PBH)
17	\$199,442	6.3
42U	\$278,401	3.9
49U	\$254,747	7.4
219	\$101,030	5.4
223	\$265,549	2.9
276	\$345,038	5.6
Brewers Line	\$66,431	6.1
WI State Fair Freeway Flyers & Shuttle	\$169,608	11.3
WI Avenue Shuttle to Summerfest & Ethnic Festivals	\$45,193	Pride, Polish, Mexican: 4.5 Summerfest: 17.4
Freeway Flyers to Ethnic Festivals	\$55,915	Festa Italiana: 4.3 German: 11.5 Irish: 12.8
Total	\$1,781,354	N/A

**These numbers factor in the associated security and administrative costs in addition to the base operational costs to provide a more holistic cost estimate*

Bus Purchases

The threshold for when buses reach the end of their useful lives to qualify for capital assistance funding from the Federal Transit Administration (FTA) for MCTS’ buses is minimally 500,000 revenue miles or 12 years of revenue service. When MCTS’ buses reach the end of their useful lives, MCTS’ goal is to generally replace approximately 30 buses per year. As MCTS purchased 90 buses in 2010, subject to County Board approval, MCTS intends to replace that cohort of buses incrementally, buying 30 in 2021, 30 in 2022, and further reducing the fleet by another 30.



Structural Challenges to MCTS’ Finances and Ridership

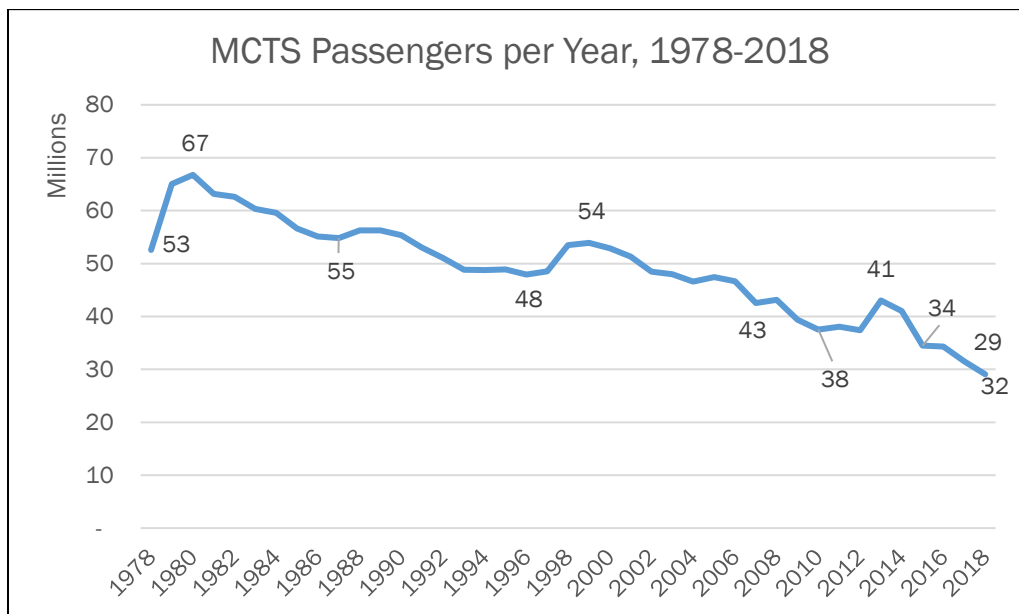
MCTS has existed as a public entity since 1975 when Milwaukee County acquired the transit assets from a formerly public company which could no longer remain profitable. Like elsewhere in the United States, public land use decisions (i.e. suburbanization and various zoning requirements⁷) have made it more difficult for public transit to be efficient and all levels of government have generally prioritized subsidizing automobile travel and parking over public transit. Growth in incomes and relatively inexpensive fuel add to this as well. More recently, research suggests increases in bicycling, bike

⁷ Examples include: separating land uses, banning mixed-use properties, minimum lot sizes, maximum density rules, minimum parking standards, minimum setback requirements, and more

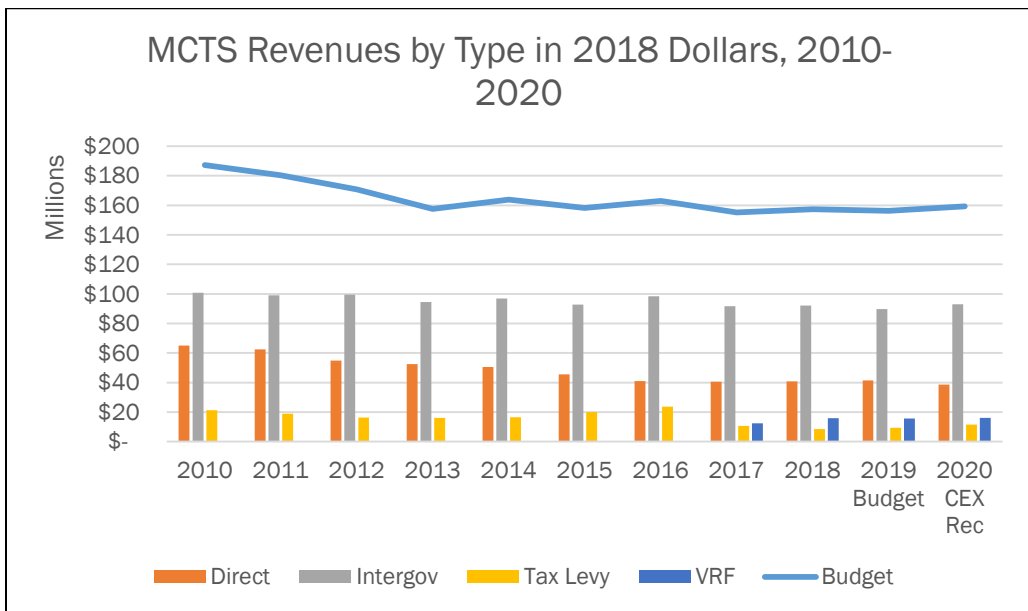
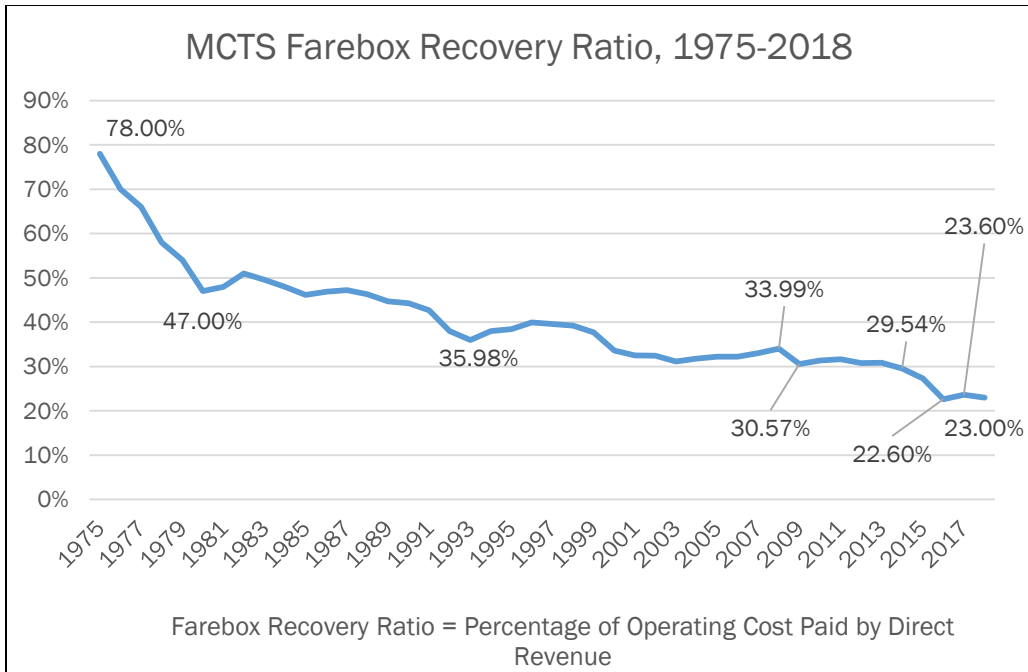
sharing, electric scooters, and particularly transportation network companies (TNCs)⁸ are also negating public transit ridership.

Specific policy decisions which local governments make can also have dramatic effects on ridership. These may include less reliable service, fare increases, and service cuts. How services are cut also matter. Past practice for MCTS' budget cuts included removing the number of buses from routes which generally requires buses to come less frequently and therefore be a less reliable form of transportation. Maintaining inefficient routes rather than diverting resources to more popular routes can deter ridership. Lastly, bus stops spaced too closely together also increase travel time and make transit ridership less reliable and convenient.

The figures below reflect how MCTS has generally followed the national trends. Ridership has trended downward almost since MCTS become a public entity. Likewise, the farebox recovery ratio, the percent of operating costs paid for through transit fares, has similarly trended negatively. The result facing policymakers for 2020 is that less direct revenue combined with relatively flat state operating assistance requires greater use of tax levy and vehicle registration fee (VRF) dollars to maintain the same level of service, assuming costs remain constant. However, MCTS' two main initiatives, MCTS Next and the East-West Bus Rapid Transit, may reverse the negative ridership trend. Similar programs in other cities have shown positive results.



⁸ Uber and Lyft are the two most prominent TNCs in the United States



Major Initiative: MCTS Next

MCTS Next is a program MCTS is undertaking to improve service by increasing frequency and reducing the time it takes for passengers to arrive at their destinations. Presently 60 percent of MCTS routes are low frequency and 40 percent are high frequency, the latter meaning buses arrive at bus stops every 15 minutes or less. MCTS would reverse that ratio so 60 percent of MCTS routes would be high frequency with shorter wait times.

An important aspect of this is to decrease the number of stops, requiring slightly longer walks to the bus stop for some. The tradeoff is passengers would arrive at their destinations faster. More stops

increase the time spent merging in and out of traffic, waiting for people to load and unload, and subsequently being caught at red lights. An online video explains the concept [here](#).⁹

Working toward accomplishing this program, MCTS engaged riders and the public to determine of the public favored the system being 60 percent high frequency. Beginning in June 2018, MCTS held 13 public meetings including one in Spanish, met with 43 local and regional stakeholders, presented before 15 municipalities, had a virtual open house, and held a dual print/online survey. Once the 2020 Adopted Budget is determined, MCTS will seek the County Board’s approval to implement MCTS Next in late 2019 after passage of the 2020 Adopted Budget.

BENEFITS OF REDESIGNING ROUTES

FREQUENCY:
Buses come more often

SPEED:
Shorter travel times

TRANSFERS:
Less waiting when transferring between routes

ACCESS:
More residents will have access to high frequency routes

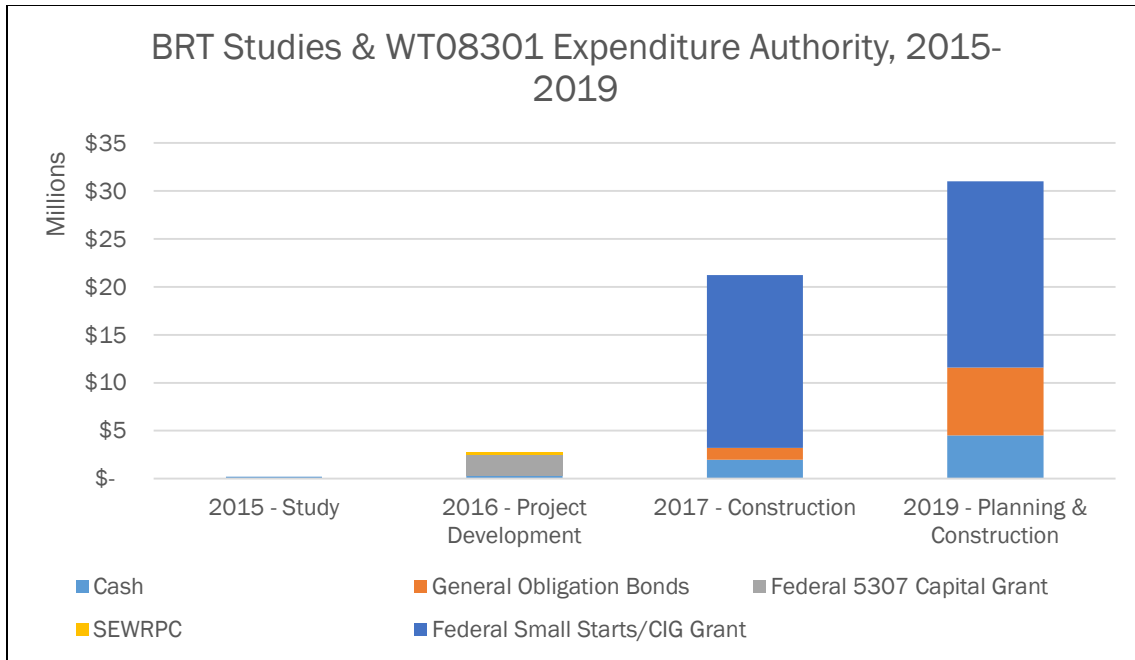
What is High Frequency?
High frequency buses arrive every 15 minutes (or better)

Major Initiatives: MCTS’ East-West Bus Rapid Transit and Battery-Electric Bus Acquisition

Like MCTS Next, the MCTS’ proposed East-West Bus Rapid Transit project (BRT) would feature improved speed and frequency of service. The County and MCTS are largely complete with preparation and planning and are awaiting federal funding which has repeatedly been delayed. Construction will not begin until the federal grant is approved. To date, MCTS has been timely with all Federal Transit Administration (FTA) requests and procedures specific to the project to prevent undue delay.

The East-West BRT follows the principals of MCTS Next but will differ where most bus routes will continue to share the roads with other automobiles in what is called “mixed traffic.” The BRT on the other hand, will operate in its own “dedicated right-of-way” in over 50 percent of the nine-mile route between Downtown Milwaukee and the Milwaukee Regional Medical Center (MRMC) and the Watertown Plank Road Park and Ride. Buses traveling in “dedicated rights-of-way” are less likely to be delayed by other vehicular traffic, increase road safety for pedestrians, and will operate with traffic signal priority. Other features of the BRT include off-board fare payment machines, level-boarding which eases the ability for elderly and disabled individuals to embark and disembark, and hybrid and/or electric buses which reduce emissions and improve fuel efficiency.

⁹ “Bus Stop Balancing,” <<https://vimeo.com/240382367>>.



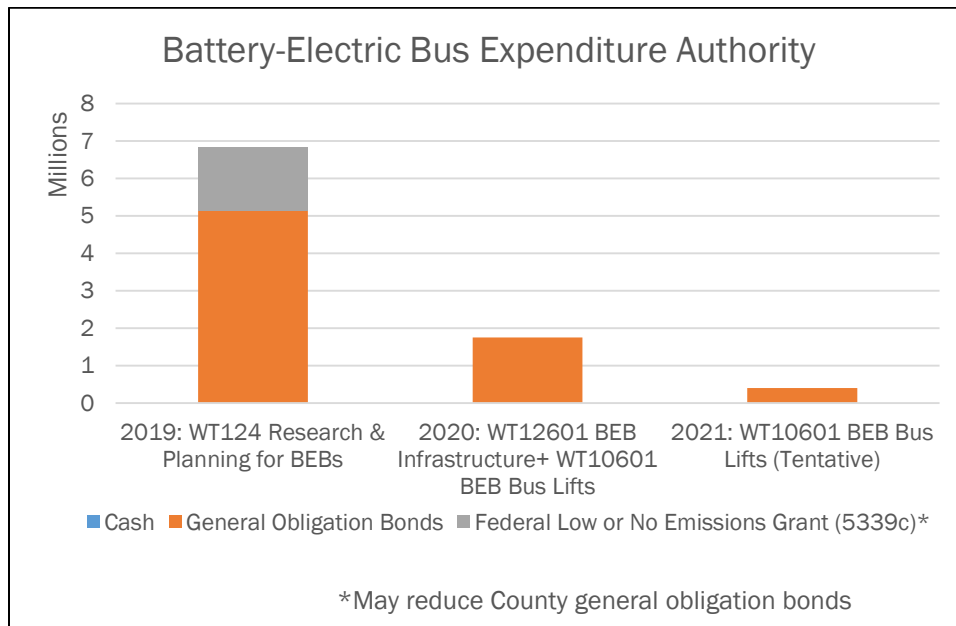
The County spent \$225,000 in 2015 to study the BRT concept and another \$2.8 million in 2016. In 2017 and 2019 the County Board granted local spending authority assuming a significant grant from the Federal Transit Administration’s (FTA) Capital Investment Grant (CIG) fund. These numbers may rise due to inflation, but MCTS leadership believes funding at this time is sufficient.

MCTS submitted its amended application on September 9, 2018 and originally expected receipt of federal approval by August 2019. Due to the federal government shutdown from December 22, 2018 to January 25, 2019, MCTS later anticipated receiving the federal grant by the end of 2019. Now MCTS expects to receive the federal CIG dollars between March and June of 2020 but has complete confidence the grant will materialize.

Last year the nonpartisan federal Government Accountability Office in [GAO-18-462](#) found the FTA noncompliant with Congressional mandates relating to the distribution of CIG dollars. The FTA attempted to eliminate CIG spending in the 2019 federal budget. In 2018, transportation and planning news outlets reported of a growing nationwide backlog of transportation projects, suggesting the FTA was ‘foot-dragging.’ However, as recently as [September 25, 2019](#), the FTA released CIG dollars to various transportation projects nationwide, but none in Milwaukee.

As part of the BRT, to further improve local air quality, reduce overall carbon emissions, and pilot an emerging technology, the 2019 Adopted Budget required MCTS to begin procuring battery-electric buses (BEBs). MCDOT and MCTS have determined the BRT route as the best place for BEBs for technical reasons related to charging batteries. However, this step will prolong the timeline as the manufacturer requires an 18 month lead time and MCTS will have to undergo a request-for-proposals (RFP) process. The RFP process will be slower than acquiring diesel buses as there is a standing contract for diesel purchases. The 2020 Recommended Capital Budget proposes \$1.7 million in general obligation bonding to acquire BEB infrastructure and \$51,000 to plan and design two bus lifts which can accommodate BEB buses at the Kinnickinnic Garage.

Upon receipt of the federal CIG grant, road and station improvements and equipment procurement would occur between April 2020 and August 2021. Testing of the BRT route would occur in Fall 2021 and the BRT would launch in Fall or Winter 2021.



BRT Timeline

November 19, 2015: The Director of Transportation introduces the BRT concept to the County Board, requesting and receiving \$225,000 to study the concept ([File No. 15-755](#))

May 2016: County Board approves \$2.19 million for preliminary BRT project development ([File No. 16-261](#))

September 23, 2016: The Federal Transit Administration (FTA) grants approval for Milwaukee County to begin project development in pursuit of BRT funding. Project development allows for a portion of expenditure for engineering, design, and environmental review to be federally reimbursable

December 12, 2016: University of Wisconsin-Milwaukee urban planning graduate students release a study suggesting positive economic and social benefits to an east-west BRT concept

June-September, 2017: BRT conducted community outreach at various events and held open houses at Marquette University High School, the Zoofari center, two churches and a library ([File No. 18-330](#))

October-November, 2018: Completion of federally required environmental review and receipt of the FTA's Finding of No Significant Impact (FONSI) approval

November 5, 2018: The County Board passes the 2019 Adopted Budget which includes Amendment 1B004, requiring MCTS begin procurement of battery-electric buses (BEBs)

December 2018-January 2019: Federal government shutdown temporarily shuts FTA

May 16, 2019: Director of Transportation testifies before the Committee on Finance and Audit. While asking for approval to apply for a federal Low or No Emission Grant for BEBs, the Director suggests four BEBs will be introduced on the BRT route ([File No. 19-439](#))

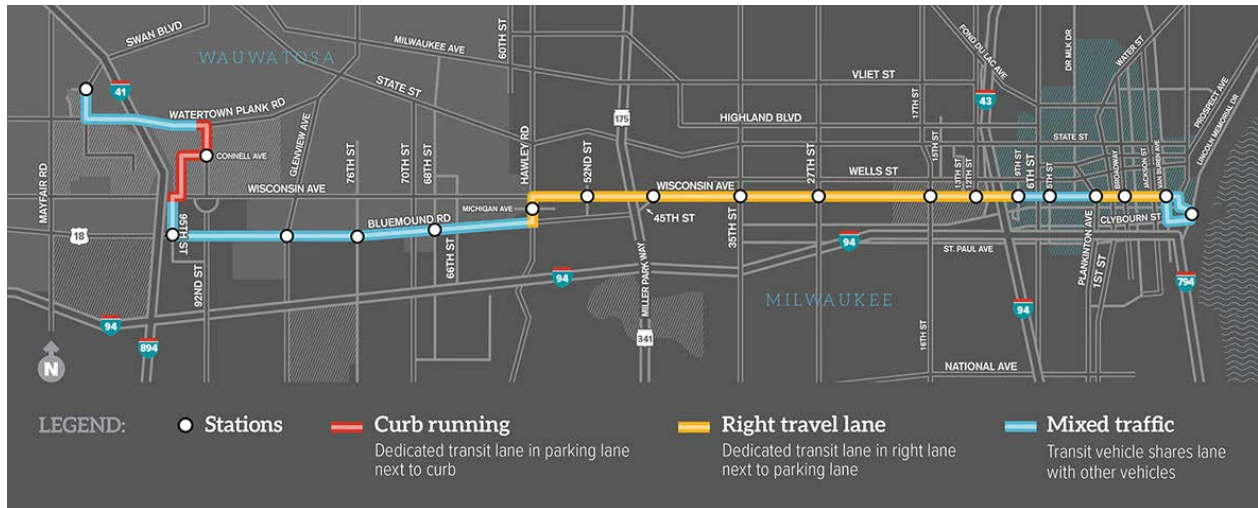
October 1, 2019: The 2020 Recommended Capital Budget proposes an expenditure of \$1.7 million for BEB infrastructure

March-June, 2020: Anticipated FTA funding approval, was originally projected for Spring 2019, then Fall 2019, then December 2019 ([File No. 19-601](#))

April 2020-August 2021: Construction of stations, modification of roads, and procurement of buses and equipment

Fall 2021: Testing and training

Fall/Winter 2021:¹⁰ BRT launches



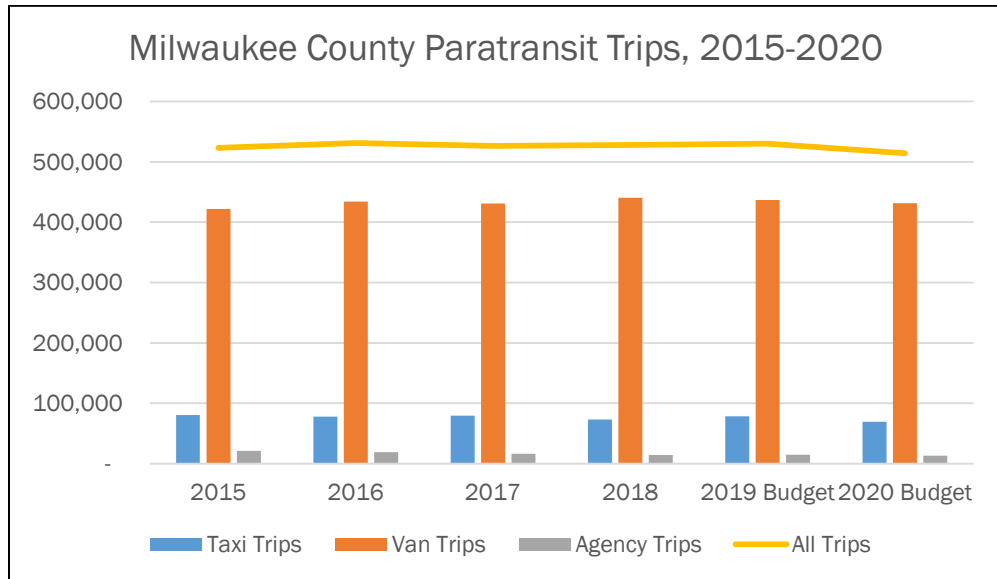
¹⁰ The 2018 "Overview of the 2019 Recommended Budget" erroneously listed December 2019 as the time when BRT would become operational



Paratransit

MCTS contracts with outside providers for the Transit Plus paratransit program for those who are Americans with Disabilities Act paratransit eligible.

