



Milwaukee County

DATE: 10.4.2018

TO: Supervisor Theodore Lipscomb, Sr., Chairman, County Board of Supervisors

FROM: Dr. Brian Peterson, Chief Medical Examiner; and, Christine Westrich, Director, Office of Emergency Management

SUBJECT: The Chief Medical Examiner and the Director of the Office of Emergency Management provide information on growing relocation needs and simultaneous benefits of colocation with the Medical College of Wisconsin and others in a Center for Forensic Science and Protective Medicine

There are publications today that have documented the failing infrastructure of both the Medical Examiner's Office (MEO) and the Office of Emergency Management (OEM) home bases, the MEO at 10th and Highland and OEM in the Safety Building at 9th and State. The Wisconsin Policy Forum (WPF) states that the locations "should be fully replaced as soon as possible."¹

Let's look forward—onto good news. For over 40 years, the Medical College of Wisconsin (MCW) and Milwaukee County have partnered a sustainable, mutually beneficial relationship that has enhanced our region's studies in pathology and emergency medicine. Recently, MCW invited the County to join in the construction of a new Center for Forensic Science and Protective Medicine facility that co-locates essential medical, safety, and research services. Such housing of both a high-tech curriculum and a real-time operations center creates a pipeline for forensic specialists and telecommunicators in advanced training, modern criminal justice investigations and coordinated emergency response.

OEM research with the MCW in the field of Emergency Medicine can be expanded to include fellows and residents in Pathology; likewise, the reverse is true with emergency physicians expanding into forensic studies. This academic exchange will result in cross-functional advantages, yet another unexplored benefit in this collaborative model.

Additional partnerships include laboratory tenants such as the Wisconsin Tissue Bank, MATC Funeral Science Program and the Poison Control Center. Not only are enhanced services provided to the community, but a competitive advantage would be ignited within the state, attracting motivated students, academicians, and other talent. It is reasonable to expect additional grant monies for such a consortium of experts.

Back to bad news—the opioid epidemic. Here, there is clear evidence of the need for optimal communications and data sharing between the MEO and OEM. Though too late for those fatal

¹ Wisconsin Policy Forum: *Cracks in the Foundation*. Retrieved on October 4th, 2018.
<https://wispolicyforum.org/research/cracks-in-the-foundation/>

overdoses, the MEO data informs response and treatment measures on the part of OEM and countywide emergency medical services. Co-location avoids perceived geo-barriers and furthers partnerships with opiate experts and emergency medicine personnel.


Annually, the OEM 9-1-1 receives 273,000 calls for help, OEM-educated paramedics transport over 560,000 patients to local hospitals, and the MEO investigates over 7,000 deaths. This sequence—emergency response, emergency medicine, and post-emergency—will undoubtedly see measurable benefits from a dedicated hub of learning focused on the cycle of life.

There are additional opportunities that need further exploration countywide. For example, the DHHS Behavioral Health Division is investigating of "Air Traffic Control" methodology, a technique currently implemented in OEM's paramedic communications center. Real-time performance dashboards of patient tracking and bed inventories is a shared goal.

Here, we find evidence of cross-functional efficiencies within Milwaukee County; the pursuit of combining various 24/7 operations center with after-hours operations of additional County departments will availability will save countless taxpayer dollars.

Today, stigmas associated with emergency services, mental illness and the ultimate certainty of death are known to be detrimental to society, rather these are all components of our earthly existence that will reap great benefit when academic researchers and first responders are exposed to collaborative coordination of patient care, up to, and possibly including autopsy conclusions that can change processes *pre-death*, potentially resulting in life-saving changes.

In conclusion, we have a rare and "potentially ground-breaking opportunity" to shift the landscape towards modernity in southeastern Wisconsin.² We respectfully submit this paper as representation of our joint vision on the Center for Forensic Science and Protective Medicine. It is clear to us that the benefits far outweigh the alternatives and presents local policymakers with the opportunity to exhibit fiscal stewardship in seizing economic efficiencies, while also launching Milwaukee County as a leader of forensics and emergency medicine.



Brian L. Peterson, M.D.
Chief Medical Examiner, MCMEO



Christine Westrich
Director, MCOEM

CC: Chris Abele, County Executive
Raisa Koltun, Chief of Staff, Office of the County Executive
Kelly Bablitch, Chief of Staff, County Board of Supervisors
Joseph Lamers, Director, DAS-Performance, Strategy and Budget (DAS-PSB)
Steve Cady, Research & Policy Director, Office of the Comptroller

² Wisconsin Policy Forum: Breaking New Ground. Retrieved on October 4th, 2018.
<https://wispolicyforum.org/research/cracks-in-the-foundation/>

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

DATE: October 9, 2018

TO: Supervisor Theodore Lipscomb, Sr., Chairman, County Board of Supervisors

FROM: Teig Whaley-Smith, Director, Department of Administrative Services

SUBJECT: **Informational Report – Center for Forensic Science and Protective Medicine at Milwaukee Regional Medical Center**

Background

DAS is providing an update on the development of a new Center for Forensic Science and Protective Medicine, to summarize progress to-date and provide information on next steps. DAS will continue to provide updates throughout the program on a regular basis.

Previous Legislation –

File 16-393 – Informational Report regarding a collaborative effort between the OEM, Office of the Medical Examiner, State of Wisconsin Department of Justice Crime Lab, and the Medical College of Wisconsin, in creating a Forensic Science and Intelligence Center.

