



# Overview of the County Executive's 2017 Recommended Budget

SCOTT B. MANSKE, CPA  
MILWAUKEE COUNTY COMPTROLLER

## Office of the Comptroller Staff

Steve Cady, Research and Policy Director

Erica Hayden, Research and Policy Analyst

Jessica Janz-McKnight, Research and Policy Analyst

Katarina Lucas, Research and Policy Analyst



## COUNTY OF MILWAUKEE INTER-OFFICE COMMUNICATION

DATE : October 7, 2016

FROM : Comptroller Research Services Staff

SUBJECT: **Overview of County Executive's 2017 Recommended Budget**

Attached is the Comptroller Research Services Staff's overview of the County Executive's 2017 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 2017 Recommended Budget with the 2016 Adopted Budget.
3. Section 3 provides a summary of **Major Changes**, proposed by the County Executive in the 2017 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 10<sup>th</sup> at 9:00 a.m.

Please note that although changes in departmental appropriations and revenues are generally clear, the corresponding impact on programs and services is not always apparent.

Comptroller-Research Services Division

Steve Cady  
Jessica Janz-McKnight  
Erica Hayden  
Katarina Lucas

With Assistance from Comptroller staff:

Scott Manske, Comptroller  
Michelle Nate, Deputy Comptroller  
Pam Bryant  
Alexis Gassenhuber  
CJ Pahl  
Molly Pahl  
Justin Rodriguez

# Table of Contents

SECTION 1 – GENERAL OVERVIEW	4
Summary Analysis	4
Five-Year Financial Forecast	5
Major Initiatives	8
Capital Improvements Program	21
SECTION 2 – TAX LEVY CHANGES	24
SECTION 3 – MAJOR CHANGES	27
DEBT SERVICE	27
NON-DEPARTMENTAL REVENUES	27
NON-DEPARTMENTAL EXPENDITURES	31
DEPARTMENTAL	35
ADMINISTRATIVE	37
COURTS AND JUDICIARY	42
PUBLIC SAFETY	44
TRANSPORTATION	47
HEALTH AND HUMAN SERVICES	52
RECREATION AND CULTURE	55
SECTION 4 – CAPITAL IMPROVEMENTS BUDGET	61
Contact Information	80

# SECTION 1 – GENERAL OVERVIEW

## SUMMARY ANALYSIS

The 2017 Recommended Budget boldly addresses one of the largest near and long-term problems confronting Milwaukee County: to provide adequate revenues to maintain current programs and services, fund a backlog of infrastructure needs, and invest in new initiatives to meet the changing needs of our community. Aided by 2011 Wisconsin Act 10, the County reaped large employee/retiree fringe benefit and wage savings which led to annual budget surpluses in excess of \$21 million since 2012. These fringe expenditure savings, limits on wage growth, coupled with numerous other cost-saving initiatives approved by policymakers, have helped balance annual budgets despite strict tax levy limits and stagnant state and federal aids. The latest 2016 fiscal forecast suggests that the County may not even achieve a surplus this year, yet alone a large surplus to help fund future budgets. The County Executive addresses the chronic “structural deficit” problem – where ongoing expenditures rise faster than ongoing revenues – head on with new revenue sources. The 2017 Recommended Budget is an acknowledgment that the County can wait no longer to address the revenue side of the budget equation or prepare for significant cuts to existing programs/services and insufficient funds to address infrastructure needs.

The proposal of a new \$60 annual vehicle registration fee (VRF) provides funding to cash-finance \$15.6 million in new transportation-related projects and \$11.5 million to support the Transit System that is suffering from passenger revenue shortfalls. Similar to the 2016 Adopted Budget, the 2017 Recommended Budget provides most departments a cost to continue budget with few significant cuts and even new investments in some areas. This was partially achieved by \$31.3 million in new revenues, including \$27.1 million from the VRF, \$4.2 million in tax levy increases, as well as a \$7.25 million contribution from reserves and aggressively limiting health care cost increases. In addition to funding \$15.6 million in new transportation-related projects, the VRF allocates \$11.5 million to Transit operations to support existing service and to allow time to further develop plans to implement means-tested eligibility guidelines for the GO Pass, which allows many passengers to ride for free. The allocation of VRF monies to Transit helped maintain operations, address its revenue shortfall, and *reduce* the overall tax levy support by \$8.5 million compared to 2016 – monies that were used to address needs elsewhere in the budget. The 2017 Recommended Budget also continues the debate as to the role (i.e. cost) of the Sheriff in a fully incorporated area, while making strides to reduce the budget deficit that the Office of the Sheriff is experiencing in 2016.