MCTS expects ridership to decline by three percent from 2019 but the budget for 2020 will be comparable due to inflation. MCTS annually applies for federal Section 5310 funding to cover paratransit costs and will receive a grant for 2020 for “mobility management activities” which are designed to improve driver performance and passenger outcomes.



5800 – Director’s Office

The Director’s Office oversees all County Department of Transportation divisions as well as MMIA, LJT, and MCTS. The 2020 proposed budget transfers a GIS Analyst position to the Highway Maintenance Division.

HEALTH & HUMAN SERVICES FUNCTION

6300 – Mental Health Board – Behavioral Health Division

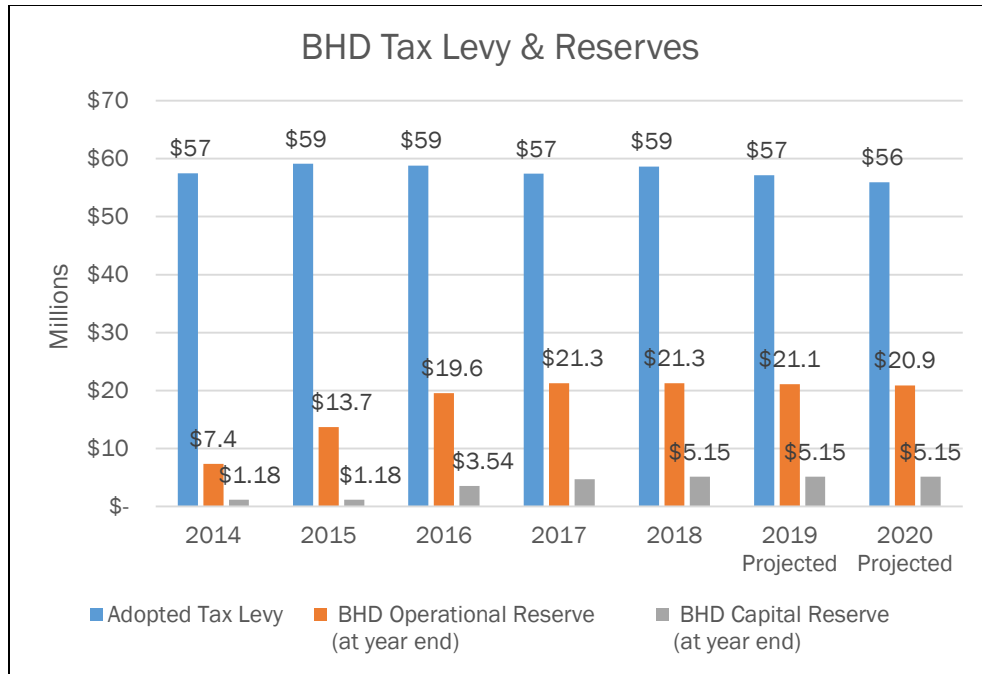
The Wisconsin State Legislature created the Milwaukee County Mental Health Board (MHB) with the passage of [2013 Wisconsin Act 203](#), removing the Behavioral Health Division from the purview of the Milwaukee County Board of Supervisors. The MHB is governed by a group of mental health professionals, as mandated by statute. They are tasked with the operational governance of the Behavioral Health Division of Milwaukee County, which includes all program and service functions related to mental health.

Per State statute, the County Board “shall incorporate into the budget for Milwaukee County” the “tax levy amount as proposed by the County Executive.” State statute mandates that the MHB may not propose a tax levy that is less than \$53 million, nor more than \$65 million. The total tax levy for 2020 is \$55,942,198. The total expenditures increase by \$11 million and revenues increase by \$12 million for a net tax levy decrease of \$1.1 million compared to 2019.

Major changes or initiatives include:

- An increase in spending of \$6 million to support expanding enrollment in the Comprehensive Community Service (CCS) Adult and Children programing. Enrollment is projected to reach 1,780 participants by the end of 2020.
- An additional Crisis Resource Center (CRC) is funded at a cost of \$0.7 million, partially funded by BHD, which will serve individuals in crisis with short term stabilization services on the northside of Milwaukee in a walk-in center setting. Additionally, savings of \$1.2 million is anticipated for all Crisis Resource Centers locations due to contracts with Medicaid HMO’s and Wisconsin Department of Health, providing coverage for all HMO enrollees to receive services at CRC locations.
- \$0.2 million is included to fund Oxford Houses, family rented homes for groups of recovering individuals rent and live together in a supportive community environment that is conducive to addiction recovery.
- The 2020 Recommended Budget includes plans for BHD staff to begin integrating into three Community Health Centers (CHC) in Milwaukee. To complete the integration, the current Access Clinic and Adult Day Treatment Resources will be reallocated and three FTE positions will be added, in addition to funding for Peer Specialists in the centers. Successful implementation will lead to more same–day services for residents.
- Expenses for Wraparound and Youth CCS increase by \$3 million and revenues increase by \$2.3 million based on projected increases for both programs. Wraparound averages a daily enrollment of 1,246 children, young adults, and their families.

Under [Wisconsin Statute § 51.41\(4\)\(d\)](#), the treasurer must hold any funds that have not been spent or encumbered by the MHB in a mental health reserve fund. Any funds over \$10 million “may be used at any time for any mental health, function, program, or service in Milwaukee County.” Additionally, Wisconsin Statute § 46.18(13) requires an annual cash reserve contribution of 2 percent of original cost or appraised value of buildings of “existing mental health infirmary structures and equipment.” The 2020 Recommended Budget includes the use of \$2 million from BHD’s reserves. The chart below details the adopted levy, operational reserves, and capital reserves for BHD.



7900 – Department on Aging

The Milwaukee County Department on Aging (MCDA) is comprised of three divisions: Agency on Aging (AAA), Aging Resource Center (ARC) and Administration. Collectively, the department manages all services and programs for seniors aged 60 and older in the County.

The 2020 Recommended Budget reflects an increase in expenditures of \$55,405 and an increase in revenues of \$497,288 for an overall effective tax levy decrease of \$511,208. In 2020, the ARC will see an increase of \$61,000 federal revenue due to an increase of Medicaid reimbursements as a result of federal time reporting changes. ARC is anticipated to receive additional funding of \$20,000 towards dementia care. In addition, ARC has a net increase of \$36,861 for contractual services, outreach, and advertising.

In 2020, the AAA anticipates contracted services to increase by \$138,000. Contracted services for AAA include: Alzheimer’s direct services, family caregiver support services, telephone reassurance, legal services and transportation services. AAA also, anticipates an increase of net revenues by \$156,000. The senior nutrition and the five-county owned senior centers are key programs also managed by AAA. The nutrition revenue for this program increased by \$259,000 primarily due to an increase in the Older American Act funding.

In 2019, the department began an initiative to fund a senior center and provide nutritional services in the 53206 Zip Code at Greater Galilee, which has a minority population of 97.5 percent. This initiative will continue in 2020. From January 2019 through August 2019, 245 seniors were served 845 meals at this site. The department will continue to seek ways enhance congregate dining across the County by offering a breakfast or a dinner.

All five County-owned Senior Centers will remain open five days a week in 2020. All facilities related services and maintenance has been reassigned to the Facilities Management Department. This transition reduces the Department’s reliance on tax levy funding while enhancing its efforts in its core competency of senior center programming services.

Lastly, one FTE Secretarial Assistant position is unfunded. The department has a total of 73.9 FTE positions for 2020.

8000 – Department of Health & Human Services (DHHS)

The Department of Health and Human Services (DHHS) is comprised of five areas: the Director’s Office, Division of Youth and Family Services (DYFS), Disabilities Services Division (DSD), Housing Division and a newly created Combined Children’s Services section. Expenditures decrease by a total of \$116,000 and revenues increase by \$364,000 for a net decrease in tax levy of \$479,000. Additionally, six vacant FTE positions are abolished, and five new positions are created for a net reduction of one FTE. This budget creates the following five positions: Change Management Coordinator, Community Engagement Coordinator, Community Intervention Specialist, Navigator System Manager, and Training Coordinator for a total tax levy cost of \$450,142.

Division of Youth and Family Services

In 2018, the Wisconsin State Legislature adopted [Wisconsin Act 185](#), authorizing the closure of Lincoln Hills and Copper Lake Schools by July 1, 2021. The act established new State Department of Corrections (DOC) Type I juvenile correctional facilities and new Secured Residential Care Centers for Children and Youth (SRCCCY) to be operated by counties. The State has earmarked \$80 million in bonding for the construction of the SRCCCYs. Additionally, the act authorizes State financing of 95 percent for the design and construction costs of SRCCCYs and 100 percent of the cost of a girls-only facilities.

On March 31, 2019, DHHS submitted its initial grant application approved by the County Board as part of [File No. 19-236](#) which estimated construction costs for a new facility at \$41 million. Shortly thereafter, the Legislature amended Act 185 to extend the deadline to July 1, 2019 to allow counties more time to apply. In response, DHHS revised its original grant application to create new secure residential beds in the community and to renovate beds at the Vel R. Phillips Youth and Family Justice Center rather than construct a new building. Total estimated planning and construction costs in the revised proposal were \$41.8 million. Additionally, start-up costs were estimated to be \$2.1 million and the estimated operating gap was anticipated to be \$4.5 million. At the end of September, DHHS [revised its proposal](#) again and reduced the total cost to \$24 million to reflect a renovation of the Vel Phillips Juvenile Justice Center and beds in the community.

For 2020, no operating dollars have been allocated for the SRCCCY, but significant internal planning will continue. In addition, DHHS did not submit a capital request to begin construction of the SRCCCY because a grant award has not yet been approved by the Joint Committee on Finance. Once further information is known from the State regarding the reimbursement costs, the department will submit a capital request.

Additionally, the average daily population (ADP) for youth at Lincoln Hills and Copper Lake has been trending downward. The 2020 Recommended Budget assumes an ADP of 50 compared to 69 in the 2019 Adopted Budget. Due to an increase in the daily rate from \$397 to \$532 in the first six months of 2020 and \$550 in the last six months of 2020, the reduction in ADP does not result in significant savings, about \$125,000.

In 2020, DYFS contracts for the girls’ shelter care and Targeted Monitoring Program (Intensive Monitoring Program) are reduced by \$459,000 and \$305,000, respectively, due to a decrease of referrals to DYFS for a total savings of \$764,000. The contacts for Community Accountability Panels

and youth employment totaling \$198,000 and \$88,000, respectively, are eliminated. DYFS does not anticipate any impact to services as a result of these changes.

DFYS, in partnership with the Behavioral Health Division (BHD) Wraparound Program, continues to contract with Wisconsin Community Services to operate a Type II Residential Care Center. Norris School District will continue to operate the education program for the center. The center serves up to 24 boys who are at a high risk of recidivism and are placed in the custody of DOC. The community-based component of this program provides an additional four months of aftercare through the Multisystemic Therapy Family Integrated Transitions (MST-FIT) program. This program provides programming, education, training and technical assistance in MST using the Integrated Treatment Model. The cost for this program is offset with \$300,000 in Medicaid revenue for those youth who are eligible for Wraparound as well as Youth Aids and Wisconsin Department of Public Instruction (DPI) revenue. DYFS estimates that 65 percent of the available slots will be filled by Wraparound enrolled youth.

The revenue from DPI is reduced to \$85,000 from \$100,000 to reflect actual experience. DFYS will see additional savings of \$147,740 due to the abolishment of three vacant FTE positions and one half vacant FTE position.

Disability Services Division (DSD)

In 2020, expenditures and revenues increase by \$1.1 million for the Children's Long-Term Support (CLTS) waiver. New rates were established on July 1, 2019 as the State Department of Health Services implemented a rate setting initiative in response to a corrective action plan issued by the federal centers for Medicare and Medicaid Services (CMS). The number of children enrolled in the program is anticipated to remain at 1,000. Costs are expected to increase due to the new provider rates. Additional costs will be paid by Children's Community Options Program (CCOP) funding. To maximize revenue under the CLTS program, the purchase of service respite contract in the amount of \$211,000 is eliminated. This contract was funded by tax levy and basic county allocation (BCA) funding. The children whose respite is eligible under the CLTS program will be funded by Medicaid. Children who are ineligible for CLTS, but receive a diagnosis from their physician, will continue to receive respite services under DSD's non-waiver funding sources.

The Disability Resource Center (DRC) also anticipates an additional Medical Assistance (MA) revenue match of \$240,000 as services performed by the DRC are now eligible for a higher percentage of MA revenue from the State.

New Combined Children's Services

New in 2020, DHHS plans to take initial steps to establish a new Children's Services Division that will integrate staff who serve children, young adults, and their families. The new division will ensure access to care by connecting children, young adults, and their families to services available through DHHS.

The first phase of integration will relocate 85 children's programming staff within DSD, DYFS, and Wraparound to allow customers access to services through one entry point within DHHS. The new structure allows more direct access to services including services offered by the Housing Division and Energy Assistance Program.

To support the new division, one FTE Navigator Systems Manager is created at a cost of \$89,626 in salary and social security. DHHS will identify office space and relocate the respective staff from their current work areas into the new integrated space. All employees will remain employees of their respective divisions but work in the new space identified by DHHS. DHHS has \$400,000 budgeted for the relocation costs that include the initial lease costs. The department submitted a capital request

for the buildout of space once a location has been identified. BHD will contribute all costs for the relocation of the Wraparound staff.

Housing Division

New in 2020, the Housing Division will partner with the Disability Resource Center to provide a part-time staff person who will connect customers with housing resources in the community. Housing staff will also provide housing navigation services within the Behavioral Health Division's (BHD) Wraparound Program. These two initiatives will increase expenditures by \$50,000 and revenues by \$141,000 for a net tax levy savings of \$91,000.

Expenditures and revenues are reduced by \$600,000 due to the completion of the Housing Division's SAMSHA grant. In 2016, the Housing Division was awarded a three-year SAMHSA grant of \$2.4 million to expand the Housing Division's Housing First Initiative. Funding from the grant was used to enhance the Housing First Program and address homelessness in Milwaukee. The goal was to achieve 450 outreach contacts and enroll 140 homeless individuals and families in permanent housing over the life of the grant. The Housing Division successfully completed 464 outreach contacts and placed 141 individuals into permanent housing. The Housing Division will continue a portion of that work through its Housing Navigation Services.

In 2020, the Housing Division will continue its efforts to in homelessness prevention and to assist individuals experiencing temporary and permanent homelessness. An additional \$250,000 is invested to expand homeless prevention services. The Housing Division will expand connections to services in conjunction with the IMPACT 211 hotline to assist individuals experiencing homelessness get back on their feet. A Prevention Navigator position will be added to support this initiative.

The Housing Division anticipates receiving an increase of revenues from the federal Department of Housing and Urban Development in the amount of \$190,000 for the Housing Division's Continuum of Care grants as part of the My Home Program.

In 2020, the Housing Division will partner with the Benedict Center to provide community-based substance abuse, and mental health treatment, education and support as part of a \$300,000 grant from the Department of Justice. Additionally, this grant will fund Housing Navigator Services for individuals who are victims of sex trafficking or suffering from opioid addiction.

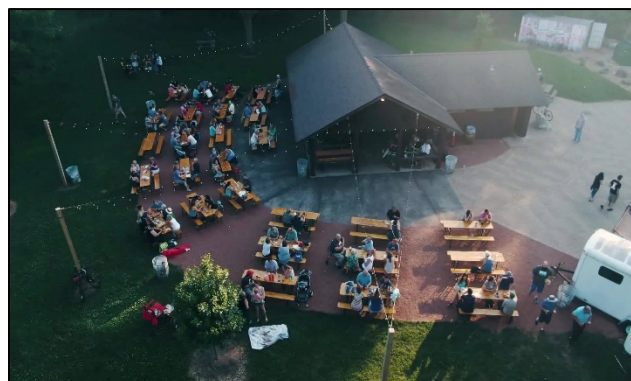
Revenue of \$300,000 is included again in the budget as the Housing Division has started to co-develop real estate, rehabilitate County foreclosures, and provide consultation services to generate additional revenue. The department reports an increased interest from developers in establishing real estate partnerships.

In 2020, the Housing Division anticipates additional revenues of \$250,000 through its continued partnership expansion with HMOs and private hospitals to provide individuals with housing support services and with Housing Navigation. Revenues from HMOs also support the cost of Housing staff assigned to this initiative.

RECREATION & CULTURE FUNCTION

9000 – Department of Parks, Recreation & Culture

The 2020 Recommended Budget for the Parks Department focuses on increasing spending on capital projects, but suggests scaling back on operating costs. Reductions in commodities and services, as well as in seasonal labor, puts additional strain on the resources needed to deliver quality services to Parks users. The Parks Department, in the 2020 Recommended Budget, has attempted to “right size” their revenue projections to create more realistic expectations. The Parks Department has found cost savings by closing two pools, in the hopes of repurposing them into more highly utilized amenities, and through the transition of a golf course into a disc golf course. They are also focusing on their workforce development through the promotion of diverse work spaces and recruitment of individuals from underserved communities, as well as continuing to focus on lifeguard recruitment for the 2020 swim season, which was a major challenge to the Department’s operations in 2019. The 2020 Recommended Capital Budget for the Parks Department includes over \$7 million of projects, including a \$4 million completion of the Brown Deer Park Roadway project.



2019 Summer Beer Garden Season. Photo courtesy of Milwaukee County Parks.

Staffing Level Changes

The 2020 Recommended Budget recommends the creation of a new position, Director of Cultural Amenities, at an expected salary (plus social security) of \$107,998. Milwaukee County has relationships with several cultural amenities including the Milwaukee County Historical Society, the Milwaukee Art Museum, the Milwaukee Public Museum, the Milwaukee County Fund for the Arts, the Charles Allis and Villa Terrace Museums, the Marcus Center for the Performing Arts, and the War Memorial. The Director of Cultural Amenities will be responsible for oversight of contracts and leases and will act as the liaison between the County and its cultural amenities. The Director will also oversee the Mitchell Park Horticultural Conservatory Domes, Boerner Botanical Gardens, and Wehr Nature Center, including the individual contracts held between the Parks Department and vendors for services in these facilities. It is expected that the Director will work closely with the Office of Corporation Counsel, the Department of Administrative Services (specifically, the Facilities Division), and the Contract Manager within the Parks Department.

The below chart indicates a \$372,622 reduction in seasonal labor. To make up for this reduction, the Parks Department has pulled money from trust fund accounts (intended to be used for trail and playground maintenance) and through the reduction of half a FTE playground maintenance position to pay salaries and wages. The reduction in lifeguard funding is expected due to the closure of Holler Park and Grobschmidt pools. More detail can be found in the “Recreation & Aquatics” section related to lifeguard wages and recruitment for 2020. Seasonal labor is responsible for turf and grass maintenance, garbage collection, oversight of rental facilities, and snow removal, amongst other concerns. As a result, it is anticipated that there could be potential delays in trash and snow removal and turf and grass maintenance, as well as reduction of picnic area sites and reduction of available pavilion rentals. Because of the expected decline in rental facilities, there is an expected loss in revenue. At the same time, the 2020 Recommended Budget also reduces commodities and services

spending by \$228,892, which includes toilet paper, garbage bags, road salt, fertilizer, pool chemicals, seed, plants, and fuel and affects building maintenance, pest control, garbage pick-up, and utilities.