File 16-721 – Informational Report and update on potential County Participation in Forensic Research Facility

File 17-298 – Information Report and update relating to the Public Policy Forum report titled “Breaking New Ground? Analyzing the Potential for a Public-Private Center for Forensic Science and Protective Medicine in Southeast Wisconsin”

File 18-484 – Informational Report on MRMC Land Options

Since the legislation listed above, Milwaukee County has continued to work with the Medical College of Wisconsin (MCW) in the scoping and planning of a potential partnership to develop a Center for Forensic Science and Protective Medicine.

Christine Westrich, Director of the Office of Emergency Management, and Dr. Brian Peterson, Chief Medical Examiner, have prepared a memo to accompany this report and clarify their grown need and the benefits of the proposed project (see the enclosed memo dated October 4, 2018).

Staff is working to address the requirements of the Due Diligence Ordinance (32.88), required of such ventures (see the enclosed Checklist following this report).

This informational report focuses on the status of plans and discussions with MCW to date. A memorandum of understand and lease will be presented to the board for consideration once terms are more clearly defined.

Current Situation

The Medical Examiner ('ME') is currently housed at 933 W Highland Ave., in a 53,000 square foot 1974 facility converted from an abandoned hospital in 1989. Milwaukee County has been actively considering a new ME facility since 2012. In June 2016, the County ME submitted a report (File 16-393) to the Board of Supervisors which stated that the current ME facility "has deteriorated beyond its useful life and will need to be relocated to a new facility soon due to space limitations and the failure of current facilities to meet industry standards". Center for Disease Control (CDC) requirements are not met and the ME risks loss of accreditation without a plan to address facility deficiencies. The next audit of the ME operation is planned for November.

The five divisions of the Office for Emergency Management ('OEM') are currently situated in two separate locations – the Safety Building and leased space at 633 W Wisconsin Ave. The County 911 Center and OEM Radio Services are both housed in the Safety Building, which is substandard and planned to be demolished. In order to maximize efficiencies and public safety coordination, and to allow potential consolidation of county-wide Public Safety Access Points (PSAPs), all divisions must be co-located in a secure and larger environment that affords daily collaboration and an immediate and coordinated emergency response during a crisis. OEM's specific needs and benefits of co-locating in the Center for Forensic Science and Protective Medicine were outlined in the November 2016 report to Board (File 16-721).

The Medical College of Wisconsin has a firmly established presence within the Milwaukee Regional Medical Center, and is seeking to enhance its program offerings and research capabilities. As detailed in File 17-298, collaboration with Milwaukee County to establish a joint Center for Forensic Science and Protective Medicine could open the door for MCW to become a national leader in forensic science, creating a center for educational excellence that could benefit all of southeast Wisconsin.

Milwaukee County is seeking a new home for its ME and OEM, and MCW is seeking to enhance its research capabilities and forensic research curriculum. Each of these entities could pursue its own new facility that would meet individual requirements. However, given that the need for these new facilities is occurring at the same time, an opportunity exists for local policymakers to proceed in a manner that may be more economically efficient and mindful of taxpayer dollars, while simultaneously launching the region to become a leader in forensic science and public protective services.

In 2017, Milwaukee County and MCW submitted a proposal to the State of Wisconsin to incorporate the State Department of Justice Crime Lab in the Center for Forensic Science and Protective Medicine. The State rejected that proposal, and has not yet made a decision on their Crime Lab. Given this, Milwaukee County and MCW have continued to develop the project, with the possibility of including the State Crime Lab should the State have renewed interest.

Summary of Proposed New Development

In recognition of the significant financial impact construction of a new facility for both ME and OEM would have on County resources, the County has engaged with the Medical College of Wisconsin (MCW) to jointly develop the site and facility. A shared facility would produce building cost efficiencies, service efficiencies, and improved ability to collaborate between institutions. As

envisioned, the Center for Forensic Science and Protective Medicine will house new facilities for the Milwaukee County Medical Examiner (ME), the Office of Emergency Management (OEM), as well as MCW and other partners.

Other potential partners to the project could include entities from the following categories:

Forensics	Education Programs	Emergency Management	Services	Other
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Addition of more partners is welcomed by Milwaukee County, as they will not only bring expertise and opportunity to collaborate, but will also increase the overall project size and thereby reduce cost.

A facility jointly developed and operated by MCW, ME and OEM could:

- Save money in construction and operations
- Open up training opportunities and increase the pipeline of forensic specialists
- Facilitate collaboration to improve the quality of operations and advance criminal justice investigations and testimony
- Support the development and validation of new scientific technologies
- Spur significant research opportunities
- Facilitate excellent crisis response

The development method currently proposed by MCW includes:

1. Sale of a portion of BHD-Day Hospital lands at County Grounds to MRMC, it's partners, or a new (non-profit) entity,
2. Demolition, site re-development, and construction of a core and shell building by MCW or a new non-profit entity, purpose-built to County requirements,
3. A long-term lease of building space in the new development from MCW to Milwaukee County, and
4. Planning, design and construction of tenant improvements specific to ME and OEM by Milwaukee County.

Each of the above items is described in detail below.