Budgeted Seasonal Funding by Position and Year			
Seasonal Position	2019 Budget	2020 Budget	2020/2019 Variance
Park Worker I	\$335,526	\$274,752	(\$60,774)
Park Worker II	\$843,772	\$895,986	\$52,264
Park Worker III	\$2,538,918	\$2,291,522	(\$247,396)
Park Worker IV	-	\$101,778	\$101,778
Aquatic Positions			
Aquatic Program Supervisor	\$19,272	\$27,400	\$8,128
Assistant Head Lifeguard	\$200,674	\$138,276	(\$62,398)
Head Lifeguard	\$99,168	\$108,666	\$9,498
Lifeguard	\$841,492	\$688,710	(\$152,782)
Office Assistant I	\$44,642	\$60,866	\$16,224
Park Patrol	\$67,144	\$78,444	\$11,300
Food Service Operator	\$262,184	\$218,272	(\$43,912)
Total	\$5,319,942	\$4,947,320	(\$372,622)

The reductions in labor and commodities and services are likely to be significant concerns for 2020 and beyond, as the Parks Department manages 15,726 acres of parkland. The Milwaukee County Parks system also faces severe deferred maintenance, as reported in last year’s overview and the 2018 Wisconsin Policy Forum report [“Delay of Game”](#). Continued reductions in seasonal labor in turn place seasonal maintenance duties on full-time employees. This practice takes time and energy away from the larger projects and major maintenance initiatives that full-time staff could be focused on. There is also the practical concern that commodities and services can only be reduced to a certain point—bathrooms will still need to be stocked and garbage will still need to be removed. These reductions should be reviewed by policymakers as to their ultimate impact on the condition of the Park system.

Workforce Development

Milwaukee County has made several steps over the past year to address racial equity concerns, including implementing a County-wide racial equity training program (see the [2019 Adopted Budget](#) and [File No. 19-416](#)) and declaring racism as a public health crisis ([File No. 19-397](#)). The 2020 Recommended Budget includes \$40,000 for the Parks Department to implement the Parks Uplift Workforce Development Program, which will support diversity in the Parks workplace, increase access to Parks employment in underserved communities of color and concentrated poverty, and create a new career pipeline opportunity for traditionally underserved communities. A similar program was instituted in 2015 by the Department of Administrative Services Economic Development Division to

provide access to jobs to low-income zip codes, including some individuals participating in Huber work release, by partnering with Employ Milwaukee (see [File No. 15-669](#) and subsequent progress reports). In the most recent report from mid-2017, 83 individuals were placed in jobs with average wages of \$14.93/hour in the second quarter of 2017. The Parks Department is hoping to mirror the results of this County-wide initiative by recruiting individuals to jobs within the Department that have higher than average wages. In 2017, the Adopted Budget included a small initiative in the Parks Department that was intended to function similarly to the 2015 Uplift program by providing funding for 12 additional seasonal positions for youth employment in McGovern and Sherman Park, which were specifically designated for youth who reside in and around those neighborhood parks (Districts 2 and 7). The 2019 Recommended workforce development program is intended to improve and expand upon the smaller initiative taken on by the Parks Department in 2017.

Recreation & Aquatics

Milwaukee County's regulation golf courses are major revenue sources for the Parks Department, supporting over 220,000 rounds of golf annually. Its par 3 courses, although necessary for access and to convert new players to the game, are not as lucrative investments of resources. The 2020 Recommended Budget proposes transitioning the par 3 Madison Park golf course into a disc golf course. It will be a multi-year transition, with the 2020 season offering both golf and disc golf, but will eventually be only disc golf. Although revenues from disc golf aren't as high as golf, the cost of maintaining the courses is lower and reflects the interests of Parks users. Madison Park golf course was selected because it is the least used par 3 course, with only \$3,700 in revenue from the beginning of 2019 to the release of this Overview. The Parks Department will continue to focus on improvements at their regulation courses, including a parking lot reconstruction project at the Dretzka Park Golf Course (more information found in Section 4). The Parks Department has focused on system-wide golf course improvements to continue to entice players through fixing cart paths and other upgrades. This has helped them avoid the problems of the City of Madison and Waukesha County, municipalities that are seeing their rounds of golf played and revenues decline over the years.



Milwaukee County lifeguard recruits. Photo courtesy of Milwaukee County Parks.

The major change to the aquatics division in 2020 is the closure of Holler Park Pool, on the south side of the City of Milwaukee, and Grobschmidt Pool in South Milwaukee, for an anticipated total annual savings of \$119,216. The total cost to operate Holler Park Pool in 2018 was \$85,928. The total cost to operate Grobschmidt Pool in 2018 was \$79,866.

The major change to the aquatics division in 2020 is the closure of Holler Park Pool, on the south side of the City of Milwaukee, and Grobschmidt Pool in South Milwaukee, for an anticipated total annual savings of \$119,216. The total cost to operate Holler Park Pool in 2018 was \$85,928. The total cost to operate Grobschmidt Pool in 2018 was \$79,866.

For the 2019 season, Holler Park Pool was closed due to a County-wide lifeguard shortage. Mid-summer, Grobschmidt Pool closed due to a water main break. A severe lifeguard shortage in 2019 caused Milwaukee County Parks to institute a rotating pool closure schedule so a safe amount of lifeguards could be present during all operating hours at every pool. On Mondays, Tuesdays, and Fridays, three out of the 13 County-operated pools or aquatic centers were closed. To prevent additional pool closures in 2020 beyond Holler and Grobschmidt Pools, the Parks Department is focusing on lifeguard recruitment. With policymaker approval, the Parks Department is recommending increasing the starting hourly pay for lifeguards to \$12.50/hour. \$150,000 is budgeted for increases to lifeguard wages in 2020. The starting rate in 2019 was \$10.36/hour, although the Department ended up hiring all lifeguards at the highest step (about \$11/hour) to combat low recruitment. The

Department will also begin recruiting earlier in the year. Through these two efforts, the Department is hoping to increase the operating hours at all facilities, but will focus on maximizing operations at Cool Waters and Schulz Aquatic Centers as they are the most highly attended facilities in the County and provide the greatest revenue per swimmer at \$7.57/swimmer and \$8.81/swimmer, respectively. Revenue per swimmer also includes revenue from concessions.

2019 Rotating Pool Closure Schedule								
Location		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Aquatic Centers	Cool Waters							
	Schulz							
	Pelican Cove	CLOSED						
Outdoor Pools	Grobschmidt					CLOSED		
	Hales Corners	CLOSED						
	Jackson				CLOSED			
	McCarty			CLOSED				
	Sheridan		CLOSED					
	Washington		CLOSED					
	Wilson							
	Holler	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED
Indoor Pools	Noyes					CLOSED		
	Pulaski							CLOSED

Between the years 2010 and 2018, Holler Park Pool had an average annual attendance of 4,485, which is the lowest of all County pools. Grobschmidt Pool had an average attendance of 6,735 between 2010 and 2018, one of the lowest attended deep well and County pools. In general, aquatic centers tend to be the highest attended aquatic offerings by the County, with an average annual combined attendance 117,053 between 2010 and 2018. County aquatic facilities are measured on two metrics: the cost per swimmer and the sustainability ratio. The cost per swimmer is the amount of County dollars spent per patron. The sustainability ratio is the share of costs covered by revenues. In 2018 for indoor pools, the cost per swimmer was \$15.31 with a sustainability ratio of 23%. In 2018 for outdoor pools, the cost per swimmer was \$14.25 with a sustainability ratio of 25%. For aquatic centers, the cost per swimmer is \$1.80 with a sustainability ratio of 59%.

In 2014 and 2015, several major maintenance projects resulted in pool closures and lost revenue, which explains the drop in attendance at many facilities in the below chart. Attendance has tended to marginally recover after those two years, but, overall, pool attendance at all facilities is trending down. Even aquatic centers, which are some of the most well attended aquatic facilities in the County, have experienced drops in attendance in recent years. These trends are not unique to Milwaukee County. Brown County, Wisconsin—specifically the Cities of Green Bay and De Pere—has also experienced declines in public pool attendance between 2011 and 2017. The City of Green Bay’s pool attendance has declined by 29 percent and the City of De Pere has declined by 20 percent during this time frame. Counties have found success in reviving these numbers by overhauling some deep well pools into family-friendly splash pad and water park facilities. Both Brown County and Cook County, Illinois are experiencing greater interest in these types of facilities over deep well pools because they are more attractive to kids, offer amenities for many different ages, and are seen as safer by parents because they have shallower areas and zero-depth entrances. Overall, public pool attendance is declining

nationwide as patrons increasingly experience competing recreational options, including travel sports leagues, and an overall preference for aquatic centers.

2010-2018 Pool Attendance

Location		2010	2011	2012	2013	2014	2015	2016	2017	2018	Avg.
Aquatic Centers	Cool Waters	98,654	86,458	95,776	67,352	57,347	67,217	72,802	60,812	70,535	74,884
	Schulz	37,461	31,343	32,298	24,403	15,361	21,878	25,616	20,212	17,411	25,109
	Pelican Cove	29,176	24,354	25,736	18,108	10,534	14,539	13,481	9,423	8,192	17,060
Outdoor Pools	Grobschmidt	3,969	8,000	9,979	6,660	4,216	7,761	8,949	6,869	6,213	6,735
	Hales Corners	17,148	14,060	14,408	9,455	6,733	8,707	10,309	7,591	8,440	10,761
	Jackson	17,724	17,594	18,749	11,993	6,947	10,708	11,471	6,964	5,444	11,733
	McCarty	30,149	30,366	30,341	23,732	17,037	18,224	19,709	14,213	16,707	22,275
	Sheridan	28,372	30,476	30,912	20,961	13,115	19,999	14,570	13,445	14,049	20,655
	Washington	6,334	7,993	7,791	5,181	2,748	3,754	11,799	5,155	2,720	5,942
	Wilson	19,406	19,009	21,322	16,347	12,702	13,403	13,589	12,047	10,430	15,766
Indoor Pools	Holler	5,395	7,885	6,890	3,260	2,400	4,018	4,857	2,924	2,738	4,485
	Noyes	22,921	17,272	24,955	20,027	20,098	8,130	16,556	16,008	14,241	17,801
	Pulaski	33,838	29,939	32,978	33,891	37,098	22,724	40,237	35,671	30,733	33,012
Total Attendance		348,547	321,749	352,135	261,370	206,336	219,062	263,945	211,334	207,853	265,815

An outlier to this trend is Hoyt Park Pool in Wauwatosa. Hoyt Park Pool was once a County-operated pool at risk of closure due to severe structural problems and expensive operations. In 2007, Milwaukee County entered into a long-term Lease Agreement with the Friends of Hoyt Park and Pool to construct, endow, maintain and operate the aquatic pool and related facilities at Hoyt Park ([File No. 07-310](#)). The pool reopened in 2011 following major renovations and improvements and in 2018, over 90,000 guests visited the pool and 48 Red Cross certified lifeguards were employed.

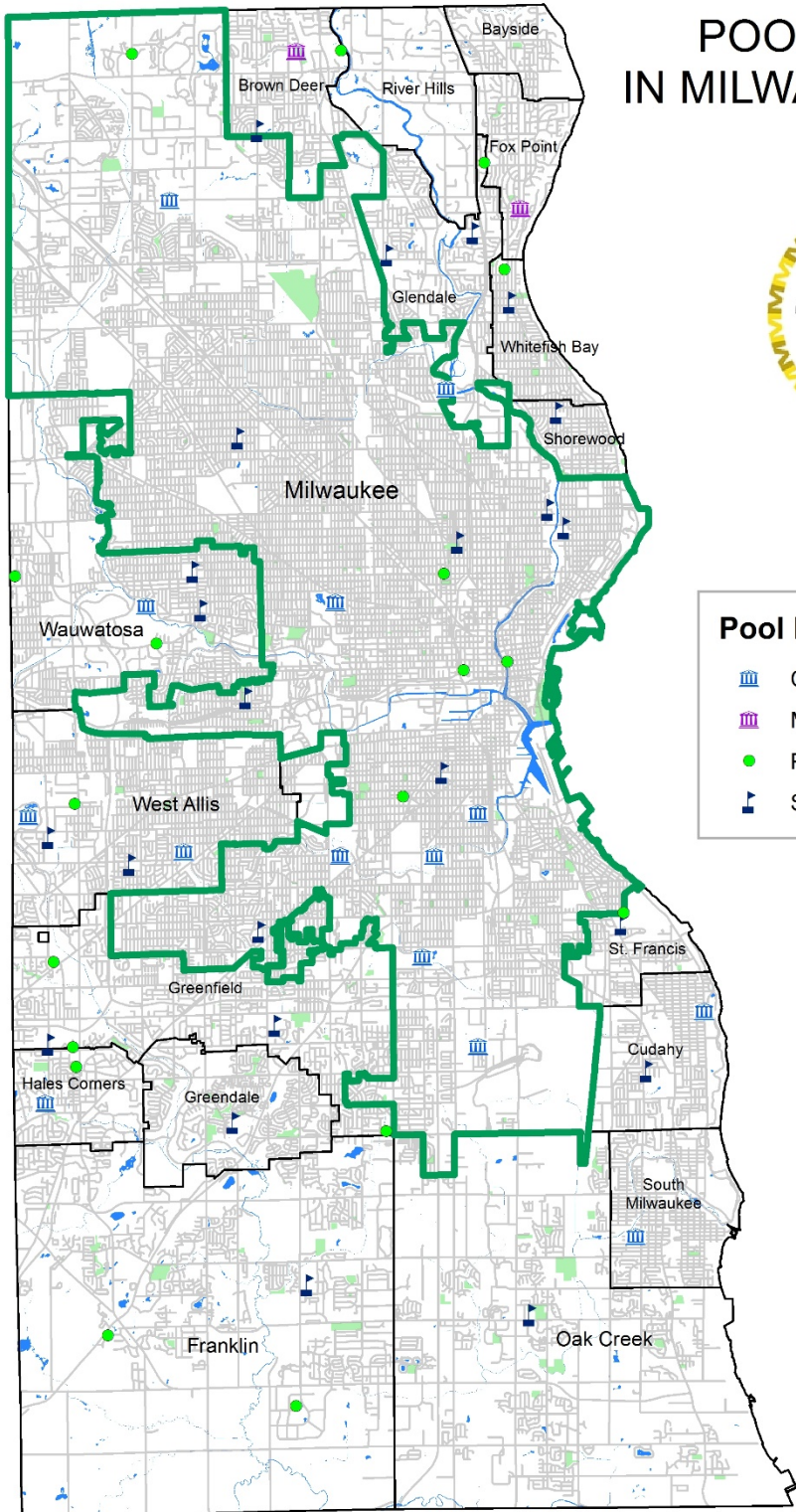


Photo courtesy of Milwaukee County Parks.



Diversity in Swimming

In 2016, following a drowning death at Washington Park Pool, \$35,000 funding was included in the 2017 Adopted Budget to develop and implement a program to address racial and ethnic disparities in drowning fatalities in Milwaukee County. In 2018, the Office on African American Affairs prepared a report regarding equal access to Milwaukee County's aquatic facilities and found that a majority of County-owned aquatic facilities are located in the central and southern portions of the County (see map below and [File No. 18-271](#)). Communities who do not live near an aquatic facility are also at risk of not being able to access swimming lessons and are not exposed to water safety. The 2018 Adopted Budget also included \$35,000 to continue development of the program, with the goal of making the program operational by July 1, 2018. Funding was, once again, included in the 2019 Adopted Budget for development and implementation of the Diverse Swimming Program and was operational in 2019. Partnering with the local YMCA, the Parks Department offered additional swimming lessons for underserved communities. At Washington Park Pool and the Schulz Aquatic Center, the Parks Department offered water safety and beginner safety courses. The 2020 Requested Budget includes a request of \$36,269 to continue and expand these programs throughout the County.

POOL FACILITIES IN MILWAUKEE COUNTY 2018



Pool Facilities

-  County
-  Municipality
-  Private
-  School District / Rec Dept.

Data Source: Milwaukee County Office of African American Affairs

Map Prepared By:
Milwaukee County Land Information Office
April 2018

Mitchell Park Domes

The 2020 Recommended Budget does not include any funding to address the recommendations of the Milwaukee County Task Force on the Mitchell Park Conservatory Domes (the “Domes Task Force”). After meeting for three years, the Domes Task Force held its final meeting in August 2019. At their final meeting, the Domes Task Force endorsed the [business plan and conceptual design](#) prepared by ArtsMarket, Inc., a third-party contractor hired by the Domes Task Force for completion of Phase III of its task. The \$66 million re-envisioning of Mitchell Park and its Domes over the next 50 years, includes a multi-faceted funding structure combining federal tax credits from multiple sources, private philanthropic donations, and approximately \$13.5 million in County bond funding. To capitalize on the full extent of these funding options, it was recommended by the consultants and the Domes Task Force that implementation of this plan begin before the end of 2019.



The Show Dome in full bloom. Photo courtesy of Milwaukee County Parks.

In addition to recommending the plan move forward, the Domes Task Force also requested the Office of the Comptroller and the Office of Corporation Counsel review and determine feasibility of the plan. The complexity of the plan, combined with the unique structure of the funding, of which Milwaukee County has not undertaken before, requires additional resources, including legal and financial experts, before any determination of feasibility can be made. In September 2019, the Office of Corporation Counsel released a preliminary report regarding the recommendation of the Domes Task Force and concluded that the business plan and conceptual design was extremely complex and relied on an “extraordinarily aggressive timetable.” At the time this Overview was finalized, no additional funding has been provided to enlist additional resources to vet claims made in the plan or to independently verify the legal and financial structures. It is anticipated that the County

Board may consider these issues during the October 2019 meeting cycle.

9500 – Zoological Department

Revenue Opportunities

The 2020 budget includes an admission fee increase of \$0.50 for all rates beginning June 1, 2020, when the new hippopotamus exhibit opens. This increase is anticipated to result in \$307,969 in additional revenue. This includes an increase of \$50,000 due to the 50/50 membership revenue split with the Zoological Society with whom the Zoo has a partnership with to split the sale of zoo passes and provide 50 percent of all zoo pass membership sales in direct cash support. Last year, the 2019 Adopted Budget included an admission fee increase of \$0.75 for all rates.

The 2020 Recommended Budget includes a change to the Milwaukee County Code of General Ordinances by proposing that zoo admissions and parking fees be set in the annual adopted budget, in lieu of separate ordinance action. This proposal will require a change to [Chapter 47.32\(b\)](#) of the Ordinances and will require County Board approval.

In 2020, the Zoo is debuting a new outdoor dinosaur exhibit for an expected revenue of \$523,552. There is an additional \$3 admission fee to access the special exhibit. This is an expected revenue increase of \$172,316 over the 2019 special dinosaur exhibit.

For the first time in several years, the Zoo is proposing an increase of \$60,000 in expenditures for its four-day “a la Carte” event. The increase in expenditures will allow the Zoo to book better entertainment performers and local bands for an anticipated increase of 10,000 guests. The increase in attendance is expected to provide \$120,000 in additional revenues for a net tax levy savings of \$60,000. The a la Carte event will also require a new digital ticketing system, with an expected rental fee of \$30,000. This expenditure is also expected to be offset by an increase in revenues due to higher attendance.

In total, the Zoo is expecting a revenue increase of \$533,522 for 2020 due to the new dinosaur exhibit, admission fee increases, and commission increases from revenue share partners, such as food service vendors.

Revenue Deficit and Attendance

[At the September 13, 2019 meeting of the Committee on Finance and Audit](#), the Zoo Director notified the County of a \$443,910 revenue deficit as of June 30, 2019 ([File No. 19-657](#)). They also reported that attendance was 80,735 visitors short of the year-to-date attendance goal of 622,380. Per the report, low attendance was due to poor weather conditions in April, May, and June. In order to offset this revenue deficit, expenditure savings in the same amount will be found in salary and wages, utilities (natural gas, sewer, and water), and in miscellaneous accounts.

It should be noted that a similar revenue deficit due to adverse weather was reported at the September 2018 Committee on Finance and Audit meeting in advance of the 2019 Adopted Budget ([File No. 18-593](#)). Mid-year revenue and attendance deficits due to poor weather conditions were also reported in [2016](#), [2014](#), [2013](#), [2012](#), and [2011](#). A revenue deficit was also projected in [2017](#), but this was reportedly due to low attendance, although the reason for poor attendance was not identified in this case.¹¹

In 2018, the Zoo’s expected attendance was 1,325,000 visitors. By June 2018, attendance was 513,115, 79,330 visitors behind the year-to-date attendance goal. They ended 2018 with 1,146,045 visitors, 178, 955 visitors behind their target. The 2018 general admission revenue projection was \$6,098,858, although the actual ended up being \$5,015,335—a \$1,083,523 deficit. Despite reporting a revenue deficit due to low attendance for eight out of the past nine years, the Zoo continues to increase its attendance targets. The 2020 attendance target is 1,351,500. At its most recent report, the year-to-date visitor count is 541,645, which is 80,735 behind the year-to-date target. Although weather is variable year-to-year, it appears that it is a persistent and significant factor affecting Zoo admissions. As a result, the Zoo is forced to look for cost saving measures elsewhere, which can affect the visitor experience. The Zoo does host and promote many seasonal events around the holidays that can boost their attendance and revenues, but these are, again, subject to weather conditions in the fall and winter.

Staffing Level Changes

The 2020 Recommended Budget proposes abolishing the Special Projects Coordinator position. The Zoo finds that a full-time position is not necessary to carry out the job duties of the position and can

¹¹ For years [2013](#), [2014](#), [2016](#), [2017](#) and [2018](#), the Zoo ended up with a year-end deficit ranging from approximately \$200,000 to \$1.1 million. There was no deficit reported mid-year or year-end in [2015](#). Data from 2011 and 2012 was not available upon finalization of this Overview.

be absorbed within the job duties of other, related positions. As a result, a portion of the savings from the position will be used to reclassify existing positions to reflect increased duties that other positions took on from the Special Projects Coordinator.

To be more inclusive to guests with sensory processing needs, the Zoo will partner with KultureCity, a non-profit dedicated to sensory inclusion, to implement a new program in 2020. Zoo staff will be provided with specialized training and materials needed to better accommodate guests with sensory processing needs.

2020 Recommended Professional Service Contracts		
Description	Provider	Amount
Sea Lion Show	Oceans Connections	\$50,000
Strollers and Wheelchairs	Scooterbug, Inc.	\$55,000
Mold-a-Ramas	William A. Jones Co.	\$103,107
Raptor Bird Show	World Bird Sanctuary	\$106,000
Pony Rides	Patch 22	\$33,000
Total		\$347,107

9910 – University of Wisconsin – Extension

The 2020 Recommended UW-Extension budget includes a decrease in revenues of \$10,000 to account for a change in the way limited term employment is paid. Previously, the County was paying upfront money and being reimbursed by UW-Extension. In 2020, these employees will be paid through program fees collected by UW-Extension. Some community development projects and programs are being reconstituted in 2019, so there is an anticipated drop in individuals expected to engage with the UW-Extension while new projects and programs are in development. Master Gardeners and youth-related gardening programs saw a decrease in engagement due to the lack of a Horticultural Educator on staff. These are typically programs highly favored by the community and UW-Extension will work to bring these programs back to full capacity in 2020.

1900 – Consolidated Non-Departmental Cultural Contributions

The County’s cultural agencies are consolidated into Organizational Unit 1900, which consists of the Fund for the Arts (Milwaukee County Cultural, Artistic, and Musical Programming Advisory Council), the Milwaukee County Historical Society, the 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. These cultural institutions are recommended to be managed by a newly-created position of Director of Cultural Amenities within the Department of Parks, Recreation, and Culture.

Strategic Program Area 1: Milwaukee County Fund for the Arts

The Milwaukee County Cultural, Artistic, and Musical Programming Advisory Council (CAMPAC) provides grant award recommendations to the County Board for distribution of the \$407,825 that the County provides in tax levy support in 2020. This amount is unchanged from previous years. Of the \$407,825, the Milwaukee County Department of Parks, Recreation, and Culture contracts with an individual (the “Administrator”) for the administration of CAMPAC (including liaising between the Council and the County and managing the online application system used by arts groups) for an amount not to exceed \$13,000. With the proposed creation of the Director of Cultural Amenities

position within the Parks Department, there is an opportunity to insource the administration of CAMPAC, at a savings of \$13,000 to the County.

CAMPAC funding is allocated among three program areas:

1. *Matching Grants*, which leverage outside dollars to sustain the County's arts organizations.
2. *Community Cultural Events*, which are targeted to serve minority and underserved communities.
3. *Administrative Services*, which is the contract with the individual for administration of CAMPAC.

The 2019 award distributions initially approved by Milwaukee County were repealed and revised through [File No. 19-547](#) after it was discovered that an error with the application system omitted the application of the Milwaukee Ballet, which has historically received a large portion of annual CAMPAC funding. To rectify this error in the future, County IMSD staff are working toward an entirely new online system for accepting CAMPAC applications.



Trimborn Farm property. Photo courtesy of Milwaukee County Historical Society.

Strategic Program Area 2: Milwaukee County Historical Society

The County's contribution to the Historical Society remains at the 2019 level of \$258,105 in tax levy support for 2020. The Historical Society is undergoing negotiations with the Parks Department for operation of the Kilbourntown House in Estabrook Park, with the Historical Society assuming all responsibility for the property (except for mechanicals). Due to extended work on an outside cornice project (also discussed in the 2019 Recommended Budget Overview), attendance was negatively impacted in 2018 and 2019 due to rental unavailability. Despite continued reports of significant capital investment needed for the restoration of Trimborn

Farm and the historic stone barn on the property and a recommendation from the Capital Improvements Committee (CIC), the project was not selected for inclusion in the 2020 Recommended Capital Budget. The Milwaukee County Historical Society took over management of the Trimborn Farm property in Greendale from the Parks Department in 2004 and offers programming, special events, and rental facilities (pictured left). The focal point is the Cream City brick farmhouse, which is one of the last and largest stone barns in Wisconsin.

Strategic Program Area 3: Federated Library System

Per [Wisconsin State Statute § 43.12](#), tax levy support remains at \$66,650 for the County's contribution to the Milwaukee County Federated Library System. This will be used to offset programming costs. The Milwaukee County Federated Library System is composed of 15 public libraries throughout the County, including the 14 branches of the Milwaukee Public Library. Public libraries are wholly funded by their municipality and join the Milwaukee County Federated Library System voluntarily. The Federated Library System helps connect materials to patrons throughout the County and makes public libraries accessible to as many residents as possible.

Strategic Program Area 4: Marcus Center for the Performing Arts

[File No. 16-214](#), adopted by Milwaukee County in March of 2016, approved and executed the current Contribution Agreement between Milwaukee County and the Marcus Center for Performing Arts. For the period of 2016-2025, Milwaukee County's annual operating support is set to decrease by \$50,000 per year. After 2025, the Marcus Center is considered independent from the County for the purposes

of operating support. Milwaukee County agreed to provide \$750,000 in tax levy operating support to the Marcus Center for 2020.

Milwaukee County Operating Support to the Marcus Center			
Year	Amount	Year	Amount
2016	\$950,000	2021	\$700,000
2017	\$900,000	2022	\$650,000
2018	\$850,000	2023	\$600,000
2019	\$800,000	2024	\$550,000
2020	\$750,000	2025	\$500,000

The County is similarly responsible for contributing to the capital expenses of the Marcus Center on an annual basis for the time period 2017-2026. For 2020, Milwaukee County agrees to provide \$460,000 in capital support to the Marcus Center. Detail on the 2020 capital projects can be found in Section 4.

Milwaukee County Capital Support to the Marcus Center			
Year	Amount	Year	Amount
2017	\$3,618,868	2022	\$773,000
2018	\$694,782	2023	\$860,000
2019	\$589,000	2024	\$780,000
2020	\$460,000	2025	\$500,000
2021	\$800,000	2026	\$255,451

Strategic Program Area 5: Milwaukee Public Museum

Per the amended Lease and Management Agreement executed in 2013 between Milwaukee County and the Milwaukee Public Museum (MPM), the County will provide \$3.5 million in operating support MPM ([File No. 13-598](#)). This amount will remain unchanged for the years 2018 to 2022. Previous action by Milwaukee County removed some of the requirements to achieve this funding level so that MPM is able to focus its efforts on fundraising for a new facility. MPM does not anticipate moving into a new facility for several years. In the interim, they will address only the most pressing concerns at MPM in order to keep operations running smoothly and artifacts protected. There have been no announcements made as to potential or likely locations for the new facility.



Children enjoying the “Bugs Alive!” exhibit. Photo courtesy of Milwaukee Public Museum.

Strategic Program Area 6: Charles Allis/Villa Terrace Art Museums

Remaining unchanged from 2019, Milwaukee County will provide \$225,108 in tax levy support to the Charles Allis and Villa Terrace Art Museums for 2020.

Strategic Program Area 7: War Memorial Center

Per the 2017 Contribution Agreement between Milwaukee County and the War Memorial, the County’s operating support for 2020 will remain at \$486,000 ([File No. 16-229](#)). Annual operating expenses will

continue at this level until 2023, wherein the annual amount provided to the War Memorial will decrease for years 2024-2033.

Milwaukee County Operating Support to the War Memorial Center			
Year	Amount	Year	Amount
2020	\$486,000	2027	\$310,000
2021	\$486,000	2028	\$266,000
2022	\$486,000	2029	\$222,000
2023	\$486,000	2030	\$178,000
2024	\$442,000	2031	\$134,000
2025	\$398,000	2032	\$90,000
2026	\$354,000	2033	\$46,000

Strategic Program Area 8: Milwaukee Art Museum

The 2013 Lease and Management Agreement between Milwaukee County and the Milwaukee County Art Museum provides an annual contribution from the County of \$1,100,000 for years 2014-2023 ([File No. 13-647](#)). Following the arbitration settlement resulting from the sale of the O'Donnell Park parking structure, the County is to pay an additional \$190,000 per year through 2026 to the Art Museum ([File No. 16-229](#)). In 2020, the County will provide \$1,290,000 in tax levy operating support to the Art Museum.

Debt Service Function

9960 – General County Debt Service

The property tax levy for the General Debt Service Fund Budget increases by \$365,039 due to a \$259,169 decrease in expenditures and a \$624,208 decrease in revenue.

Debt Service Expenditures

Total principal and interest expenses increase by \$627,208 from \$87,891,026 to \$88,518,234. This amount also includes \$33,430,511 for debt service costs for pension obligation notes issued in 2009 and 2013.

Debt Service Revenues

The 2020 Recommended Budget includes a Contribution from the Debt Service Reserve (DSR) of \$3,128,053, a decrease of \$219,500 from the \$3,347,553 budgeted in 2019. As of October 1, 2019, the projected year end DSR balance is \$35.3 million. In recent years, a portion of any year-end county surplus is typically deposited into the DSR. As part of the 2014 Budget, the County adopted Financial Policies that included sought to build and maintain a minimum balance of \$10 million in the DSR.

Doyle Hospital Sale Revenues remain at \$9 million for 2020 based on the 2019 projected payment. Based on the sale agreement between Milwaukee County and Froedtert Hospital, the County receives annual payments over 25 years beginning in 1996 and ending in 2020. The payment budgeted for 2020 is the last full year payment. The Office of the Comptroller provides an annual accounting of the funds received through the agreement. The last report, [File No. 19-128](#), was reviewed by the County Board in early 2019.

NON-DEPARTMENTAL REVENUE FUNCTION

1800 – Non-Departmental Revenues

1901 Unclaimed Money

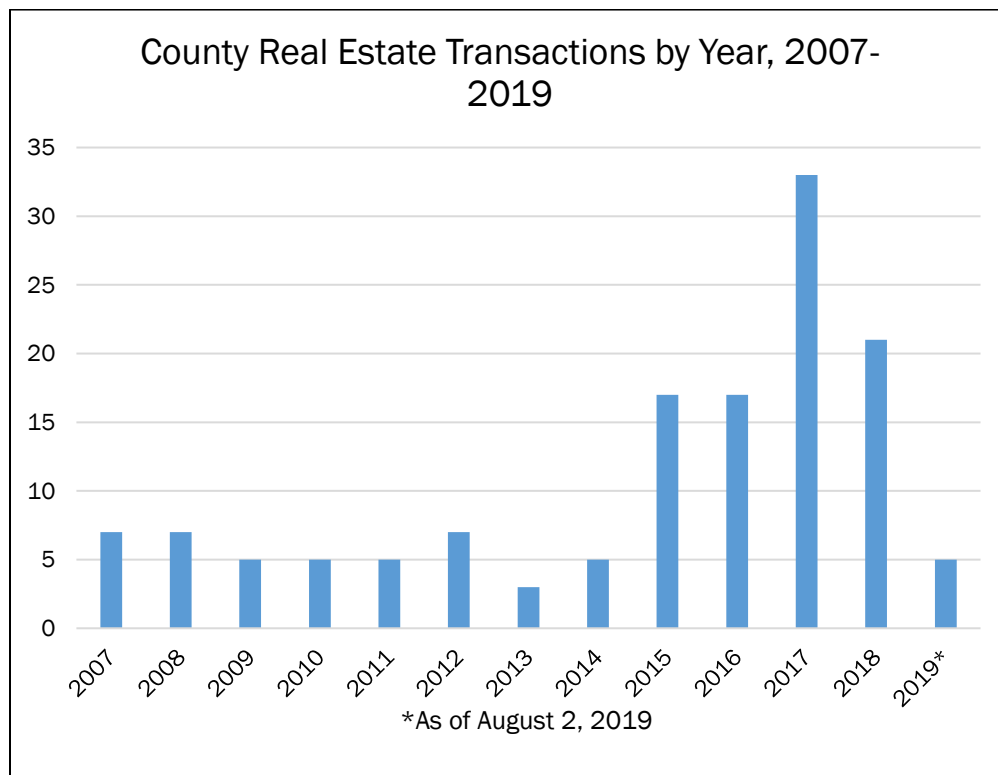
Unclaimed Money is budgeted at \$0, a decrease of \$1,250,000 from the amount budgeted in 2019. Every other year unclaimed funds are forfeited and recognized by the County. This revenue represents payments to vendors and individuals that go unclaimed.

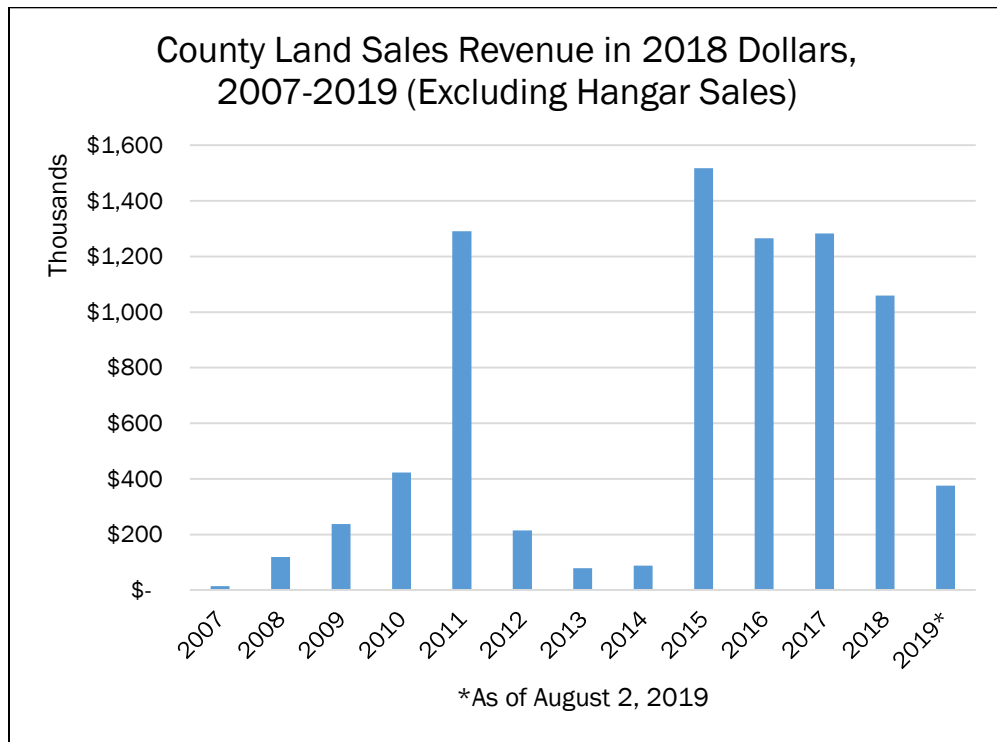
1933 Land Sales

Most County land sales occur from tax-foreclosed properties but may also come from the sale of remnant parcels and larger County assets. [Chapter 6 of the Milwaukee County Ordinances](#) governs land sales of tax-foreclosed properties and how the proceeds are allocated. [Chapter 32.96](#) governs general real estate sales. Some provisions of these ordinances have been superseded by Wisconsin Statutes in 2015 Wisconsin Act 55.

As noted in [File No. 17-204](#) and pursuant to Chapter 6.03(4) of the Milwaukee County Ordinances, net County land sales from tax-foreclosed properties go to the Treasurer to pay for unpaid property taxes, special assessments, or any other fee whose failure-to-pay led to the foreclosure. Land sales are managed by DAS-Economic Development/Real Estate.

As noted in the Overview section on Org. Unit 1945 Appropriation for Contingencies, the 2020 Recommended Budget would alter standing policy by deferring to [File No. 11-145](#) and not requiring the proceeds of general land sales to be deposited in the Appropriation for Contingencies account. Depositing the sale proceeds into the Appropriation for Contingencies allows policymakers to review and approve any proposals to spend the funds.





1937 Potawatomi Revenue Allocation

An agreement between the Forest County Potawatomi Tribe and both the City and County of Milwaukee stipulates 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 to the City and the County each.

The net win payment for 2019 was nearly \$6,097,000. After allocations to the below operating departments, the County retains \$4,608,613 in revenue, an increase of \$301,235 from 2018.

Department of Health and Human Services (Org. Unit 8000)

- \$350,000 to increase the level of revenue in the Division’s Birth-to-Three program to avoid a reduction in Federal revenue due to non-compliance with the Maintenance of Effort expenditure requirement.
- \$201,320 to support the programs of the Delinquency and Court Services Division.
- \$100,000 to provide case management services for homeless and disabled veterans.

Department of Health and Human Services—Behavioral Health Division (Org. Unit 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.

1991 Property Taxes

Property Tax revenue is budgeted at \$301,771,232, an increase of \$7,375,773, or 2.51 percent, from the 2019 Adopted Budget. (See Section 1 for tax levy limit discussion.)

1993 State Shared Taxes

State Shared Taxes (Shared Revenue) remains at \$31,281,194 for 2020. In 2016, the County absorbed a \$3,933,858 reduction in shared revenue primarily due to a \$4 million annual contribution the County is making toward the Milwaukee Sports Arena as outlined in 2015 Wisconsin Act 60. The \$4 million annual contribution is for 20 years, beginning in 2016 and ending in 2035. (See *Org. Unit 1995 – Milwaukee Bucks Sports Arena* below.) 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; aidable 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 \$51.3 million, with \$20.1 million intercepted by the State for the Child Welfare reallocation, for the 22nd 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). The Milwaukee Sports Arena contribution of \$4 million annually from 2016-2035 also reduces the actual amount of shared revenue received by the County.

1994 State Exempt Computer Aid

State Exempt Computer Aid is budgeted at \$5,129,500, an increase of \$6,034 from the 2019 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 was previously based on the equalized value of exempt computers, the Milwaukee County equalized value (excluding TID) and the property tax levy. The formula was changed in the 2017-19 State Budget and replaced with a flat increase of 1.47 percent in 2018 and a percentage equal to inflation thereafter.

1995 Milwaukee Bucks Sports Arena

This non-departmental revenue account was established in the 2016 Adopted Budget to reflect the County's annual contribution of \$4 million to the new arena for 20 years, from 2016 through 2035. The State collects the County's contribution by reducing its Shared Revenue payments to the County by \$4 million each year. To better highlight the commitment Milwaukee County is making to the new Bucks Sports Arena, *Org. Unit 1995* was established in the 2016 Adopted Budget to reflect a *negative* revenue of \$4 million that, coupled with the shared revenue payment budgeted in *Org. 1993*, would reflect the County's anticipated receipts. The \$4 million shared revenue decrement is continued in 2020 and presented in the Milwaukee Bucks Sports Arena account.

1996 County Sales Tax Revenue

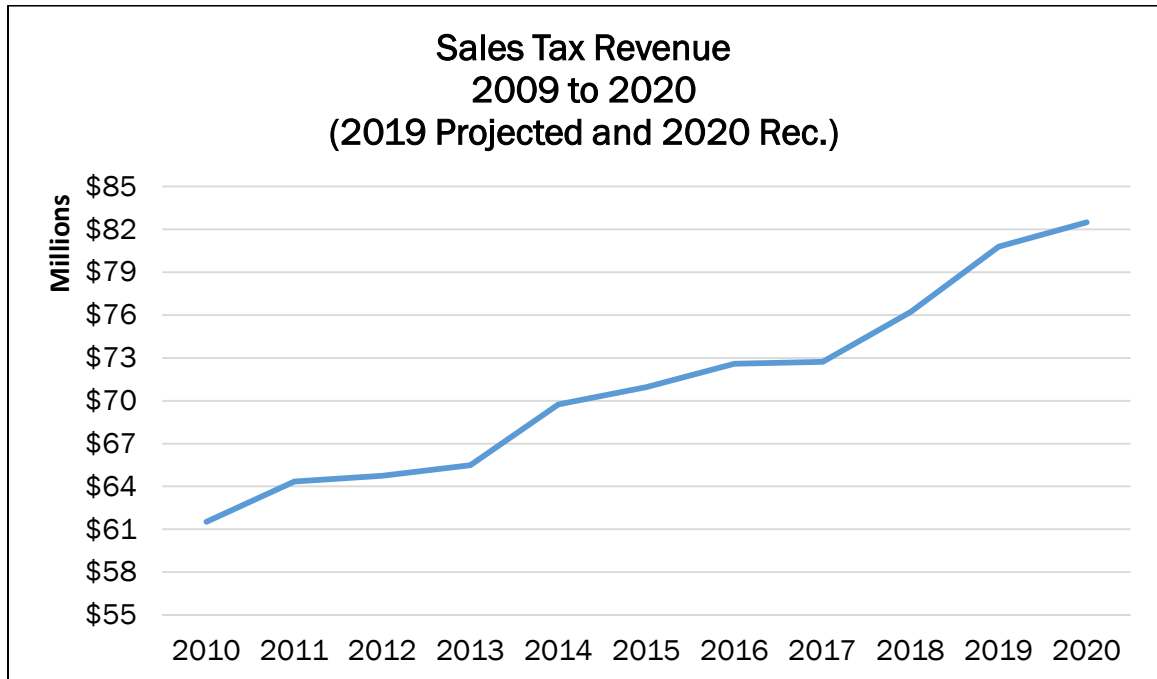
Total County sales tax receipts are projected to increase by \$3,700,770 from \$78.8 million in 2019 to \$82.5 million in 2020. The 2020 recommendation reflects a 4.7 percent increase from the 2019 budgeted amount.

The Comptroller, based on an analysis dated September 10, 2019, projects 2019 sales tax collections will be \$2 million more than the \$78.8 million budget. One factor contributing to the increased budget for 2020 is the *South Dakota v. Wayfair Inc.* court decision which allows for collection on out of state purchases that began in October 2018.