1. Sale of portion of BHD -Day Hospital lands

The location currently proposed by MCW and County is within the southeast quadrant of the County Grounds, on the site where the Day Hospital (a former BHD facility currently abandoned in place) exists. See Exhibit A. Sale of a portion of BHD-Day Hospital property would be for fair market value with credit for lands dedicated to construction of the Center for Forensic Science and Protective Medicine and construction of infrastructure necessary to support Bus Rapid Transit Service to the area.

2. Site and Building Development by MCW

On the approximate 10-acre parcel of land currently occupied by the (abandoned in place) Day Hospital, MCW plans to demolish the existing building and prepare the site for new construction. Site preparations will include ground work and grading, utilities, and roadway

improvements. The core and shell of the Center for Forensic Science and Protective Medicine and adjoining parking lot will then be constructed on the improved site. Upon completion of the shell building, the building spaces designated for ME and OEM will be turned over to Milwaukee County for completion of tenant improvements.

Demolition of the Day Hospital Building will be carefully coordinated with BHD, since the operational portion of the BHD facility connects to the Day Hospital, and parking areas will be subsumed in the demo/construction process.

3. Lease of Building Space

The currently contemplated financial construction of the project entails a number of components including a) demolition, site development and core and shell building construction by buyer with a prorated amount of costs assigned to future projects on the site, b) long-term (30-year) lease of constructed building space from MCW by ME and OEM, and c) construction of tenant improvements for ME and OEM by County under a capital project. While terms of the proposed lease are under negotiation, it will fundamentally be based on the cost of site development, construction and financing by MCW. The lease must be carefully constructed such that the construction cost for tenant improvements are bondable. Review with the Comptroller is on-going.

4. Construction of Improvements for ME and OEM

The environmental and physical space requirements for both ME and OEM are highly specialized, and shall be constructed by Milwaukee County to control the quality and cost of the delivered final operation. This construction project will include partitioning the space, installing specialized in-suite mechanical/electrical/plumbing systems, completing finishes, installing equipment and furnishings, and relocation from existing sites. The sum of capital costs related to this project are currently estimated at \$24M and are included in the DAS-FM 5-year capital plan (planning & design in 2019, construction in 2020).

Alternatives

The project plan outlined above is our base case, shown as Alternative A (CFSPM). Additional alternatives have been considered (see summary table below):

A. CFPSM (Center for Forensic Science and Protective Medicine)

Our base case is a partnership with MCW whereby they build the building for ME, OEM and other partners, and Milwaukee County completes the tenant improvements. The building is space is custom developed, and rented from MCW under a 30-year lease. The tenant improvements are significant capital cost, financed by Milwaukee County bond issuance.

B. CFPSM – lease all

We have developed a preliminary financial analysis of the case where County bears no up-front capital costs, and all costs are rolled into the lease. While this approach reduces up-front capital costs, the operating rent rate nearly doubles.

C. County-built facility for ME and OEM (no MCW)

Development of a County-only Forensic Center which houses only County functions (ME and OEM) is potentially feasible on a portion of County Grounds (or other County-owned site)

which could be developed for this purpose. Going on our own and developing the project independent of MCW would reduce the potential partnership benefits, as well as increase the capital cost to nearly \$50M.

D. Private Development for ME & OEM

This alternative is included to evaluate the financial benefit of partnering with MCW. In this scenario, in place of MCW as the project developer, we assume a private development using market capitalization rates (as advised by our Real Estate consultants). The same project as envisioned under our base case (Alternative A) would not only reduce partnership benefits, but would also result in an annual rent increase of \$500k, and a life cycle cost increase of approximately \$9M.

E. CFS – OEM lease elsewhere (Develop OEM solution independent of ME (ME with MCW in leased Forensic Center))

While the benefits of the combined operation are clear, we may also consider developing the Center for Forensic Science without including OEM. OEM will still require relocation from existing sites, and some of the cost and operating benefits of the combined construction will be lost. Leaving OEM out of the project increases overall cost to the County.

F. ME & OEM lease elsewhere (Lease and renovate an existing building for a new ME/OEM forensic center without MCW partnership)

Development of a County-only Forensic Center which houses only County functions (ME and OEM to start) is potentially feasible by leasing and improving an existing building. Developing the project independent of MCW would significantly reduce the potential partnership benefits, as well as significantly increase the up-front capital cost and overall life cycle cost.

G. Rehab the existing ME building (relocate OEM in other leased facility)

Renovating the existing Medical Examiner building for on-going use has been considered. The renovations required to address deferred maintenance, required replacements, code compliance, and current program requirements would be so extensive they would require relocation of the ME operation to a temporary site during construction. Establishing a temporary site would be nearly as expensive as building a new site, and the project would be the equivalent of building the site twice. The potential disruption to operations would be problematic. The Medical Examiner and DAS have concluded that after 30 years of operation, this facility is at the end of its functionally useful life.

Do nothing?

If County chooses to do nothing, there are a number of risks and costs to be considered:

- Potential loss of ME accreditation, which could result in negative press and loss of revenue from other counties
- On-going repair/maintenance/replacement costs at existing facilities (estimated at >\$8M without consideration of accreditation and program requirements) would be an investment in obsolete infrastructure which would better be spent on new.
- Eventual relocation of OEM required when Safety Building is demolished

A high-level financial summary of Alternatives A-G is shown below. All figures are preliminary estimates only, and are not based on any design development beyond conceptual. The life cycle cost estimate is the NPV of the total project costs over a 30-year period, and is based on the assumption that in each case, one-time construction costs can be bonded.

Alternative	description	Location for		Upfront Cash Cost	Upfront Bonded Cost	year-1 base rent	30-year life cycle cost
		ME	OEM	TOTAL	TOTAL	TOTAL	TOTAL NPV
A	CFSPM (Lease shell, County TI)	at CFSPM	at CFSPM	\$ 2,608,500	\$ 21,000,000	\$ 1,500,000	\$ 57,000,000
B	County Build for OEM & ME only	new County Bldg	new County Bldg	\$ 2,608,500	\$ 49,900,000	\$ -	\$ 59,000,000
C	CFSPM (lease all)	at CFSPM	at CFSPM	\$ 4,969,600	\$ -	\$ 2,900,000	\$ 59,700,000
D	Private Development for OEM & ME only	new development	new development	\$ 2,608,500	\$ 18,600,000	\$ 2,000,000	\$ 65,900,000
E	CFS - OEM Lease Elsewhere	at CFS	new lease	\$ 5,803,471	\$ 19,100,000	\$ 1,600,000	\$ 63,500,000
F	OEM & ME - lease elsewhere	new lease location	new lease location	\$ 2,608,500	\$ 32,900,000	\$ 1,400,000	\$ 82,100,000
G	Rehab ME, OEM Lease Elsewhere	at existing location	new lease	\$ 18,809,535	\$ 28,800,000	\$ 400,000	\$ 72,000,000

This analysis does not include potential additional financial benefits of revenue increases, and/or current cost offsets, which are assumed to be similar for all options. Though it should be noted that both the ME and OEM have noted value in co-location with the MCW.

Alternative A - joint development with MCW - not only results in operational synergies, but also achieves the optimal balance between capital and operating costs, and lowest life cycle cost. It would avoid investment in failing infrastructure, operational disruptions, and potential loss of accreditation. The state-of-the-art facility would serve as an international model for collaboration between forensic science, protective medicine and higher education partners.

On-going and Future Center for Forensic Science and Protective Medicine Development Activities

Future planning activities include development and coordination of the following:

- Preliminary Planning (by MCW) and Life Cycle/value engineering cost studies continue
- Development of a draft lease, which would require approval by the County Board
- Inclusion of planning and design costs in the 2019 Recommended Budget
- Evaluation of the project by Comptroller
- MCW will continue marketing the project to additional partners

RECOMMENDATION

The Director of the **Department of Administrative Services** respectfully requests that this informational report be received and placed on file.

Prepared by: Teig Whaley-Smith, Director, Department of Administrative Services



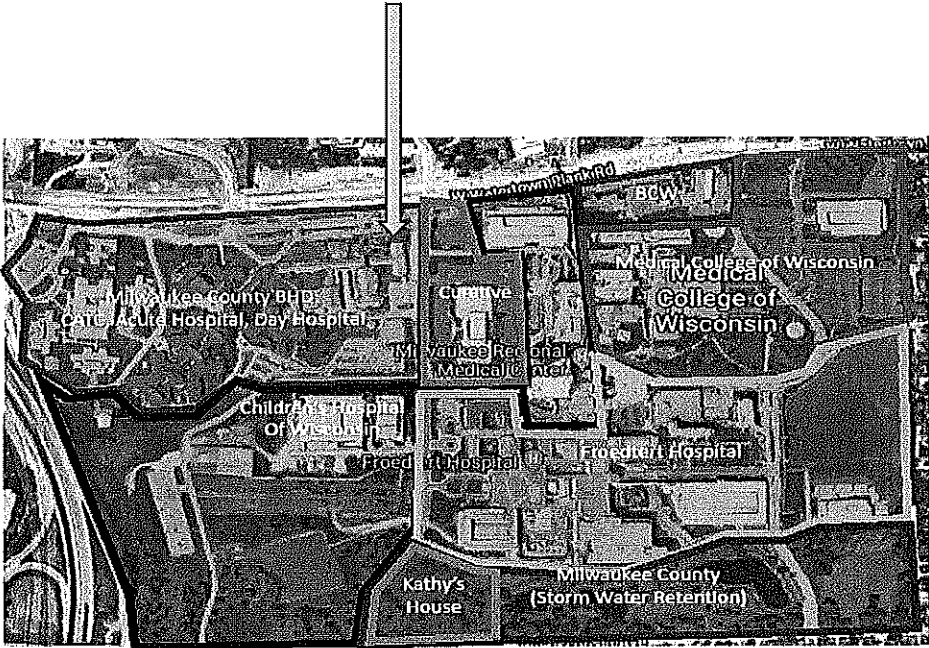
Teig Whaley-Smith
Director, Department of Administrative Services

Exhibits: Exhibit A Map

cc: Chris Abele, County Executive
Raisa Koltun, Chief of Staff, County Executive's Office
Kelly Bablitch, Chief of Staff, County Board
Dr. Brian Petersen, Chief Medical Examiner
Christine Westrich, Director, Office of Emergency Management
Teig Whaley-Smith, Director, Department of Administrative Services
Vince Masterson, Fiscal & Strategic Asset Coordinator, DAS
Scott Manske, Comptroller

EXHIBIT A

SUBJECT SITE (DAY HOSPITAL)



Milwaukee County Grounds – SE Quadrant – Milwaukee Regional Medical Center



Milwaukee County
Proposed CENTER for FORENSIC SCIENCE and PROTECTIVE MEDICINE

Due Diligence Checklist
Milwaukee County Code of Ordinances 32.88

DRAFT October 3, 2018

Background and Purpose

Milwaukee County is working with the Medical College of Wisconsin (MCW) in the scoping and planning of a potential partnership to develop a Center for Forensic Science and Protective Medicine. Milwaukee County is seeking a new home for its Medical Examiner (ME) and Office of Emergency Management (OEM), and MCW is seeking to enhance its research capabilities and forensic research curriculum. Each of these entities could pursue its own new facility that would meet individual requirements. However, given that the need for these new facilities is occurring at the same time, an opportunity exists for local policymakers to proceed in a manner that may be more economically efficient and mindful of taxpayer dollars, while simultaneously launching the region to become a leader in forensic science and public protective services.