A total of \$34.7 million in net sales tax revenue is earmarked for debt service costs and \$7.4 million is dedicated to cash finance capital improvement projects. Net County sales tax revenue is projected to exceed debt service/cash financing costs by \$40.4 million, an increase of approximately \$6.9 million from 2019. 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.

The chart below provides a history of sales tax collections in Milwaukee County from 2008 actual through 2019 projected and the 2020 Recommended amount.



1998 Surplus (or Deficit) from Prior Year

The 2018 adjusted surplus applied to the 2020 budget is \$5,000,000, an increase of \$202,000 from the 2019 amount. Therefore, there is a \$202,000 *positive* 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.

1999 Miscellaneous Revenue

Other miscellaneous revenue is budgeted at \$25,000, the same as 2019. Historically, this account captures revenues from the closure of Tax Increment Financing (TIF) districts as surplus monies are returned to taxing authorities. Revenue due to cancellation of uncashed county checks and Jury Fee revenue from employees is also deposited into this account.

NON-DEPARTMENTAL EXPENDITURES FUNCTION

1950 – Employee Fringe Benefits

Much better than expected employee fringe benefit costs for 2020 are a key reason that the 2020 Recommended Budget avoids deeper cuts to programs and services. These costs are primarily driven by health care and benefits provided to active and retired employees. Gross health and dental costs¹² decrease by \$2,179,277 to \$109.6 million based primarily on experience, lower Medicare Advantage premium costs and greater prescription drug rebates. Additionally, gross pension costs¹³ increase \$4,738,034 to \$111.8 million primarily due to a reduction, from 7.75 percent to 7.5 percent, in the assumed rate of return on pension assets.

Employee/Retiree Health Care

There are no proposed changes to employee/retiree health and dental benefits based on discussions with the Employee Benefits Director. Moreover, monthly premiums, deductibles, and office visit co-payments remain the same as 2020. The Recommended Budget narrative provides no specific details on the health/dental insurance provided to employees and retirees despite almost \$110 million allocated for this purpose. (See the chart below for a detailed listing of the benefits).

The County's success in moderating the growth in health care costs the past few years has contributed significantly to the County's ability to positively "bend the curve" on the five-year fiscal forecasts for employee benefits. Based on 2017 actual results, it appeared that all the savings in employee health care costs had been wrung out by rising costs and more aggressive budgeting. A 2018 projected surplus of \$5 million in employee fringe benefits, however, allowed the 2019 Recommended Budget to be built on a lower base amount. The Comptroller is currently projecting a \$5.4 million surplus for employee fringe benefits for 2019 based on favorable health care costs.

Coupled with the favorable trend lines on health care costs, the 2020 Recommended Budget benefits from a \$2.4 million savings in Medicare Advantage premiums compared to prior estimates. Medicare subsidies are providing insurance companies, such as United Health Care used by the County, to cover these costs. In addition, prescription drug rebates are expected to increase to more than \$4 million in 2020, which contributes \$2.2 million to the expected savings to provide prescription drug coverage. Overall, health care costs are budgeted to decrease almost \$2.2 million for 2020 compared to 2019.

It should be noted that the provisions of the health care benefits are specified in [Milwaukee County General Ordinances Sections 17.14\(7\) & 17.14\(8\)](#). If no changes are made to the benefits the ordinance does not need to be revised.

Flexible Spending Account (FSA) Contribution

The Recommended Budget retains the flexible spending account contribution made to employees at the current amount. The Recommended Budget maintains the employer match of a \$1 to \$1 match up to a maximum employer contribution of \$1,000. Therefore, if the employee contributed \$1,000, the County would provide \$1,000 for a total of \$2,000 for eligible FSA expenses.

¹² Gross health care costs are before employee and retiree premium payments, other minor program revenues, and departmental revenue offsets (e.g. Airport) and do not reflect the net tax levy costs.

¹³ Gross pension costs are before employee and state contributions and departmental revenue offsets and do not reflect net tax levy costs.

Summary of Benefits Changes				
	2019 Plan		2020 Plan	
In Network Annual Deductible	Single:	\$1,250	Single:	\$1,250
	EE + Child(ren):	\$1,500	EE + Child(ren):	\$1,500
	EE + Spouse:	\$2,250	EE + Spouse:	\$2,250
	EE + Family:	\$2,500	EE + Family:	\$2,500
Office Visits	\$30 Copay/\$40 Specialist		\$30 Copay/\$40 Specialist	
Inpatient Hospital	20% Coinsurance		20% Coinsurance	
Outpatient Surgery	20% Coinsurance		20% Coinsurance	
Emergency Room	\$200 Copay		\$200 Copay	
Preventive Services	100% Coverage		100% Coverage	
Medical Out-of-Pocket Maximum	In Network:	\$3,000 Single \$6,000 Family	In Network:	\$3,000 Single \$6,000 Family
Pharmacy Copay	Retail:	Mail Order:	Retail:	Mail Order:
	Tier 1: \$10	Tier 1: \$25	Tier 1: \$10	Tier 1: \$25
	Tier 2: \$30	Tier 2: \$75	Tier 2: \$30	Tier 2: \$75
	Tier 3: \$50	Tier 3: \$125	Tier 3: \$50	Tier 3: \$125
Pharmacy Out-of-Pocket Maximum	Single:	\$2,000	Single:	\$2,000
	Family:	\$4,000	Family:	\$4,000
Dental Plan	No change			
Wellness Plan	No change			
Flexible Spending Accounts (FSA)	The County will match employee contributions \$1 to \$1 up to a maximum of \$1,000. Same as 2019.			
Life Insurance	No change			
Sick, Vacation, Holiday	No change			

Active Employee Monthly Premiums Contributions				
Monthly Employee Medical Premium Contributions				
	2019 Base Premium	2020 Base Premium	2019 with Wellness Credit	2020 with Wellness Credit
Single	\$138	\$138	\$97	\$97
EE + Child(ren)	\$193	\$193	\$143	\$143
EE + Spouse	\$276	\$276	\$226	\$226
Family	\$304	\$304	\$254	\$254
Monthly Employee Dental Premium Contributions				
Delta Dental Traditional Plan				
	2019		2020	
Single	\$25		\$25	
EE + Child(ren)	\$50		\$50	
EE + Spouse	\$50		\$50	
Family	\$50		\$50	

*Premium deductions are taken from all 26 pay periods. *Premium rates vary for public safety employees

Pension

Retirement System Contribution-OBRA account is used to separately budget for OBRA benefit contributions. This amount increases \$62,000 to \$373,000. This pension plan covers seasonal and certain temporary employees who do not elect to enroll in the ERS.

Doyne Pension Contribution-This account reflects costs for employees who were former employees of Doyne Hospital that remained working for United Regional Medical Services (URMS) as former workers of the County's laboratory and radiology units. The contribution for 2019 decreases \$116,000, from \$1,060,000 to \$944,000 due to funding requirements.

Retirement System Contribution account includes an increase of \$4,792,034, from \$105,702,488 to \$110,494,512. The pension contribution includes a normal cost contribution of \$18,700,000, an unfunded actuarial accrued liability payment of \$58,364,000, and debt service costs on the pension obligation notes of \$33,430,512. The increase is driven by a \$5.5 million increase in the unfunded liability primarily due to the change in the assumed rate of return from 7.75 percent to 7.50 percent. It should be noted that the normal cost of \$18.7 million is \$919,000 lower than the 2019 budgeted amount.

In 2019, the County [discontinued the practice](#) of accepting payment for the Employees Retirement System (ERS) from the Pension Trust, and then paying the Trust back in the subsequent year through the annual pension contribution. ERS' expenses are now budgeted as tax levy in the Department of Human Resources, Org. 1140, Retirement Plan Services (RPS) section. The 2020 Recommended Budget includes \$1,016,640 in expenses related to the operation of the pension plan.

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 2020, the employee pension contribution rates for general employees decrease from 6.5 to 6.2 percent. Public safety employees' contribution rates are subject to collective bargaining, but are estimated to decrease from 9.4 percent to 8.9 percent. The contribution amounts are recalculated each year by the county's actuary.

Wage and Step Increases

The Recommended Budget includes funding in departmental budgets to provide full-year funding of the two percent raise given to employees in mid-2019 and provide a one percent general raise to most employees effective Pay Period 15 beginning June 28, 2020. In addition, departmental budgets include a total of \$400,000 for Departmental Other Salary Adjustment Allocation (DOSAA) beginning in the fourth quarter to provide funds for performance-based increases, equity increases, market adjustments, reallocations, and retention based increases. In 2019, \$400,000 was provided for these adjustments expected to begin in the 4th quarter.

Item	New Funds
<i>Across-the-Board Raises</i>	
Funding for full year cost of 2% raise provided mid-2019	\$2.2 million
Funding for half-year cost of 1% raise scheduled mid-2020	\$1.1 million
Sub Total	\$3.3 million
<i>Departmental Other Salary Adjustment Allocation (DOSAA)</i>	
Funding for Full Year cost of \$400K of DOSAA provided in 2019	\$1.7 million
Funding for Quarter Year cost of DOSAA scheduled for 2020	\$0.4 million
Funding for Building & Construction Trades positions	\$0.6 million
Sub Total	\$2.7 million
New Funding for Salary Increase Total	\$6.0 million

A new County Compensation System has been sought by the Administration the past few years to replace the current wage “step system.” No specific proposal is included in the 2020 Recommended Budget, except for the continued approach of applying a general raise for most employees of 1 percent and allocating a total of \$400,000 within departmental personnel budgets for merit, equity, or other salary adjustments. For most employees, this results in DOSAA allocations that adhere to the existing wage step scale.

1940 – Non-Departmental Expenditures

1913 Civil Air Patrol

The civil air patrol is an educational program for youth and adults focused on aeronautics and provides public service to the County and region. The CAP uses a County-owned hangar at Lawrence J. Timmerman Airport where the County covers the utility costs.

The 2020 Recommended Budget proposes no changes to the CAP’s appropriation of \$11,500, which covers paint, repairs, materials, and basic supplies to maintain the building.

1921 Human Resources and Payroll System

The non-departmental account established in 2006 for the implementation of the contracted Ceridian system continues. Operational costs of \$943,100 are included for 2020, a decrease of \$962,875. The anticipated implementation of the Enterprise Resource Planning (ERP) system in mid-2020 is expected to replace some of the costs contained in this budget. Funding includes up to \$615,000 for Ceridian services and up to \$210,000 for benefits administration software used by the Department of Human Resources. Funds for the Learning Management System (LMS) are no longer needed as the services will be provided in the new ERP system. An additional \$100,000 is also allocated to increase a professional services contract with the Segal Company for actuarial services.

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. The amount of the offset decreases by \$96.8 million as the practice of charging out fringe benefits to most non-revenue departments, then abating the charges, is discontinued. In 2020, 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 2020 are based upon the 2020 Cost Allocation Plan, which uses 2018 actual costs as its basis. The Office of the Comptroller calculates the amounts of the Central Service Allocation.

1945 Appropriation for Contingencies

The Recommended Budget includes \$5 million, a decrease of \$655,938 from the amount provided in 2019. However, the 2019 Budget included \$646,283 of “one-time” appropriations placed into an allocated account within the Appropriation for Contingencies.

The policy related to any unanticipated one-time revenues received during the year was modified for 2020. The ***current (2019)*** policy in the Fiscal Management Policies section states:

It is the general policy of Milwaukee County that significant one-time revenues be utilized for one-time projects or acquisitions and 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 allocated to the Appropriation for Contingencies or, if related to the sale of tax foreclosure properties, in accordance with Chapter 6 of the Milwaukee County Code of Ordinances as amended through File No. 17-204.

The proposed new policy for 2020 on the use of Land Sales and Other One-Time revenues states:

It is the general policy of Milwaukee County that significant one-time revenues be utilized for one-time projects or acquisitions and shall not be used to offset ongoing operating costs of county government. The policy shall be consistent with File Number 11-145, developed by the Long- Range Strategic Planning Steering Committee.

Large, unanticipated one-time revenues not related to grants, insurance proceeds, or other previously identified projects or uses shall be allocated in accordance with established policies on one-time revenues and Chapter 6 of the Milwaukee County Code of Ordinances as amended through File No. 17-204.

It should be noted that the MCGO Chapter 6 changes contained in [File No. 17-204](#) relates to the proceeds of tax foreclosure properties. File No. 11-145 (Found in CLIC under [RES 11-220](#)) adopts these policies related to the sale of land assets:

BE IT FURTHER RESOLVED, that the Milwaukee County Board of Supervisors hereby supports the following policies related to the sale of land assets:

- *Use land sales proceeds for one-time projects or acquisitions as opposed to using land sales to offset on-going operating costs of county government*
- *Budget use of land sale proceeds upon actual receipt as opposed to prospective planning for anticipated sales proceeds that, historically, are subject to significant delays or modifications.*

Policymakers may wish to better understand the flow of proceeds from the sale of assets not related to tax foreclosures under the proposed new policy if these funds are not first deposited into the Appropriation for Contingencies.

1961 Litigation Reserve

The 2020 Recommended Budget for Litigation Reserve is budgeted at \$526,899, consistent with 2019 funding. The Litigation Reserve is used to fund unanticipated litigation costs and is managed by the Office of Corporation Counsel.

1972 Wages and Benefits Modifications

This account provides for a *negative* appropriation (i.e. tax levy savings) of \$1.6 million for 2020. No funds were included in this non departmental account for 2019. This account is typically used to hold monies earmarked for additional wage and benefit payments that will be finalized at some point during the budget year. For 2020, the Recommended Budget includes a county-wide vacancy and turnover (negative salary and social security appropriations) amount of \$2,000,016. In addition, departments have an additional \$12.6 million in vacancy and turnover applied to their personnel budgets. DAS-PSB will manage the central vacancy and turnover by eliminating or significantly reducing the ability by departments to transfer funds from personnel services to other accounts in 2020 until it is determined that sufficient funds exist to offset these anticipated savings. Vacancy and turnover countywide is 5.4 percent. Said differently, funds have been provided to cover 94.6 percent of authorized position costs. In 2019, funding was provided to cover 95.3 percent of position costs.

This non-departmental account holds \$400,000 of funds earmarked to adjust the pay of positions that are members in the Milwaukee Buildings and Trades Council. An additional \$200,000, for a total of \$600,000, is contained in the Airport budget for the same purpose. A specific compensation plan for these positions will be developed and submitted to policymakers for approval in 2020.

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.

Southeastern Wisconsin Regional Planning Commission

Under [Wisconsin State Statute § 66.0309\(14\)\(b\)](#), Milwaukee County pays dues for SEWRPC's budget based on the proportion of its equalized assessed property value in the region. As Milwaukee County for years has grown slower than other member counties of SEWRPC, its dues decline by \$2,380 to \$782,635. SEWRPC funding is approved through a separate file, [File No. 19-660](#), which will be scheduled for action at the same time as the Adopted Budget.

SEWRPC provides technical assistance to County departments and, historically has provided additional research and services to Milwaukee County upon request. Below is a short list of higher profile efforts it has studied or participated in on behalf of Milwaukee County:

- The East-West Bus Rapid Transit (BRT)
- County Park and Open Space Planning
- Coastal Management Guidelines
- Milwaukee Aerotropolis Planning
- VISION 2050, the area's regional land use and transportation plan

Annual Dues by County to SEWRPC					
County	2016	2017	2018	2019	2020
Kenosha	\$175,105	\$180,030	\$184,210	\$187,330	\$190,715
Milwaukee	\$810,779	\$799,775	\$797,755	\$785,015	\$782,635
Ozaukee	\$147,315	\$149,850	\$149,855	\$150,015	\$150,255
Racine	\$189,615	\$189,805	\$187,540	\$187,845	\$187,805
Walworth	\$184,830	\$182,685	\$180,505	\$180,960	\$181,215
Washington	\$180,705	\$182,585	\$183,175	\$186,805	\$186,960
Waukesha	\$681,905	\$685,515	\$687,205	\$692,275	\$690,660
Total	\$2,370,245	\$2,370,245	\$2,370,245	\$2,370,345	\$2,370,245

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SECTION 4

2020 RECOMMENDED CAPITAL BUDGET

[Highways \(WH\)](#)

[Mass Transit \(WT\)](#)

[Airport \(WA\)](#)

[Environmental Services \(WV\)](#)

[Parks \(WP\)](#)

[Milwaukee Public Museum \(WM\)](#)

[Milwaukee County Zoo \(WZ\)](#)

[Health and Human Services \(WS\)](#)

[Courthouse Complex/Grounds \(WC/WG\)](#)

[House of Correction \(WJ\)](#)

[Other Agencies \(WO\)](#)

Highways (WH)

WH01006 Reconstruct CTH “Y” Layton Avenue, S. 27th to S. 43rd Streets

Expenditure: \$360,000

Revenue Reimbursement: \$0

Net County Commitment: \$360,000 to be financed by general obligation bonds.

The reconstruction of Layton Avenue between South 27th and 43rd Streets would correct any roadway deterioration and add pedestrian and bicycle features. In 2020 MCDOT would plan, design, and acquire the land necessary for the right-of-way. The State will provide approximately \$1.2 million for construction costs but the money will expire on June 30, 2023.

The County would finance the project with \$360,000 in general obligation bonds.

WH01022 Reconstruct S. 13th St., Puetz to Drexel

Expenditure: \$530,000

Revenue Reimbursement: \$424,000

Net County Commitment: \$106,000 to be financed by general obligation bonds.

This is a multiyear project, estimated to cost \$6.1 million, which will rebuild South 13th Street between Puetz and Drexel which will add pedestrian and bicycle amenities. Planning will continue through 2022 and MCDOT anticipates a federal grant for 80 percent of construction costs by 2023.

Federal Surface Transportation Program funds steered through WisDOT will fund \$424,000. General obligation bonds would cover the remaining \$106,000 for 2020. Another appropriation in 2021 will be necessary.

WH09801 S. 76th St. Bridge B-40-0574 (Southbound) over Loomis Road

Expenditure: \$240,000

Revenue Reimbursement: \$147,412

Net County Commitment: \$92,588 to be financed by general obligation bonds.

This 1993 bridge has been deemed functionally obsolete on a federal rating scale and has deteriorated. MCDOT would rehabilitate the bridge in 2022 and the State will pay for 80 percent of the costs under the Local Bridge Program (LBP). \$240,000 would be spent in 2020 for planning and design. Upon project completion the net County expenditure will be \$335,533.

The State LBP would pay \$147,412 in 2020 while the County portion would be \$92,588.

WH11001 **W. Beloit Rd. (CTH T)-S 124th St. to S. Wollmer Rd.**
Expenditure: \$450,000
Revenue Reimbursement: \$0
Net County Commitment: \$450,000 to be financed by general obligation bonds.

This multiyear project continues a project begun in 2019 to rehabilitate 1.4 miles of West Beloit Road. In 2020 MCDOT would spend another \$375,000 on planning and design and \$75,000 for land acquisition. WisDOT will cover \$807,992 in construction costs from the County Highway Improvement Program, but the dollars will expire on June 30, 2023.

In 2020 MCDOT would finance the \$450,000 with general obligation bonds.

WH11601 **S. 76th St. Bridge (Northbound) B-40-0573 over Loomis Road**
Expenditure: \$200,000
Revenue Reimbursement: \$119,460
Net County Commitment: \$80,540 to be financed by general obligation bonds.

This 1993 bridge has been deemed functionally obsolete on a federal rating scale and has deteriorated. MCDOT would rehabilitate the bridge in 2022 and the State will pay for 80 percent of the costs under the Local Bridge Program (LBP). The net County expenditure will be \$317,401 upon completion.

In 2020 the State LBP will pay \$200,000 and County general obligation bonds will pay for the remaining \$80,540.

WH11701 **Signals CTH PP (Good Hope Rd.)-99th St. & 60th St.**
Expenditure: \$110,600
Revenue Reimbursement: \$99,539
Net County Commitment: \$11,061 to be financed by general obligation bonds.

This multiyear project would enhance traffic efficiency and safety by improving the signals at five intersections on this segment of Good Hope Road. Federal Highway Safety Improvement Program (HSIP) dollars channeled through WisDOT will cover 90 percent of project costs. Upon project completion in 2024, the net County expense will have been \$940,000. Planning and design work would occur in 2020. Federal funding expires in 2024.

For 2020, federal HSIP dollars would account for \$99,539 of expenses, and the County would borrow \$11,061 in general obligation bonds for the remainder.

WH11801 **Signals CTH PP (Good Hope Rd.)-CTH W (Port Washington Road)**
Expenditure: \$147,400
Revenue Reimbursement: \$123,627
Net County Commitment: \$23,773 to be financed by general obligation bonds.

This multiyear project would enhance traffic efficiency and safety by improving the signals at six intersections on this segment of Good Hope Road. Federal Highway Safety Improvement Program (HSIP) dollars channeled through WisDOT will cover 90 percent of project costs. Upon project completion around 2022, the County will have expended a net \$134,983. Planning, design, and some land acquisition will occur in 2020. Federal funding expires in 2023.

For 2020, \$123,627 in federal HSIP dollars would go toward the project and the County would finance the remaining \$23,773 with general obligation bonds.

WH24001 **West Rawson Avenue (CTH BB), US Highway 45 to Hawthorne Lane**
Expenditure: \$2,900,000
Revenue Reimbursement: \$793,000
Net County Commitment: \$2,107,000 to be financed by general obligation bonds.

This project was not previously funded in preceding capital budgets. If it is not funded in 2020, the County will lose its State funding. This project would rehabilitate 1.2 miles of West Rawson Avenue and add amenities for pedestrians and bicyclists. Planning and design is complete.

For 2020, the State would contribute \$793,000 from its County Highway Improvement Program and the County would finance the remaining \$2,107,000 with general obligation bonds.