In recognition of the significant financial impact construction of a new facility for both ME and OEM would have on County resources, the County has engaged with the Medical College of Wisconsin (MCW) to jointly develop the site and facility. A shared facility would produce building cost efficiencies, service efficiencies, and improved ability to collaborate between institutions. As envisioned, the Center for Forensic Science and Protective Medicine will house new facilities for the Milwaukee County Medical Examiner (ME), the Office of Emergency Management (OEM), as well as MCW and other partners.

As the Project is currently planned, Milwaukee County would sell surplus lands on County grounds adjacent to the Milwaukee Regional Medical Center (MRMC) to MCW (or a related entity), and MCW (or a related entity) would then develop the site and base building for the CFSPM. Milwaukee County ME & OEM would then lease a portion of the development and complete their interior fit-outs. Since this development may be viewed as a *Venture* with a *Non-County Entity*, Milwaukee County Code of Ordinance 32.88 Due Diligence may be in effect. This document intends to address the *Checklist* and *Privatization Review* requirements for this Project as stated within the Due Diligence Ordinance.

CHECKLIST

- a) Letter of full disclosure and cooperation.
 - i. To be developed.

- b) Cash flow projections for the venture.
 - i. The Venture will be governed by arms-length, market-based agreements. As such, there is no combined reporting, and each Project participant will develop its own cash flow projections. Milwaukee County will develop and submit cash flow projections for its portion of the project in its report to the Board.
- c) Operating budget impact.
 - i. Milwaukee County will develop and submit cash flow projections for its portion of the project, including operating budget impact.
- d) Debt management responsibilities, schedules and procedures.
 - i. Each party shall be individually responsible for its own debt management. Milwaukee County Comptroller shall develop the County schedules and procedures for debt management.
- e) Legal liability for all priorities.
 - i. Legal liabilities will be included in the Lease document. A draft Lease (or at least agreed terms sheet) shall be included in the Milwaukee County Proposal document.
- f) Financial reporting systems and controls.
 - i. There shall be no joint financial systems for the Venture. Financial responsibilities and reporting shall be developed and included in the lease.
- g) Right-to-audit provisions.
 - i. Limited right-to-audit provisions shall be developed and included in the Lease.
- h) Project feasibility studies and market analysis.
 - i. Analysis of alternatives including market analysis shall be developed by Milwaukee County and included in its report to the Board. MCW studies shall remain confidential.
- i) Key factors for success/failure of the venture.
 - i. To be developed. (Could be included with item a)).
- j) Governance structure and procedures.
 - i. The Venture shall be defined by an arms-length agreement (i.e. the Lease), and shall be governed by the terms of the Lease.
 - ii. Governance intentions could be included with item a).
- k) Public policy impacts (e.g. Affirmative Action, Disadvantaged Business)
 - i. Milwaukee County's standard requirements for construction projects shall be included in the development and documented within the Lease.
- l) Employee/labor relations impacts (including benefits).

- i. None. The only impact to be considered is relocation of Milwaukee County employees' work location, which is entirely manageable by the impacted Departments.
- m) Environmental concerns.
 - i. Environmental issues associated with demolition, site development and construction may include abatement of hazardous substances, archeologically-controlled excavation, and energy efficient design. All environmental concerns will be addressed within the Lease or the proposed land sale agreement, or in the design development of the project.
- n) Tax consequences.
 - i. TBD
- o) Capital Management (e.g. maintenance).
 - i. Capital maintenance costs are included in the financial analysis of alternatives. The Lease will include provisions for a capital reserve account.
- p) Conflicts of interest/ethics.
 - i. TBD (Could be included with item a)).
- q) Performance measurements.
 - i. Shall be included in the Lease.
- r) Organizational chart and mission statement.
 - i. TBD (Could be included with item a)).
- s) Name of lending institution or bank to determine single or combined reporting.
 - i. The Venture will conduct no combined reporting or banking. Each participant in the Project shall conduct its own banking and reporting.