Mass Transit (WT)

WT07801 **Replace Kinnickinnic Garage Roof**
Expenditure: \$457,873
Revenue Reimbursement: \$0
Net County Commitment: \$457,873 to be financed by general obligation bonds.

The KK Garage's roof has reached the end of its useful life as it is over 30 years old and is prone to leaking. Water leakage is causing damage in the garage and roof-patching costs are escalating. Planning and design would occur in 2020 and another appropriation will be necessary in 2021. The total estimated project cost upon completion will be \$4,040,601.

For 2020, the County would finance the \$457,873 with general obligation bonds.

WT07901 **Replace MCTS Fleet Maintenance Roof**
Expenditure: \$3,754,536
Revenue Reimbursement: \$0
Net County Commitment: \$3,754,536 to be financed by general obligation bonds.

The useful life of the facility's roof has expired and is prone to leaks. Patching is no longer sufficient to avoid leaks. This is the construction phase of a multiyear project. MCTS previously estimated a construction cost of \$4.1 million, but that amount has lowered to \$3,754,536.

For 2020, the County would finance the project with general obligation bonds.

WT10601 **Bus Lift Replacement 1 – 2 (Kinnickinnic Garage)**
Expenditure: \$51,182
Revenue Reimbursement: \$0
Net County Commitment: \$51,182 to be financed by general obligation bonds.

MCTS previously abandoned Bus lifts #1 and #2 due to safety concerns as they had reached the end of their useful lives. This project would plan and design two replacement bus lifts capable of lifting the planned battery-electric buses which are heavier than standard diesel buses. The newer lifts would be more energy and material efficient. This project would require an appropriation for 2021. Upon project completion the total cost is estimated to be \$451,616.

For 2020 the County would finance the \$51,182 with general obligation bonds.

WT10801 **HVAC Replacement Kinnickinnic Bus Storage/Washhouse**
Expenditure: \$200,697
Revenue Reimbursement: \$0
Net County Commitment: \$200,697 to be financed by general obligation bonds.

The present HVAC system was installed 35 years ago and is beyond its useful life. MCTS must maintain the system on an ongoing basis, adding to costs. In 2020 MCTS would plan for the replacement of nine MUA units, nine exhaust fans, four roof exhaust fans, 18 unit heaters, and 10 air curtains. All replacements would be more sustainable and efficient. Construction work is recommended in 2021 with an additional appropriation of an estimated \$1,570,362.

For 2020, the County would finance the project for \$200,697 in general obligation bonds.

- WT10901 **Bus Lift Replacement x 7 (Maintenance Facility)**
 Expenditure: \$179,115
 Revenue Reimbursement: \$0
 Net County Commitment: \$179,115 to be financed by general obligation bonds.
- The MCTS Hillside Fleet Maintenance Facility installed 28 hydraulic bus maintenance lifts in the 1980s. Lift #'s 25, 41, 42, 47, 49, 51, and 52 have been abandoned as they are no longer safe to use. This project would replace all seven. Planning and design would occur in 2020 and construction in 2021. An additional appropriation for 2021 would be necessary. The estimated total cost would be \$1,580,606.
- For 2020, the County would finance \$179,115 using general obligation bonds.
- WT11101 **Concrete Yard Replacement (Kinnickinnic Garage)**
 Expenditure: \$135,098
 Revenue Reimbursement: \$0
 Net County Commitment: \$135,098 to be financed by general obligation bonds.
- The asphalt pavement in the yard is over 30 years old and very weathered. It poses increased maintenance costs and safety hazards, especially in winter. Planning and design would occur in 2020 and total replacement construction in 2021 pending an additional appropriation. The total project work would cost an estimated \$1,192,179.
- For 2020, the County would finance the \$135,098 with general obligation bonds.
- WT12601 **Battery-Electric Bus (BEB) Infrastructure – Full Fleet Replacement**
 Expenditure: \$1,700,000
 Revenue Reimbursement: \$0
 Net County Commitment: \$1,700,000 to be financed by general obligation bonds.
- The 2019 Adopted Budget initiated the acquisition of battery-electric buses in the MCTS fleet. This project would acquire BEB infrastructure including four garage charging stations (\$75,000/each) and four en route charging stations (\$350,000/each). Purchases will occur in late 2020 and installation in 2021.
- For 2020, the County would finance \$1.7 million with general obligation bonds.
- WT13701 **Kinnickinnic Maintenance Building Electrical Systems Upgrades**
 Expenditure: \$42,037
 Revenue Reimbursement: \$0
 Net County Commitment: \$42,037 to be financed by general obligation bonds.
- The KK garage's electrical system is at or near the end of its useful life but its useful life may be extendable with maintenance and review by County staff or contractors. Planning and design would occur in 2020 and replacement in 2021 pending an additional appropriation for a total estimated project cost of \$370,924.
- For 2020, the County would finance the \$42,037 with general obligation bonds.

WT14101

Kinnickinnic Washhouse Building Exhaust System Replacement

Expenditure: \$31,237

Revenue Reimbursement: \$0

Net County Commitment: \$31,237 to be financed by general obligation bonds.

The County's VFA facility assessment rating system has deemed the KK Washhouse Building's exhaust system as beyond its useful life. Planning and design would occur in 2020 and construction work replacing much of the current system in 2021 pending an additional appropriation. The total estimated cost upon project completion is \$275,653.

For 2020, the County would finance the \$31,237 with general obligation bonds.

Airport (WA)

General Mitchell International Airport (GMIA) and Lawrence J. Timmerman Airport (LJT) are the two airports Milwaukee County manages. The funding for the Airport capital program derives from a combination of state and federal grant dollars. Passenger Facility Charge fees (PFCs) assessed on passengers, and Airport reserves funded predominantly from concessions and car rental revenues. Below is a brief description of the funding accounts generally in order of size:

1. **Airline Improvement Program (AIP)** – This fund is generally used for airfield or airside improvements subject to Federal Aviation Administration (FAA) approval. AIP projects are typically paid for 75/12.5/12.5 percent by the federal, state, and local governments respectively. There are two types of AIP funding categories:
 - i. Entitlement – Formula-based according to airport size, traffic, and related variables
 - ii. Discretionary – Competitively allocated based on funding availability
2. **State Block Grant** – This is the primary funding source for eligible projects related to LJT and is administered by the state of Wisconsin as a block grant. LJT projects sometimes can also receive primarily state funding with local share participation varying by project.
3. **Passenger Facility Charges (PFC)** – Every enplaning, or departing, passengers pay a \$4.50 fee which goes into the PFC fund. PFC dollars are spent subject to FAA approval. PFC funds can be used toward the local matching portion of AIP projects, but can also be used for standalone projects. Pursuant to federal guidelines, PFC funds may be used in general for projects which do one of the following:
 - i. Enhance the safety, security, or capacity of the airport
 - ii. Reduce airport noise
 - iii. Increase air carrier competition
4. **Airport Development Fund (ADF)** – The dollars in this fund derive from the master lease agreement which governs the operating relationship between the signatory air carriers and GMIA. Under the terms of the present 2015-2020 lease agreement, GMIA may maintain a fund of up to \$15 million based on collecting 10% of all parking and concession revenue. ADF funds can be used as the local matching portion for some projects or for standalone projects that may not otherwise qualify for funding through AIP or PFC dollars.
5. **ADF-D Fund** – As an offshoot of ADF, a provision in the 2015-2020 GMIA master lease allows for the airport to fund up to \$4 million of projects in the ADF-D account, the cost of which gets funded from depreciation expenses charged to and reimbursed through the airlines.

6. **Capital Improvement Reserve Account (CIRA)** – This fund is often used as a local matching source for capital projects at LJT, the general aviation reliever airport to GMIA. CIRA has also been used for other projects at GMIA like parking. The CIRA portion of projects is funded from depreciation expenses charged to the airlines.
7. **Customer Facility Charges (CFCs)** – The funds in the CFC account derive from a \$0.50 per day per vehicle fee incurred on vehicles rented from the rental car companies operating at GMIA. GMIA uses these funds to address maintenance and construction needs and improvements of the car rental facilities in the parking garage.

WA22101 General Mitchell International Airport (GMIA) – International Terminal Redevelopment

Expenditure: \$25,112,809
 Revenue Reimbursement: \$0
 Net County Commitment: \$25,112,809

This is intended to be the last appropriation for the development and construction of a new international terminal to enable the eventual demolition of the aging and inefficient International Arrivals Building and replace the old Concourse E. The new facility will meet Federal Inspection Service (not Immigration and Customs Enforcement (ICE)) standards and will have a peak efficiency of processing 400 people per hour.

The Airport Division would spend \$4,112,809 from its ADF, \$1 million in PFC cash, and borrow \$20 million in PFC-backed revenue bonds.

WA26601 GMIA – Electrical Switchgear Replacement

Expenditure: \$707,580
 Revenue Reimbursement: \$0
 Net County Commitment: \$707,580

The electrical switchgear equipment has reached the end of its 25-year useful life as it was installed between 1976 and 1983. Its efficient operation is declining, its parts are difficult to replace due to its age, the old parts do not meet modern standards, and a power outage would be detrimental to airport operations and customers.

The Airport Division would finance \$707,580 via PFC-backed revenue bonds.

WA27201 GMIA – Parking Access & Revenue Control System Replacement

Expenditure: \$1,054,350
 Revenue Reimbursement: \$0
 Net County Commitment: \$1,054,350

The existing system was installed in 2004 and is now obsolete as the manufacturer does not support it and many parts are no longer available. Parking revenue is the largest revenue source for GMIA and a proper system is essential to maintain that.

The Airport Division would spend \$927,828 in CIRA dollars and \$126,522 from its CFC reserve.

WA28001 **GMIA – Parking Structure Replace Decorative Metal Panel**

Expenditure: \$325,329
Revenue Reimbursement: \$0
Net County Commitment: \$325,329

57 decorative metal panels originally installed in 2001 require maintenance to prolong their useful lives as there is significant evidence of paint flaking and the structural supports rusting. This year the Airport Division would conduct a design and feasibility study to replace the panels with a similar aesthetic. Another appropriation will be required in the 2021 Capital Budget for the actual work.

The Airport Division would spend \$286,290, from its ADF reserve and \$39,039 from its CFC reserve.

WA29901 **GMIA – Taxiway A Extension**

Expenditure: \$9,532,487
Revenue Reimbursement: \$8,340,925
Net County Commitment: \$1,191,562

Assuming State and Federal funding, the Airport Division would extend Taxiway A in order to eliminate Taxiway M to gain compliance with the Federal Aviation Administration's (FAA) most up-to-date standards and mitigate operational problems.

The local contribution would be \$1,191,562 in PFC dollars, the FAA's Airport Improvement Program (AIP) fund would contribute \$7,149,365, and the State would grant another \$1,191,561.

WA31201 **GMIA – Administrative Office Area Remodel**

Expenditure: \$2,099,281
Revenue Reimbursement: \$0
Net County Commitment: \$2,099,281

GMIA chartered an administrative office study in 2018 which concluded the administrative office area's layout, originating to 1990, is inadequate to the Airport's present needs in not providing adequate soundproofing nor facilitating collaboration.

The entire \$2,099,281 would come from the ADF reserve fund.

WA33101 **GMIA – Parking Structure Lightwell Roof Install**

Expenditure: \$223,133
Revenue Reimbursement: \$0
Net County Commitment: \$223,133

The section of the GMIA parking garage used by the rental car operators is in the oldest part originally constructed in 1977. This section poses problems for customers as it permits snow and rain into the first and second levels of the garage. Adding a roof would mitigate this problem and has successfully been done before.

The Airport would spend \$223,133 from its CFC reserve.

WA33301 **GMIA – Elevators L & N Replacement**
Expenditure: \$1,743,148
Revenue Reimbursement: \$0
Net County Commitment: \$1,743,148

After assessing all elevators, escalators, and power-walks at GMIA in 2018, elevators L and N were deemed as the most in need of modernization to design and replace the elevator drives, machinery, cables, and control.

The Airport would spend the full \$1,743,148 from its ADF reserve.

WA33401 **GMIA – Emergency Generator-Concourse D**
Expenditure: \$217,157
Revenue Reimbursement: \$0
Net County Commitment: \$217,157

Concourse D presently has one emergency generator for its 19 gates attached to passenger boarding bridges. One backup generator is inadequate for emergency power purposes so a second would provide increased emergency preparedness.

The Airport would borrow \$217,157 with PFC-backed revenue bonds.

WA35101 **LJT – Security-Wildlife Perimeter Fencing-2020**
Expenditure: \$378,526
Revenue Reimbursement: \$359,599
Net County Commitment: \$18,927

Timmerman’s north, east, and west fence lines do not presently meet Federal Aviation Administration (FAA) standards as they are beyond their useful lives and too short. The Airport Division would replace the present 6” barbed-wire fence with an 8” barbed-wire fence to enhance the perimeter security from wildlife and unauthorized persons.

The FAA AIP fund would provide \$340,673 and the State another \$18,926. The local contribution would be \$18,926 from the CIRA reserve.

Environmental Services (WV)

WV02101 **Oak Creek Streambank Stabilization**
Expenditure: \$68,703
Revenue Reimbursement: \$0
Net County Commitment: \$68,703 to be financed by general obligation bonds.

Funding in the amount of \$68,703 is included for the planning and design portions of the project to address the failing streambank along the Oak Creek. Without investment into the stabilization of the streambank, damage to the Oak Creek Parkway may occur due to rain events, flooding, and erosion from the creek. In subsequent years, bidding for the project will occur so that construction costs may be refined.

WV03801 **Dretzka Park Lift Station Replacement**
Expenditure: \$523,015
Revenue Reimbursement: \$0
Net County Commitment: \$523,015 to be financed by general obligation bonds.

Funding in the amount of \$523,015 is included for the replacement of the sanitary sewer lift station, including the 800 feet of sanitary sewer force main line, at Dretzka Park. \$59,271 is budgeted for planning and design and \$463,744 is included for construction and implementation. There are no anticipated funding needs for this project in subsequent years.

WV04701 **Froemming Park Pavilion Water & Sanitary**
Expenditure: \$420,613
Revenue Reimbursement: \$0
Net County Commitment: \$420,613 to be financed by general obligation bonds.

Funding in the amount of \$420,613 is included for the Froemming Park Pavilion Water and Sanitary waste holding tank. The degraded nature of the well during inspections has resulted in violations. The City of Franklin has water and sewer available near the Park, so the project will include connection of the City utility services to the Park pavilion. \$47,666 is included for planning and design and \$372,947 is budgeted for construction and implementation of the project. No funding is anticipated in subsequent years for this project.

WV05001 **Lead Pipe Lateral Assessment**
Expenditure: \$164,597
Revenue Reimbursement: \$0
Net County Commitment: \$164,597 to be financed by Sales Tax Revenue.

Funding in the amount of \$164,597 is included to begin a County-wide assessment of the presence, condition, and remediation of lead pipe water laterals servicing County facilities. This first phase will be used to develop a testing plan, prioritization of facility testing, and the testing of a small number (less than 10) of facilities. The testing of facilities will be phased over the next two to three years. Although funding is anticipated in subsequent years, this first phase will help to develop better cost estimates for future phases. Funding for this project will come from Sales Tax Revenue.

WV05201 **County-wide Sanitary Sewers Repairs—2020**
 Expenditure: \$150,001
 Revenue Reimbursement: \$0
 Net County Commitment: \$150,001 to be financed by Sales Tax Revenue.

Funding in the amount of \$150,001 is recommended for an annual inspection of the County’s sanitary sewer system. As a result of a 2006 agreement with the State Attorney General’s Office, the County inspects its sanitary sewer system every five years. The agreement is the result of a 2004 Notice of Violation from the State of Wisconsin Department of Natural Resources for inadequate sewer conditions. In order to meet this deadline, the County inspects 20% of the sewer system on an annual basis. Planning and design is anticipated to cost \$17,005 and construction is anticipated to cost \$132,996. Funding for the annual inspection is consistent with previous annual inspections.

Parks (WP)

The Department of Administrative Services Facilities Management Division undertakes an assessment of pavement conditions for the Parks system through its Architecture, Engineering, and Environmental Services sub-division. The pavement conditions are assessed and rated on a scale from 0 to 100 every three years, with a region (north, south, central) performed each year. The pavement condition assessments include basketball courts, trails, walkways, service yards, asphalt pads, parkways, parking lots, and tennis courts. These ratings are designed to help track and manage the condition of paved areas over time, as well as assist in prioritizing a project schedule.

Rating Range	Description
0-40	Reconstruct ASAP
41-60	Reconstruct 2-4 years
61-80	Reconstruct 5-10 years
81-90	Normal maintenance
91-100	Excellent condition

WP32001 **North Point Parking Lot**
 Expenditure: \$173,046
 Revenue Reimbursement: \$0
 Net County Commitment: \$173,046 to be financed by general obligation bonds.

Funding in the amount of \$173,046 is included for the North Point parking lot, which serves Bradford Beach, the Lakefront, and the North Point concessionaire. This includes the collapsed storm water system, which causes flooding in several locations during wet weather. The asphalt condition assessment for the parking lot is 34/100 and is considered one of the highest priorities for funding because it is also one of the highest trafficked areas in the Park system. This funding is included in the 2020 Recommended Budget for planning and design and it is anticipated that an additional \$1,326,060 will be recommended in future years for construction.

WP37201 McKinley Park Flushing Channel
Expenditure: \$440,447
Revenue Reimbursement: \$0
Net County Commitment: \$440,447 to be financed by general obligation bonds.

Funding in the amount of \$440,447 is included for the planning and design of potential solutions to the aging, dry-rot, and voids experienced at the flushing channel located East of Lincoln Memorial Drive in McKinley Park. The 2020 work on the project will include investigation into removal of the existing concrete and timber cribbing and installation of steel sheet pile seawall. 470 feet will be replaced on the south side of the channel and 545 feet will be replaced on the north side at the Milwaukee Yacht Club. Anticipated future funding for construction and implementation is \$3,446,389.

WP52301 Lake Park Steel Arch Bridge
Expenditure: \$117,023
Revenue Reimbursement: \$0
Net County Commitment: \$117,023 to be financed by general obligation bonds.

Planning and design funding in the amount of \$100,800 was included in the 2017 Adopted Budget for this project, but was transferred to the Lake Park Ravine Bridge project (WP48401) in [2016](#). The 2020 Recommended Budget includes funding to continue this project. Planning will need to take into account how to maintain the historic nature of the bridge. The bridge has carried vehicular traffic in the past, but has been closed for years due to concern over the structural soundness of the bridge. The entire bridge will need to be replaced in subsequent years in the amount of \$915,654.

WP54601 Parks Bridge Inventory and Assessment
Expenditure: \$129,245
Revenue Reimbursement: \$0
Net County Commitment: \$129,245 to be financed by Sales Tax Revenue.

Funding in the amount of \$129,245 is included to create an inventory and assessment of the approximately 167 bridges in the Park system. The goal of the project is to create a comprehensive list of bridges and their condition so that they can be inspected and monitored on a more regular basis and the development of cost estimates for repair or replacement of each bridge. No funding is anticipated in subsequent years.

WP62501 **Dretzka Park—Lighting, Storm Water, and Parking Improvements**

Expenditure: \$142,107

Revenue Reimbursement: \$0

Net County Commitment: \$142,107 to be financed by general obligation bonds.

Funding in the amount of \$142,107 is included for planning and design of the Dretzka Golf Clubhouse parking lot. The asphalt condition assessment for the parking lot is 26/100, indicating that it is in significant need of repairs. Continued improvements of the Dretzka Golf Course over the years have greatly increased attendance (and, thus, revenues), including the upgrading of cart paths and course conditions, so the Parks Department is looking to continue the recent investments in this facility. Subsequent construction phases of the project in future years are expected to total \$1,084,421.

WP62802 **Brown Deer Park Roadway Phase 2**

Expenditure: \$4,287,856

Revenue Reimbursement: \$0

Net County Commitment: \$4,287,856 to be financed by general obligation bonds.

Funding in the amount of \$4,287,856 is included for Phase 2 of the Brown Deer Park Roadway reconstruction. This is the largest Parks capital project for 2020, comprising nearly 57% of the Recommended Parks Capital Budget. This project was started in 2017 ([File No. 17-483](#)) with an allocation of \$1.03 million for the entirety of the roadway. The estimate of the cost of the project has been refined and further funding is needed in order to complete the project's scope. The scope of work includes:

- Reconstruction of the golf course parking lot
- Roadway segment BR03—road to boathouse (rated 30/100)
- Replacement of two pedestrian bridges
- Tennis court parking lot replacement
- The entire Brown Deer Roadway
- The remainder of the upper driving and range

Ratings for the rest of the paved areas on the roadway are 27/100 (BR01—park circumference road north), 27/100 (BR02—park circumference road south), and 62/100 (BR04—entrance to park circle drive and golf parking lot on Calumet Road). All roadways will be replaced during this project, even though pavement ratings are disparate as it avoids further damage to surfaces. \$1,005,887 will be used for planning and design (which includes previously allocated 2017 funds) and \$4,846,565 is budgeted for the reconstruction.

WP63701 Rose Playground Replacement
Expenditure: \$291,984
Revenue Reimbursement: \$0
Net County Commitment: \$291,984 to be financed by general obligation bonds.

Funding in the amount of \$291,984 is budgeted for the replacement of the Rose Park playground on Milwaukee's north side with a new, Class 3 playground. Playgrounds are ideally replaced at 20-year intervals. This funding also includes removal of the existing playground. The new playground will be ADA accessible and meet current safety standards. \$33,089 will be used for planning and design and the balance of the funding will be used for construction.

WP68801 McKinley Parking Lots—Phase 2
Expenditure: \$512,662
Revenue Reimbursement: \$0
Net County Commitment: \$512,662 to be financed by general obligation bonds.