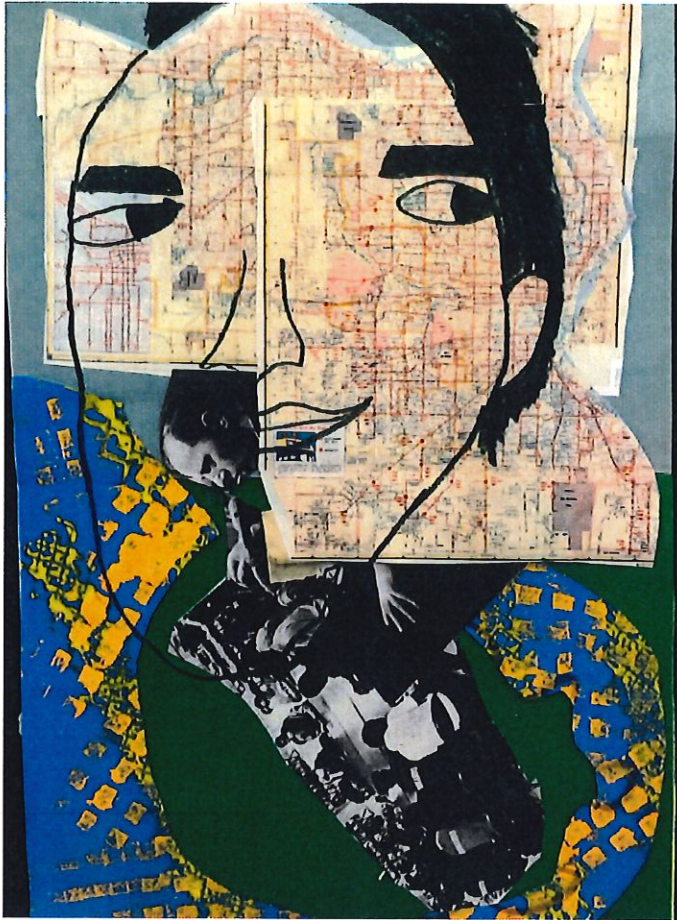
PRIVATIZATION REVIEW

Privatization review does not apply to the project, as no county responsibilities or positions will be eliminated or replaced by any private vendor. Milwaukee County retains all responsibilities for the function and operation of its ME and OEM offices.

Submitted by:

Stuart Carron
Director of Facilities Management
Department of Administrative Services
Milwaukee County

Aaron Hertzberg
Director of Economic Development
Department of Administrative Services
Milwaukee County



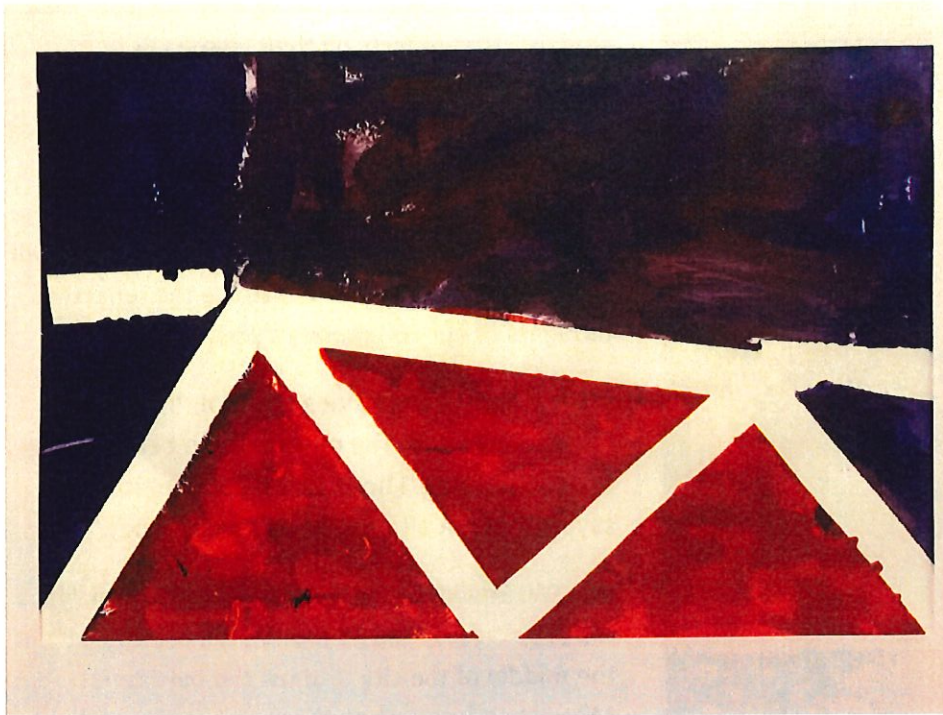
MY MILWAUKEE EXHIBITION

An annual exhibition featuring artwork from area students that reflects on their lessons in Milwaukee County history. This year's theme, My Milwaukee Monument, was inspired by curriculum related to the open housing marches and asked the students to create their own Milwaukee monument. This display is one that will touch your heart and demonstrate the reflective thoughts of our community's youth.

LEFT: Johan, Grade 9, Vieau School, "Milwaukee inspired my work. The process wasn't exactly long but complicated. I hope that it communicates by saying that not all superheroes wear capes."