Funding in the amount of \$512,662 is included for Phase 2 of the 3-Phase McKinley Parking Lot reconstruction project. The 2018 Adopted Budget included \$2,141,305 for Phase 1 of the project. Improvements to the parking lot include reconstructed infrastructure for improved parking lot circulation, new pavement (previously rated 20/100), new LED lighting, a new fish cleaning station, boat storage and launch improvements, new storm drainage, and improvement of nearshore water quality. The McKinley parking lot is a high use area and the poor pavement rating indicates its need for improvement. Phase 3 is included in the Five-Year Capital Improvement Plan and is anticipated to cost \$4,011,455.

WP70001 Kosciuszko Community Center Facility Study
Expenditure: \$199,646
Revenue Reimbursement: \$0
Net County Commitment: \$199,646 to be financed by Sales Tax Revenue.

Funding in the amount of \$199,646 is included for a facility study of the Kosciuszko Community Center. In the past, the facility has encountered HVAC issues, resulting in the rental of a chiller during the summer months. This summer, the Parks Department purchased the temporary chiller and is no longer renting. A permanent HVAC replacement would near \$3.5 million. The building's assessed replacement value is \$11 million. There is an opportunity at this time to reassess the function of the facility and what will fit best within the community. This funding will be used for planning and design, including community outreach and input, exploration of necessary costs, and identifying what long-term success looks like for the center.

WP70101 Grant Park North Access Roads/Parking Lots—2020
Expenditure: \$113,504
Revenue Reimbursement: \$0
Net County Commitment: \$113,504 to be financed by general obligation bonds.

Funding in the amount of \$113,504 is included for the planning and design of the Grant Park north access road and parking lot replacement. The portions being replaced service multiple picnic areas and the Wil-O-Way Grant operated by the Office for Persons with Disabilities. The current condition of the parking lot is rated 34/100 and the Wil-O-Way pavement is rated 24/100. The areas are high-traffic areas and are frequently in need of smaller repairs. It also presents access difficulties for individuals who use the Wil-O-Way. It is anticipated that construction work in subsequent years will cost about \$888,130.

WP70201 McKinley—Veterans Park Seawall
Expenditure: \$202,212
Revenue Reimbursement: \$0
Net County Commitment: \$202,212 to be financed by Sales Tax Revenue.

Funding in the amount of \$202,212 for the planning and design of the McKinley and Veterans Parks seawall is recommended in 2020. The wall is showing signs of failure and the Parks Department has made temporary repairs, but there is concern that the stability of the wall is at risk. This is a high-traffic area that could pose a hazard to the public. The scope of work for 2020 includes investigation of the wall's stability, with the goal of producing a condition assessment and construction documents for repairs. Funding in the amount of \$1,582,272 is anticipated in future years for construction of the wall.

WP70301 King Park Skate Shelter—Eliminate High Voltage
Expenditure: \$144,009
Revenue Reimbursement: \$0
Net County Commitment: \$144,009 to be financed by general obligation bonds.

Funding in the amount of \$144,009 is provided to begin preparing a plan and design to upgrade the electrical system at King Park. The electric utility for the Community Center is currently being routed through an unused ice skating shed and the service is beyond its useful life and potentially dangerous. Similar rerouting of electric has occurred in McCarty, Smith, and Sheridan Parks.

In September 2019, the transformer inside the Community Center experienced an electrical failure and temporarily closed the facility. A temporary emergency generator is being used to facilitate the Center's operations. A report from the Parks Department in October 2019 requests a \$65,000 transfer from the Appropriation for Contingencies for the purposes of repairing the electrical failure and keeping the facility open (File No. 19-782). This will be only a temporary solution and an entire reconstruction of the high voltage system at King Park is recommended for 2020. Construction for the electrical system upgrade is anticipated to occur in subsequent years in an estimated amount of \$1,126,811.

WP70401 **Honey Creek Bridge Repair—St. Anne Court – Bluemound**
Expenditure: \$158,654
Revenue Reimbursement: \$0
Net County Commitment: \$158,654 to be financed by Sales Tax Revenue.

In the fall of 2018, the west façade of the bridge was removed due to safety concerns. Temporary attempts to solidify the bridge were not successful and it has been barricaded and secured since. \$158,654 is included to remove failing stone facades and bridge railings, so that new railings can be constructed in the future. No additional funding is anticipated in subsequent years.

WP71001 **Indigenous Peoples' Park**
Expenditure: \$291,984
Revenue Reimbursement: \$0
Net County Commitment: \$291,984 to be financed by general obligation bonds.

Funding in the amount of \$291,984 is budgeted for the replacement of the Indigenous Peoples' Park playground on Milwaukee's Northwest side with a new, Class 3 playground. Playgrounds are ideally replaced at 20-year intervals and the Indigenous Peoples' Park playground is a high priority playground, having been installed in 1999. This funding also includes removal of the existing playground. The new playground will be ADA accessible and meet current safety standards. \$33,089 will be used for planning and design and the balance of the funding will be used for construction.

WP71101 **Washington Park Replacement #2**
Expenditure: \$291,984
Revenue Reimbursement: \$0
Net County Commitment: \$291,984 to be financed by general obligation bonds.

Funding in the amount of \$291,984 is budgeted for the replacement of the Washington Park playground on Milwaukee's West side with a new, Class 3 playground. Playgrounds are ideally replaced at 20-year intervals and the Washington Park playground is a high priority replacement, having been installed in 2000. This funding also includes removal of the existing playground. The new playground will be ADA accessible and meet current safety standards. \$33,089 will be used for planning and design and the balance of the funding will be used for construction.

WP71201 **South Shore Park Pavilion—North Yard Improvements**
Expenditure: \$50,000
Revenue Reimbursement: \$0
Net County Commitment: \$50,000 to be financed by Sales Tax Revenue.

\$50,000 is included the planning and design for improvements to the North Yard portion of the South Shore Park Pavilion. The South Shore Terrace beer garden is a highly attended attraction at South Shore Park and the North Yard offers a lot of potential to attract additional visitors to the beer garden. Currently, it is not being utilized to its full capacity and is used as a catch-all storage area. This funding is for an exploration of potential options for the North Yard and \$512,000 is estimated to be needed in future years for construction on the finalized design.

Milwaukee Public Museum (WM)

WM04901 **4th Floor Roof Replacement**
Expenditure: \$754,806
Revenue Reimbursement: \$0
Net County Commitment: \$754,806 to be financed by general obligation bonds.

Funding in the amount of \$754,806 is recommended for replacement of the fourth floor roof at the Milwaukee Public Museum. This past winter, the exhibit area below the roof needed to be closed due to water leakage. The current age of the roof is 25 years, although the useful life expectancy of the roof was expected to be 15-20 years. \$104,462 will be used for planning and design and \$650,344 will be used for roof replacement. Subsequent years are anticipated to need an additional \$650,344 for completion of the project. Because the Museum is planning on moving facilities, only the most urgent and necessary repairs are being requested.

WM05101 **North Stairwell Structural Wall Repair**
Expenditure: \$79,125
Revenue Reimbursement: \$0
Net County Commitment: \$79,125 to be financed by Sales Tax Revenue.

Funding in the amount of \$79,125 is included for planning and design of the north stairwell structural wall repair. Currently, the wall is separated in some areas by two inches, exposing concrete and steel. During rain, water floods onto the main walkway and into the museum, creating a safety hazards to guests. There has also been movement of the mezzanine's concrete floor slab. Planning will be done to address waterproofing in critical areas, design of a new bearing for the McArthur Square structural slab, and new structural support for the mezzanine's floor slab. Funding in the amount of \$300,000 will be needed in future years for construction.

WM05301 **300 Ton Chiller Replacement**
Expenditure: \$849,710
Revenue Reimbursement: \$0
Net County Commitment: \$849,710 to be financed by general obligation bonds.

The current chiller is over 35 years old and needs to be replaced as it will not reliably control the temperature in the facility. Over the years, replacements parts have been installed numerous times and there are no more temporary adjustments that can be made. \$96,290 will be used for planning, with the remaining \$753,420 will be used for implementation.

Milwaukee County Zoo (WZ)

WZ13501 **Aquatic & Reptile Center Structural Repairs**
Expenditure: \$37,211
Revenue Reimbursement: \$0
Net County Commitment: \$37,211 to be financed by Sales Tax Revenue.

Funding in the amount of \$37,211 will be used to analyze improvements that need to be made to the Aquatic and Reptile Center. There are five areas of concern that will be studied: concrete beams that support the public hallways, concrete foundation beneath the exhibit, headers that secure the glass fronts of the exhibits, concrete subfloor, and repair of leaking exhibits. The results of the study will inform the repairs that need to be made in subsequent years. \$291,147 is anticipated to be needed for those future repairs.

WZ14101 **Adventure Africa—Rhinoceros Exhibit**
Expenditure: \$902,100
Revenue Reimbursement: \$0
Net County Commitment: \$451,050 to be financed by general obligation bonds. \$451,050 to be financed by gifts to the Zoological Society.

The rhinoceros exhibit is Phase 3 of the Zoo's Adventure Africa master plan. \$902,100 is included for planning of the project, but 50% of the costs will be provided by the Zoological Society of Milwaukee. The total County commitment is \$451,050. \$10,000,000 is anticipated to be needed in subsequent years for construction of the plan, of which half will, again, be provided by the Zoological Society. This is a similar project style to Phase I and II of the Adventure Africa master plan which focused on the elephant and hippo exhibits.

WZ16001 Administration Building Roof Replacement
Expenditure: \$311,334
Revenue Reimbursement: \$0
Net County Commitment: \$311,334 to be financed by general obligation bonds.

\$311,334 is provided for the replacement of the roof that covers the administration building and recently renovated gift shop. Patching has been successful in the past, but is no longer sustainable. SSA, the Zoo's vendor for concessions and gift shop sales, invested \$960,000 into the renovation of the gift shop and leaks are beginning to develop over the new structure. \$49,642 is included for planning and design, with the balance being used for construction. No funding is anticipated in subsequent years.

WZ17601 Aviary Air Conditioning
Expenditure: \$355,586
Revenue Reimbursement: \$0
Net County Commitment: \$355,586 to be financed by general obligation bonds.

\$355,586 is needed to replace two aviary AC units. One has failed and the other needs repairs often. If there is not a replacement AC unit installed, a temporary unit will need to be rented to prevent any failures in animal climate control. The two units will be replaced with a single unit with greater cooling capacities and energy efficiencies. \$40,299 is budgeted for planning and design and \$315,287 is needed for construction and implementation.

WZ17701 Parking Lot #4—Replacement
Expenditure: \$130,711
Revenue Reimbursement: \$0
Net County Commitment: \$130,711 to be financed by general obligation bonds.

\$130,711 is included for planning and design of the replacement of parking lot four. This parking lot mainly serves the Zoo's Group Sales division, which is a substantial revenue driver for the Zoo, bringing in over \$1.7 million last year. \$1,022,749 is anticipated to be needed for the construction and implementation of the design.

WZ17801 Radio Replacements—2020
Expenditure: \$118,107
Revenue Reimbursement: \$0
Net County Commitment: \$118,107 to be financed by Sales Tax Revenue.

The current Zoo radio system is analog and needs a digital upgrade. The current system is obsolete and replacement parts are no longer available. As a result, 10% of the Zoo's workforce radios are ill-equipped to handle an emergency event. This present a safety concern to Zoo guests. \$10,000 will be used for implementation after \$108,107 is used to purchase the necessary equipment.

Health and Human Services (WS)

WS12501 Clinton Rose Boiler-Exhaust and McGovern Senior Center Exhaust Replacement
Expenditure: \$167,938
Revenue Reimbursement:
Net County Commitment: \$167,938 to be financed by general obligation bonds.

Funding is budgeted in 2020 to replace a total of 12 exhaust fans at Clinton Rose Senior Center and four at McGovern Senior Center. The boiler at Clinton Rose will also be replaced. Replacement of these units are critical as both facilities serve as nutrition sites Monday-Friday. In addition, both sites provide senior recreation and socialization programming. Breakdown of these units will lead to facility closures.

WS12601 Youth Services Admin Relocation and Tenant Improvement
Expenditure: \$660,000
Revenue Reimbursement:
Net County Commitment: \$660,000 to be financed by property tax revenue.

The scope of this project focuses on redesigning the Youth Services Administration at the Department on Health and Human Services (DHHS). The project will address relocation in existing County-owned or leased spaces, real estate search(es), tenant build out, network IT, infrastructure, fixtures, equipment, procurement and installation. Relocation will impact staff at Coggs, Vel R. Philips Youth and Family Justice Center, and Behavioral Health Division. Additional projects will address Adult Services Administration, Central Administration and service access points.

WS12701 Kelly Senior Center and Nutrition Site Boiler Replacement
Expenditure: \$249,858
Revenue Reimbursement:
Net County Commitment: \$249,858 to be financed by general obligation bonds.

Funding is budgeted in 2020 to replace two boilers at Kelly Senior Center and Kelly Nutritional Site. Kelly Senior Center provides senior programming and recreational activities. Kelly Nutrition site provides nutritional services Monday-Friday. Absence of functioning boilers at these sites pose a significant risk to the facilities. Breakdown of the units will lead to closure of the facilities.

WS12801 Wilson Senior Center Boiler and Exhaust Replacement
Expenditure: \$194,954
Revenue Reimbursement:
Net County Commitment: \$194,954 to be financed by general obligation bonds.

Funding is budgeted in 2020 to replace a total of 12 exhaust fans and add an additional boiler at Wilson Senior Center. The boiler will be relocated and placed next to the new boiler. Wilson Senior Center serves as nutritional site Monday-Friday and absence of a functioning boiler pose a significant risk to the facility. Breakdown of the unit will lead to closure of the facility.

Courthouse Complex/County Grounds (WC/WG)

WC10801 **CJF Sally Port Doors Replacement**

Expenditure: \$299,066

Revenue Reimbursement: \$0

Net County Commitment: \$299,066 to be financed by Sales Tax Revenue.

The sally port doors at the Criminal Justice Facility are at the end of their useful lives. They are prone to heavy use as they are operated at all hours of the day, every day of the year and are essential to prevent inmate escapes. Planning, design and construction work would all occur in 2020.

For 2020, the County would finance the \$299,066 with revenues from the sales and use tax.

WC14001 **CJF Pod 4B Food Chutes**

Expenditure: \$174,227

Revenue Reimbursement: \$0

Net County Commitment: \$174,227 to be financed by Sales Tax Revenue.

Pod 4b of the Criminal Justice Facility houses inmates who are prone to or have a history of assaulting correctional officers, medical staff, or other inmates and generally refuse to follow rules. This project would install food chutes to limit the necessity of opening cell doors to ensure delivery of food and medicine to the inmates while minimizing the number of times doors are opened and therefore decreasing the incidence of injury or property damage.

For 2020, the County would finance the \$174,227 with revenues from the sales and use tax.

WC6501 **Courthouse Monument & Waypoint Signage**

Expenditure: \$192,835

Revenue Reimbursement: \$0

Net County Commitment: \$192,835 to be financed by general obligation bonds.

The exterior monument signage is approximately 14 years old and considerably weathered. In 2020 the County would plan, design, and replace the signage with an emphasis on sustainability.

For 2020, the County would finance the \$192,835 with general obligation bonds.

WC20901 **Forensic Science Center – Phase 2**
Expenditure: \$11,191,328
Revenue Reimbursement: \$0
Net County Commitment: \$11,191,328 to be financed by general obligation bonds.

The County previously spent \$940,262 on Forensic Science Center Phase 1 (WC21401) for planning and design and exploring whether the County would build its own facility or be a tenant of a facility constructed by the Medical College of Wisconsin (MCW). This project would have the County design and construct the interior of a shell built by the MCW and would effectively endorse the County leasing an MCW facility. Another appropriation of \$16,900,357 would be necessary in 2021 for further construction costs. The entire estimated project cost for Phase 2 upon completion would be \$28,091,685.

For 2020, the County would finance the \$11,191,328 with general obligation bonds.

WC21901 **Courthouse Complex Fire Alarm Replacement**
Expenditure: \$210,454
Revenue Reimbursement: \$0
Net County Commitment: \$210,454 to be financed by Sales Tax Revenue.

The fire alarm system at the Courthouse is at or nearing the end of its useful life and repair parts for the system will become unavailable within the next five years. This project would install a new modern fire alarm system which has increased automation and security functions. Planning and design would occur in 2020 and an additional estimated appropriation of \$1,794,808 would be required in 2021 for a total estimated project cost of \$2,005,262.

For 2020, the County would finance the \$210,454 with revenues from the sales and use tax.

WG03501 **Vel Phillips Roof Replacement**
Expenditure: \$96,168
Revenue Reimbursement: \$0
Net County Commitment: \$96,168 to be financed by general obligation bonds.

This capital project concerns itself with the rotunda of the Vel R. Philips Youth and Family Justice Center. The rotunda last had significant repairs done in 1994 and recently has been prone to water infiltration, requiring repeated temporary repairs. In 2020 the County would plan and design a replacement for the rotunda portion of the Vel R. Philips Youth and Family Justice Center. An additional estimated appropriation of \$752,449 would be required for 2021 for a total estimated project cost of \$848,617.

For 2020, the County would finance the \$96,168 with general obligation bonds.

House of Correction (WJ)

WJ11101 HOC Boiler House Replacement Structural Slab
Expenditure: \$292,857
Revenue Reimbursement:
Net County Commitment: \$292,857 to be financed by Sales Tax Revenue.

The structural slab located between the boiler house and recycling center at the House of Correction has deteriorated and is well beyond its useful life. The concrete slab is original to the construction of the facility in 1948. The 2017 facility inspection revealed the slab needs 50% patch repair on top and 50% on bottom, a membrane and 2" top slabbing. The project will replace the existing structural slab in the boiler house area.

WJ11101 House of Correction Admin 600 and 400 Dorm Kitchen Equipment
Expenditure: \$99,226
Revenue Reimbursement:
Net County Commitment: \$99,226 to be financed by general obligation bonds.

Funding is budgeted in 2020 to renovate and upgrade kitchen equipment at the House of Correction. The dishwasher was installed in 2010 and has reached the end of its useful life. A three compartment sink is requested for the dish room for handwashing in the event the dish washer fails. The Cook Chill Equipment area, refurbished in 2015, no longer has replacement parts available. The Tumbler Chiller and control boards require upgrading. The bakery area needs two Baxter Ovens replaced. An additional oven is requested to further improve production given the demand. In addition, the bakery has two working mixers that require replacement that are beyond their useful life.

Other Agencies (WO)

Department of Administrative Services – Information Management Service Division

WO21701 Phone and Voicemail Replacement
Expenditure: \$1,928,235
Revenue Reimbursement: \$0
Net County Commitment: \$1,928,235 to be financed by both Sales Tax Revenue and Property Tax Revenue.

IMSD reports the County's phone system is obsolete and may be subject to "catastrophic failure." The system no longer receives manufacturer support and phone system operations would be cheaper with a newer system. In 2020, IMSD would finish updating the Courthouse's system as well as updating the Botanical Gardens, Parks Maintenance, Zoo, Fleet, Parks Administration, Facilities, the Domes, Housing, and the Criminal Justice Facility. IMSD would purchase, contract-out, and install the necessary components and update the relevant systems. This project previously funded approximately half of the needed work in the 2019 Capital Budget. An additional appropriation of \$215,165 is anticipated for 2021 for a total estimated project cost of \$2,143,400.

For 2020, the County would finance \$1 million from the sales and use tax and \$928,235 from the property tax levy.

WO29901 **Asset Protection – Remediation Services – Phase 1**
Expenditure: \$784,500
Revenue Reimbursement: \$0
Net County Commitment: \$784,500 to be financed by Sales Tax Revenue.

The County uses software from 2008 which will stop receiving support from Microsoft. Continual cybersecurity patches are necessary to protect County data. This project would migrate County data to Windows Server 2019, decommission the Windows Server 2008 and remediate the operating system and findings of the cabling audit.

For 2020, the County would finance \$784,500 from sales and use tax revenue.

WC033401 **Asset Protection – Computer Replacement – Phase 2**
Expenditure: \$724,493
Revenue Reimbursement: \$0
Net County Commitment: \$724,493 to be financed by Sales Tax Revenue.

The County’s approximate 3,800 computers use Windows 7 as an operating system and Microsoft will cease supporting the Windows 7 in 2020. In 2019, IMSD began replacement purchases of new desktop and laptop computers and migration of data from the old to the new.

For 2020, the County would finance the \$724,493 with sales and use tax revenue.

WC054601 **Enterprise Platform Modernization – Phase 2**
Expenditure: \$2,000,000
Revenue Reimbursement: \$0
Net County Commitment: \$2,000,000 to be financed by Sales Tax Revenue.

Upgrading the Enterprise Resource Planning (ERP) software the County utilizes has been ongoing. This phase would implement the Performance and Goals, Succession Planning, and Health and Safety

The County would finance the \$2,000,000 with sales and use tax revenue.

Office for Persons with Disabilities

WO18901 **Countywide ADA Repairs – Phase 3**
Expenditure: \$82,226
Revenue Reimbursement: \$0
Net County Commitment: \$82,226 to be financed by Sales Tax Revenue.

The County would remodel one men’s and one women’s restroom for ADA compliance on the ground floor of the Courthouse. Planning and design will occur in 2020 and construction work will occur beginning in 2021.

For 2020, the County would finance the \$82,226 with sales and use tax revenue.

Department of Transportation – Fleet Management

W033501 Fleet General Equipment - 2020
Expenditure: \$4,718,479
Revenue Reimbursement: \$0
Net County Commitment: \$4,718,479 to be financed by general obligation bonds.

This capital item replaces departments' vehicles and equipment at the end of their useful lives. Purchases are for Highway Maintenance, the District Attorney, the Behavioral-Health Division, Facilities Management, the Medical Examiner, and the Zoo. Fleet Management will include this debt in the County's short-term debt issues. The individual departments pay the principal and interest and must exchange an old vehicle for a replacement.

For 2020, the County would use general obligation bonds for the \$4.7 million.

W033601 Sheriff Fleet Equipment - 2020
Expenditure: \$840,000
Revenue Reimbursement: \$0
Net County Commitment: \$840,000 to be financed by general obligation bonds.

This capital item replaces the Sheriff Department's vehicles and equipment at the end of their useful lives. This consists of 20 vehicles all rated of high importance. Fleet Management will include this debt in the County's short-term debt issues. The Sheriff's Department will pay the principal and interest and must exchange an old vehicle for a replacement. The County would use general obligation bonds for the expenditure.

W033701 House of Correction Fleet Equipment - 2020
Expenditure: \$260,000
Revenue Reimbursement: \$0
Net County Commitment: \$260,000 to be financed by general obligation bonds.

This capital item replaces the HOC's vehicles and equipment at the end of their useful lives. In 2019 this consists of six vehicles all rated of high importance. Fleet Management will include this debt in the County's short-term debt issues. The HOC will pay the principal and interest and must exchange an old vehicle for a replacement. The County would use general obligation bonds for the expenditure.

W033801 **Fleet Parks Equipment - 2020**
Expenditure: \$2,520,000
Revenue Reimbursement: \$0
Net County Commitment: \$2,520,000 to be financed by general obligation bonds.

This capital item replaces the Parks Department's vehicles and equipment at the end of their useful lives. In 2020 this consists of approximately 50 capital items all rated of high importance. Fleet Management will include this debt in the County's short-term debt issues. The Parks Department will pay the principal and interest and must exchange an old vehicle for a replacement. The County would use general obligation bonds for the expenditure.

Office of Emergency Management

W027301 **Cardiac Monitors**
Expenditure: \$1,125,000
Revenue Reimbursement: \$0
Net County Commitment: \$1,125,000 to be financed by general obligation bonds.

The current monitors were acquired in 2013 and new models are available from 2019. The current monitors are significantly weathered from use and replacement will help ensure patient survival. The County would use general obligation bonds for the expenditure.

W030301 **Public Safety Data Interoperability**
Expenditure: \$319,400
Revenue Reimbursement: \$0
Net County Commitment: \$319,400 to be financed by Property Tax Revenue.

This project would facilitate better communication between the County and nine municipal fire departments to enhance responses to critical incidents. OEM believes it is critical to have this deployed in time for the 2020 Democratic National Convention. The expenditure would be financed with property tax levy revenue.

Office of the Sheriff

W017901 **Milwaukee County Sheriff's Office Voice Analytics**
Expenditure: \$151,400
Revenue Reimbursement: \$0
Net County Commitment: \$151,400 to be financed by Sales Tax Revenue.

The Sheriff's Office requests special analytics software to mitigate reported inmate fraud and abuse of the current phone system which is often used for criminal activity. It would also allow for efficiencies in staff time and resources. This project would be financed with sales and use tax revenue.

WO320001 **Training Academy Parking Lot Replacement**
Expenditure: \$171,527
Revenue Reimbursement: \$0
Net County Commitment: \$171,527 to be financed by general obligation bonds.

The 2002 parking lot is 17 years old and significantly weathered. The Highway Department previously attempted to repair the lot in 2014 but was unsuccessful in the long-term. This project would replace the current lot with a modern one.

For 2020, the County would finance the project with general obligation bonds.

WO28901 **Criminal Justice Facility Intercoms and Door Controls Replacement**
Expenditure: \$2,200,000
Revenue Reimbursement: \$0
Net County Commitment: \$2,200,000 to be financed by both Property Tax Revenue and general obligation bonds.

The current intercom and door control system runs on obsolete operating systems that could be breached due to security risks and inability to continue patching software. Failure of the system would require manual operation, which could be labor intensive and would put inmates and correctional officers at risk.

For 2020, the County would finance \$1.7 million with property tax levy and finance \$500,000 with general obligation bonds.

WO54401 **Mechanical Equipment Room (MER) Fire Suppression Replacement**
Expenditure: \$269,425
Revenue Reimbursement: \$0
Net County Commitment: \$269,425 to be financed by general obligation bonds.

The present fire suppression system utilizes water and would destroy the MER's electrical equipment should it ever be used. This project would replace the "wet" system with one not utilizing water.

For 2020, the County would finance the project with general obligation bonds.

War Memorial Center

WO53501 **War Memorial North Parking Lot GRN Print PH 1**
Expenditure: \$800,000
Revenue Reimbursement: \$0
Net County Commitment: \$800,000 to be financed by general obligation bonds.

This project would be for the construction of the already designed intersection modification where the War Memorial Center meets Lincoln Memorial Drive, Mason Street, and Veteran's Park. The project is over-budget due to requested changes from the City of Milwaukee and to facilitate bicycles and pedestrians.

For 2020, the County would finance the project with \$800,000 in general obligation bonds.

Charles Allis / Villa Terrace Museum(s)

WO52801 **Charles Allis Brick Façade Repair**
Expenditure: \$192,338
Revenue Reimbursement: \$0
Net County Commitment: \$192,338 to be financed by Sales Tax Revenue.

This project would plan and design the repair and restoration of the exterior masonry, gable ends, courtyard wall, and the roof of the gable ends subject to the standards and approval of the Milwaukee Historical Commission. An additional \$1.5 million appropriation is anticipated for 2021 for a total estimated project cost of \$1,697,316.

For 2020, the County would finance the project with sales and use tax revenue.

Marcus Center for the Performing Arts

WO11701 **Marcus Center Roof Replacement**
Expenditure: \$1,345,462
Revenue Reimbursement: \$0
Net County Commitment: \$1,345,462 to be financed by general obligation bonds.

The building was last re-roofed between 1993 and 1995 and the roof is at or nearing the end of its useful life. This project is included in the County Capital Support agreement with the Marcus Center noted in [File No. 16-214](#). \$175,105 would be for planning and design and \$1.7 million for construction.

The County would finance the project with general obligation bonds.

In CIC Recommended - Not In CEX Recommended

<u>Item #</u>	<u>REQ DEPT</u>	<u>DEPT RANK</u>	<u>Project Number</u>	<u>Project Name</u>	<u>2019 County Financing</u>	<u>CIC Grading</u>	<u>Financing</u>
20	PARKS	7	WP05046	Lincoln Park Baseball Lighting	\$595,103	B2	BOND
9	PARKS	22	WP20301	Kosciuszko Community Center HVAC	\$2,316,919	A1	BOND
11	MC HIST SCTY	1	WO13601	Trimborn Farm Stone Barn Roof	\$445,691	A1	BOND
30	PARKS	4	WP49801	Underwood Creek Pkwy Rd Rplcmnt-Bluemound to 119th	\$1,323,846	B3	BOND
32	PARKS	13	WP53401	Rainbow Park Playground Replacement	\$291,984	C1	BOND
33	PARKS	12	WP53601	Mitchell Airport Park Playground Replacement	\$291,984	C1	BOND
13	DOT-AIRPORT	2	WA26501	GMIA Concourse D Flooring Replacement	\$2,698,524	B3	CASH
2	DOT-AIRPORT	3	WA26901	GMIA Terminal Fire Alarm System Replacement	\$7,552,519	B2	CASH
5	DOT-AIRPORT	5	WA28201	GMIA Concourse D Roof Replacement	\$629,960	B3	CASH
3	DOT-AIRPORT	7	WA33001	GMIA Airfield Safety Improvement-2020 (GMIA RW 1L-19 R Rehab)	\$93,999	B2	CASH
7	PARKS	9	WP69401	Oak Creek Parkway - S Mke Mill Pond Dam	\$278,827	A1	CASH
15	DAS-FM-FM	4	WC20301	CJF Re-Commissioning	\$890,681	B2	CASH
8	DAS-FM-FM	1	WC21701	CH Complex Facade Inspect & Repair-Phase 3	\$1,088,022	A3	CASH
11	SHERIFF	10	WO47901	CJF Kitchen Upgrades	\$99,226	B3	CASH
Total					\$18,597,285		

Not In CIC Recommended - In CEX Recommended

<u>Item #</u>	<u>REQ DEPT</u>	<u>DEPT RANK</u>	<u>Project Number</u>	<u>Project Name</u>	<u>2019 County Financing</u>	<u>CIC Grading</u>	<u>Financing</u>
22	SHERIFF	5	WC10801	CJF Sally Port Doors Replacement	\$229,066	B3	CASH
58	DOT-TRNS SRV	7	WH11001	W Beloit Rd (CTH T)-S 124th St to S Wollmer Rd	\$450,000	D1	BOND
29	MPM	2	WM05101	MPM-North Stairwell Structural Wall Repair	\$79,125	C1	CASH
23	SHERIFF	6	WO17901	MCSO Voice Analytics	\$151,400	C2	CASH
28	DAS-IMSD	2	WO33401	Asset Protection-Computer Replacement-Phase 2	\$724,493	C1	CASH
52	DOT-FLEET	4	WO33701	House of Correction Fleet Equipment-2020	\$260,000	C2	BOND
47	DOT-FLEET	2	WO33801	Fleet Parks Equipment-2020	\$2,520,000	C1	BOND
58	PARKS	3	WP54601	Parks Bridge Inventory and Assessment	\$129,245	F1	CASH
59	PARKS	18	WP62501	Dretzka Park-Lighting, Stormwater, Parking Imprv	\$142,107	D2	BOND
52	PARKS	8	WP70001	Kosciuszko Community Center Facility Study	\$199,646	F1	CASH
38	PARKS	20	WP70201	McKinley & Veterans Parks Seawall	\$202,212	C2	CASH
39	PARKS	17	WP70401	Honey Creek Bridge Repair-St. Anne Ct -Bluemound	\$158,654	C2	CASH
61	AGING	3	WS12701	Kelly Sr Center & Nutrition Site Boiler Rplcmnt	\$249,858	F1	BOND
49	DOT-TRANSIT	7	WT07801	KK Garage Roof Replacement	\$457,873	A1	BOND
63	DOT-TRANSIT	3	WT12601	BEB Infrastructure - Full Fleet Replacement	\$1,700,000	F2	BOND
51	PARKS	5	WV04701	Froemming Park Pavilion Water & Sanitary	\$420,613	C2	BOND
21	ZOO	6	WZ13501	Zoo Aquatic & Reptile Center Structural Repairs	\$37,211	B3	CASH

25	ZOO	1	WZ17801	Zoo Radio Replacements-2020	\$118,107	B3	CASH
Total					\$8,229,610		

Changed In CIC Recommended - Not In CEX Recommended¹

Item #	REQ DEPT	DEPT RANK	Project Number	Project Name	2019 County Financing	CIC Grading	Financing
45	DHHS-BHD	1	WE04001	BHD Roof Replacement ¹	\$1,753,560	B2	BOND
46	DHHS-BHD	3	WE04101	BHD Air Handling System ¹	\$1,490,843	B2	BOND
16	DHHS-BHD	5	WE06101	BHD-Door Assembly Replacement ¹	\$372,757	B2	CASH
44	DHHS-BHD	4	WE06501	Mental Health Complex New Generator ¹	\$1,209,752	B2	BOND
17	DHHS-BHD	2	WE60301	BHD-Fire Damper Replacement ¹	\$132,915	B2	CASH
Total					\$4,959,827		

- Starting with the 2019 Capital Budget, the Capital Improvements Committee recommends that the Revised Report be amended to add a third category of Projects "Recommended to be Financed with BHD Reserves" and that all BHD projects be moved to that category. These projects should be undertaken to the extent necessary, as determined by BHD, to mitigate potential life safety issues and to follow all appropriate rules and regulations. Repairs should be financed to the extent necessary to keep the facility in good working order.

Changed In CEX Recommended, In CIC

Item #	REQ DEPT	DEPT RANK	Project Number	Project Name	CIC Recommended Amount	CEX Recommended Amount	Change	CIC Grading	Financing
1	DOT-AIRPORT	1	WA22101	GMIA International Terminal Redevelopment	\$20,000,000	\$17,000,000	\$3,000,000	C1	BOND
2	DOT-AIRPORT	1	WA22101	GMIA International Terminal Redevelopment	\$5,112,809	\$8,112,809	(\$3,000,000)	C1	CASH
7	DOT-AIRPORT	6	WA29901	GMIA Taxiway A Extension	\$1,191,561	\$135,025	\$1,056,536	B3	CASH
13	DAS-FM-FM	2	WC21901	CH Complex Fire Alarm Replacement	\$230,454	\$210,454	\$20,000	B2	CASH
39	SHERIFF	7	WO20001	Training Academy Parking Lot Replacement	\$171,000	\$171,527	(\$527)	C1	CASH
12	DAS-FM-FM	9	WC20901	Forensic Science Center-Phase 2	\$10,000,000	\$11,191,328	(\$1,191,328)	A1	BOND
2	DAS-IMSD	3	WO21701	Phone and Voicemail Replacement	\$2,143,400	\$1,928,235	\$215,165	A1	CASH
19	EMERGENCY MNGT	3	WO27301	Cardiac Monitors	\$1,030,000	\$1,125,000	(\$95,000)	B2	BOND
1	CAVT	1	WO52801	Charles Allis Façade Repair	\$1,697,316	\$192,338	\$1,504,978	A1	CASH
23	SHERIFF	4	WO54401	MER Fire Suppression Replacement	\$269,245	\$269,425	(\$180)	B3	BOND
21	PARKS	15	WP70301	King Skate Shelter Eliminate High Voltage	\$1,270,820	\$144,009	\$1,126,811	B2	BOND
37	DOT-TRANSIT	6	WT10801	HVAC Replacement-KK Bus Storage/Washhouse	\$1,771,059	\$200,697	\$1,570,362	C1	BOND
28	DOT-TRANSIT	5	WT11101	Concrete Yard Replacement (KK Garage site)	\$1,192,179	\$135,098	\$1,057,081	B3	BOND
Total					\$46,079,843	\$40,815,945	\$5,263,898		

Changed In CEX Recommended, Not In CIC

Item #	REQ DEPT	DEPT RANK	Project Number	Project Name	CEX Recommended Amount	Requested Amount	Change	CIC Grading	Financing
18	DAS-OPD	1	WO18901	Countywide ADA Repairs-Phase 3	\$82,226	\$617,989	(\$535,763)	B2	CASH
36	DAS-IMSD	4	WO29901	Asset Protection-Remediation Services-Phase 1	\$739,500	\$784,500	(\$45,000)	C2	CASH
48	PARKS	1	WP68801	McKinley Parking Lots - Phase 2	\$512,662	\$4,524,117	(\$4,011,455)	C1	BOND
56	PARKS	2	WP70101	Grant Park North Access Roads-Parking Lots 2020	\$113,504	\$1,001,634	(\$888,130)	C3	BOND
59	DHHS	1	WS12601	Youth Services Admin Relocation and Tenant Imprv	\$660,000	\$3,630,639	(\$2,970,639)	F1	CASH
53	DOT-TRANSIT	4	WT10601	Bus Lift Replacement 1 - 2 (KK Garage)	\$51,182	\$451,616	(\$400,434)	C2	BOND
54	DOT-TRANSIT	2	WT10901	Bus Lift Replacement 5-8 (Maint Facility)	\$179,115	\$1,580,606	(\$1,401,491)	C2	BOND
57	DOT-TRANSIT	8	WT13701	KK Maintenance Bldg Electrical Systems Upgrades	\$42,037	\$370,924	(\$328,887)	D1	BOND
62	DOT-TRANSIT	9	WT14101	KK Washhouse Bldg Exhaust System Renewal	\$31,237	\$275,653	(\$244,416)	F1	BOND
60	ZOO	3	WZ17701	Zoo Parking Lot #4-Repavement	\$130,711	\$1,153,460	(\$1,022,749)	D2	BOND
					\$2,542,174	\$14,391,138	(\$11,848,964)		CASH

No 2020 Request, In CEX Recommended

Item #	REQ DEPT	DEPT RANK	Project Number	Project Name	Requested	CEX Recommended Amount	Change	5 Year Plan	Financing
92	PARKS	46	WP63701	Rose Playground Replacement #2	\$275,000	\$291,984	\$16,984	2024	BOND
NA	PARKS	NA	WP71001	Indigenous Peoples' Park	\$0	\$291,984	\$291,984	Not In Plan	BOND
NA	PARKS	NA	WP71101	Washington Playground Replacement #2	\$0	\$291,984	\$291,984	Not In Plan	BOND
NA	PARKS	NA	WP71201	South Shore Park Pavilion - North Yard Imprvmnts	\$0	\$50,000	\$50,000	Not In Plan	CASH
Total					\$275,000	\$925,952	\$650,952		

2019 Request - Funded Thru 2018 Transfer Process

Item #	REQ DEPT	DEPT RANK	Project Number	Project Name	Requested	CIC/CEX Recommended Amount	Change	CIC Grading	Financing
38	MPM	1	WM04901	MPM-4th Floor Roof Replacement ¹	\$140,000	\$0	\$140,000	C1	CASH
22	SHERIFF	1	WO289011	CJF Intercoms and Door Controls Replacement ²	\$100,000	\$0	\$100,000	B2	CASH
Total					\$240,000	\$0	\$240,000		

1. In 2019, an appropriation transfer was approved to allocate \$140,000 from the Unallocated Contingency to allow for planning and design for Project WM049011 - MPM 4th Floor Roof Replacement in anticipation of construction funding in 2020. The CIC and the CEX recommended the requested amount of \$754,806 for inclusion in the 2020 Capital Budget.

2. An appropriation transfer has been submitted for the October 2019 cycle if the Finance and Audit Committee to approved \$100,000 for planning and design for Project WO28901 - CJF Intercoms and Door Controls Replacement. The 2020 County Executive Recommended Budget includes \$2.2 million for the CJF Intercoms and Door Controls Replacement and the CIC recommended the requested amount of \$2,207,200.

Not In CIC Recommended - Not In CEX Recommended

Item #	REQ DEPT	DEPT RANK	Project Number	Project Name	2019 County Financing	CIC Grading	Financing
1	DOT-HWY	1	WH24201	North Shop Improvements ¹	\$11,508,222	A1	BOND
5	DAS-FM-FM	9	WC20902	Forensic Science Center-Phase 2	\$3,000,000	A1	CASH
50	PARKS	5	WP53801	Root River Pkwy Recnstrc Pkwy-92nd and Parking Lot	\$1,541,956	C2	BOND
55	PARKS	14	WP53501	Pulaski-Cudahy Park Playground Replacement	\$291,984	C2	BOND
19	EMERGENCY MNGT	5	W026901	Mechanical CPR Devices	\$810,000	B3	CASH
20	DAS-FM-FM	6	WC22201	Courthouse Cmplx-Interior Finishes Renew-Phase 1	\$382,615	B3	CASH
24	SHERIFF	2	W049101	Lakefront Cameras & Video Analytics	\$256,835	B3	CASH
26	MC HIST SCTY	2	W013401	Trimborn Farm Bunkhouse Restoration	\$102,536	C1	CASH
27	DAS-FM-FM	5	WG10001	Vel Phillips-Wood Window Replacements	\$410,366	C1	CASH
30	AGING	5	WS11601	Washington Senior Center Access Lighting	\$140,243	C1	CASH
31	DHHS	2	WS10201	Control Center Panel Replacement	\$130,000	C1	CASH
32	EMERGENCY MNGT	2	W054801	OEM 911 CAD Replacement	\$2,389,601	C1	CASH
33	DOT-TRNS SRV	10	WH10701	Short Term CTH Rehabilitation-2020	\$500,000	C1	CASH
34	DAS-IMSD	9	W019701	Wireless Infrastrctr Cnty Bldgs-Phase 1	\$290,000	C1	CASH
35	PARKS	19	WP55101	Pulaski Park Pavilion Exterior Improvements	\$557,897	C2	CASH
37	SHERIFF	3	W063801	CCFC Camera System-Phase 3	\$606,547	C2	CASH
40	DAS-FM-FM	8	WC19501	CH Complex Directories	\$414,309	C2	CASH
41	AGING	6	WS11101	Wilson Senior Center Access Lighting	\$127,503	C3	CASH
42	PARKS	23	WP54901	Parks Bender Safe Harbor Sedimentation Abatement	\$890,338	D2	CASH
43	DAS-FM-FM	11	WC20801	Courthouse Complex Swingspace-Clerk of Courts	\$453,998	D2	CASH
44	DAS-FM-FM	10	W028601	Facilities Space Management Software	\$100,000	D2	CASH
45	AGING	4	WS06201	Wilson Senior Center Restroom ADA Renovations	\$937,728	D3	CASH
46	DAS-IMSD	7	W033001	IMSD Operational Enhancements	\$372,000	D3	CASH
47	DAS-IMSD	8	W033101	Intranet Upgrades 2 & 3	\$121,450	D3	CASH
48	EMERGENCY MNGT	4	W027001	700MHz Back-Up Radio System (County)-Phase 1	\$750,500	D3	CASH
49	SHERIFF	8	W055001	Sheriff Squad Car Technology Equipment-2020	\$186,192	D3	CASH
50	DOT-TRNS SRV	9	WH11501	Signal Upgrades for Improved Efficiency-Mobility	\$200,000	D3	CASH
51	DAS-IMSD	5	W055101	CJIS Remediation	\$485,120	F1	CASH
53	PARKS	16	WP69901	Grant Park Campground Complex	\$184,257	F1	CASH
54	DAS-IMSD	6	W054701	Enterprise Data & Analytics	\$712,040	F1	CASH
55	OAAA	2	W029401	Repository-Community Engagement System	\$150,000	F1	CASH
56	OAAA	1	W029501	Legislative-Policy Management System	\$150,000	F1	CASH
57	SHERIFF	11	W029301	Sheriff Foreclosure Sale & Posting Solution	\$166,800	F1	CASH
Total					\$29,321,037		

1. Project WH24201 - North Shop Improvement was withdrawn from consideration for the 2020 Capital Budget by the Department.