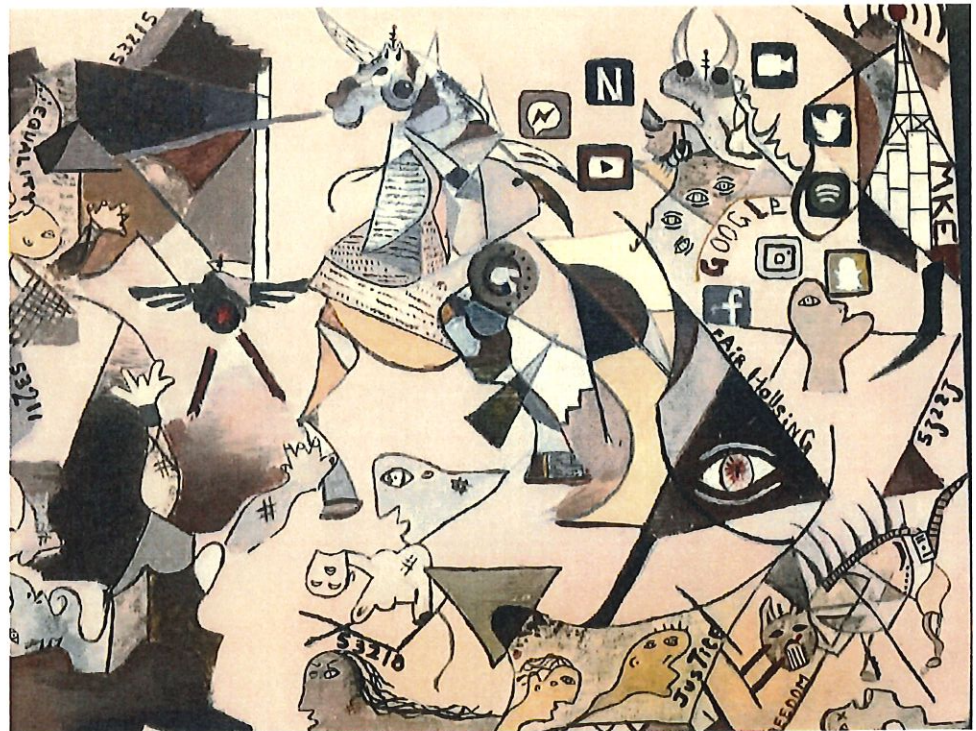
BELOW: Emilio, Grade 9, St. Adalbert School, "In my painting inspired by Monet, it's painted dark in the middle of the city to show the hard times Milwaukee faced when there was racism and not fair housing and the rainbow on the sides represents the new and better future for Milwaukee."





LEFT: Seyia and Abigail, Grade 6, Fairview Elementary, "We used tape to mask out a bridge design that we painted the background of. We like the idea of a monument to the bridge builders of Milwaukee. There are so many types of bridges in our city. We like the concept that a bridge connects people unlike fences and walls. Father Groppi worked with Vel Phillips marching for civil rights and fair housing. The 16th Street Bridge is named after him now."

BELOW: Celeste, Grade 9, St. Adalbert School, "This painting is inspired by Guernica. What I'm trying to show in my painting is how in Milwaukee we are fighting a war of fair housing for everyone. Not only in the present time, but in the past. I chose the colors to show the colors from the past to make it look old. But you could also see the present side of the picture because the apps and the phones represent on how teens and adults are protesting and fighting on social media for things like equality, justice, fair housing, and much more. Some of the people in the painting represent trying to escape the unfairness and how some people don't agree with them. The painting has some zip codes showing different places in Milwaukee. There are some images in the picture like the evil horse which represents the people against fair housing.



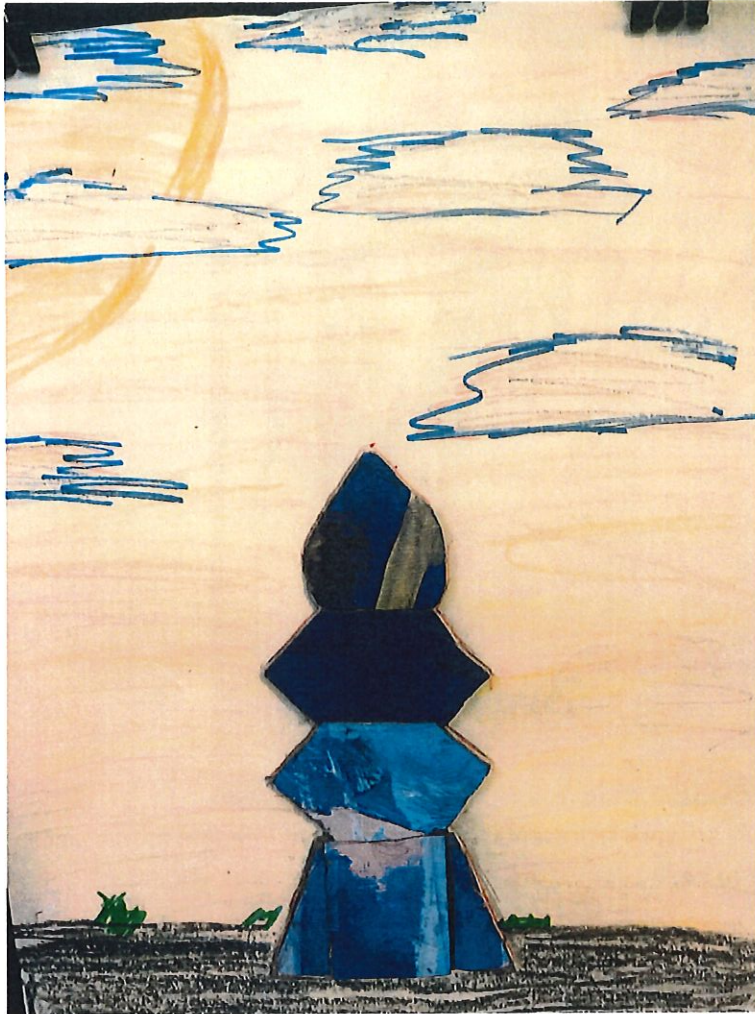


ABOVE: Yesenia, Grade 7, St. Adalbert, "My artwork represents that people have freedom in this place. We should be happy where ever we want to be."

RIGHT: Jennifer, Grade 9, St. Adalbert, "This is a mural. I put a part of the Milwaukee flag and a part of the Wisconsin flag, but I changed it a bit. I put the words, "Couo la Flor," a rose, a cactus, and the green and red colors

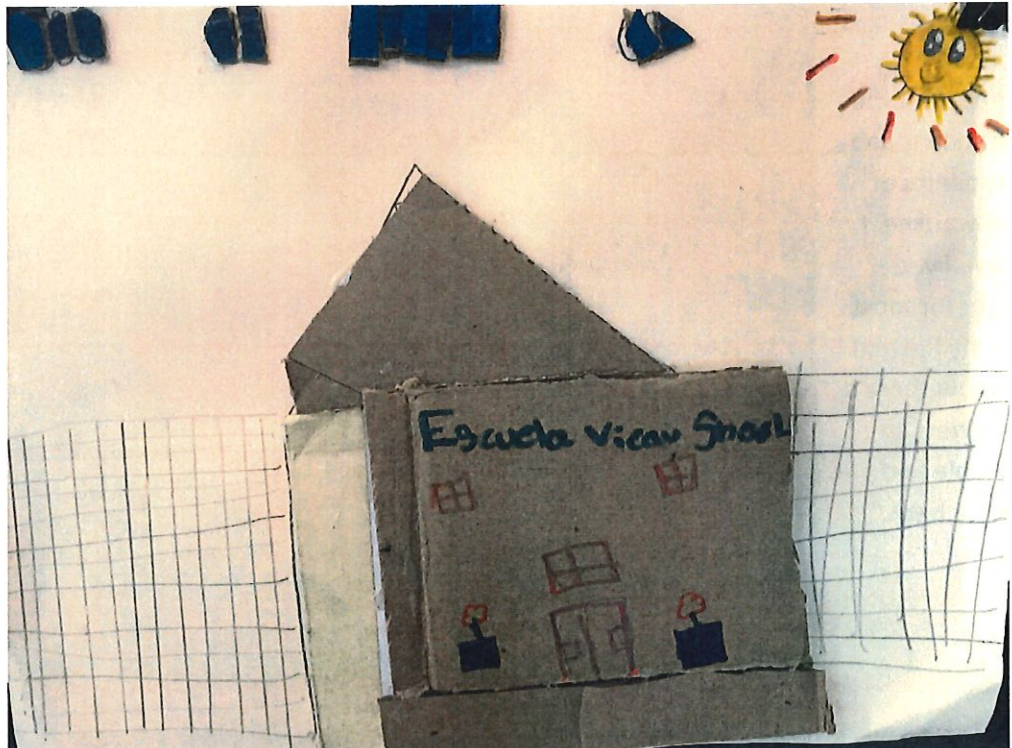
over the cactus represent the Mexicans and Hispanics of Milwaukee. I have lived here for most of my life and I know there's a variety of people and races here."





TOP: Allyah, Grade 5, "My monument is a museum about Female leaders. I made this because not everyone knows the female leaders like Rosa Parks. This monument (if it was built) would help people know more about female leaders."

BELOW: Jaqueline, Grade 4, Escuela Vieau, "My name is Jaqueline. I did Escuela Vieau because it is my favorite place. Here is where I get peace. If I have problems at my house I solve them here. And let's not forget my friends, too. My friends are here for me, too."



SUMMARY OF SERVICES



MCFLS **manages** CountyCat, the shared library automation system, and **makes** the resources of the 15 member libraries easily available to all County residents.



| In 2017 more than 6.4 million items were circulated at MCFLS member libraries



| This service alone annually represents almost \$130 million in value to the public



| In 2017 Libraries received 860,000 items that were not available in their own collection



MCFLS **administers** a wide area network, **offers** PC and helpdesk support and **provides** delivery services



| Currently MCFLS charges a very low rate of \$70/hour to libraries to install and repair computer equipment



| MCFLS delivers materials to all Milwaukee County libraries and residents can pick up and return items at any location

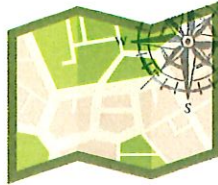


| MCFLS staff serve as project consultants for member libraries

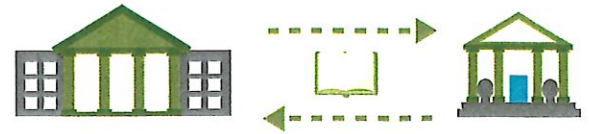
SUMMARY OF SERVICES



MCFLS **provides** access to specialized collections and materials from across Wisconsin and the world.



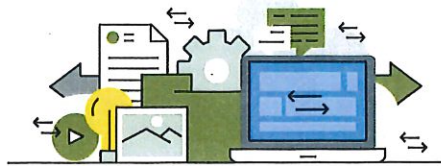
| MCFLS provides access to specialized collections and materials through agreements with the Milwaukee Public Library



| MCFLS also funds an Interlibrary Services contract with Milwaukee Public Library to provide material from across Wisconsin and the world



MCFLS **brokers** purchases of databases, e-books and other online resources and **provides** excellent continuing education opportunities for library staff.



482,000  10 YEARS

| In 2017, Milwaukee County residents checked out more than 482,000 digital items continuing a decade pattern of growth



| MCFLS provides access to continuing education programs which feature nationally prominent speakers and local experts