A significant change in the 2017 Recommended Budget occurs due to the divestiture of the Department of Family Care into a separate entity (“My Choice Family Care, Inc.”) in mid-2016 that is not overseen by the County. While there wasn’t any tax support for the program, the revenues and expenditures for Milwaukee County decreased by \$303.7 million. Under an agreement with the County, 16 former Family Care workers are transferred into the Department of Administrative Services, the costs of which are fully offset by payments from the new entity. Based on an asset transfer agreement with the new entity, payments made by them in 2016 will eliminate the majority of contributions for fringe benefit costs and cross-charge allocations.

There are several new positions sprinkled throughout the budget, resulting in a funded full-time equivalent (FTE) that actually increases by five positions countywide. The Mental Health Board, which was created by state legislation in 2014, assumed the oversight role previously performed

by the County Board of Supervisors for the Behavioral Health Division (BHD). The Recommended Budget tax levy for BHD is \$1.4 million *less* than this year's and still more than \$7.6 million under the legal limit. Surpluses projected for 2016 and a growing reserve fund have aided the BHD budget.

The County has made considerable progress in the last several years to reduce its structural deficit. As noted earlier, the challenge stiffens in 2017 and beyond as the County will find it more difficult to wring additional savings out of employee wage and fringe benefit costs or find additional state and federal funding. Options still available to the County to bridge the structural deficit are service limitations, continued deferral of maintenance, and proposing further increases to charges for services. The introduction of the Vehicle Registration Fee offers a local government revenue that, to the extent it is enacted, will offer an additional option for closing the annual gap between cost increases and revenue limitations. The VRF will allow for investment in needed transportation-related projects, and allow the County additional time to reap savings from already enacted efficiency measures. One risk to the 2017 Recommended Budget is the 2017-2019 State Budget, which could increase the cost to the County to operate its state-mandated programs. But the likelihood of stagnant state and federal revenues and strict limits on tax levy increases is high, making the task of closing future budget gaps even more challenging. As policymakers consider the implementation of a vehicle registration fee, they should carefully review what new benefits will accrue to residents and visitors. Perhaps more importantly, policymakers should consider what the impact to Milwaukee County will be *without* a new revenue stream on its ability to offer the array of programs and services residents currently expect.

Later in this section more information is provided about the major items used to balance the 2017 Budget, including:

- The use of \$27.1 million in new revenues from a new \$60 countywide Vehicle Registration Fee to cash finance \$15.6 in transportation-related capital improvement projects and provide \$11.5 million in operating budget support to the Transit budget. (See page 9)
- The use of \$6.75 million from the Debt Service Reserve and \$500,000 from the pension stabilization reserve fund to help reduce debt service costs, thus providing \$32.6 million in sales tax revenue support for the general fund, and to fully fund net pension contribution increases of \$4.8 million. (See page 6)
- Personnel funding cuts in the Office of the Sheriff's budget that may not be achieved. (See page 15)
- Increase of \$4.2 million in the tax levy, or 1.46 percent, to fund County operations (See page 7 for more information on tax levy limits)

## FIVE-YEAR FINANCIAL FORECAST

In September 2016, the Comptroller issued an annual report regarding the County's five-year financial forecast. The aim of the 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 \$36.9 million for 2017 with the gap growing to \$102.5 million in 2021 if no permanent fixes were made. To the extent that the County makes permanent fixes, as opposed to using *one-time* expenditure or revenue changes, the following year's structural deficit will be reduced. For example, if permanent fixes solve the 2017 projected shortfall of \$36.9 million, then



the projected shortfall for 2018 would be \$12.5 million, not the \$49.4 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 2017 Recommended Budget addresses the budget shortfall using less contributions from reserve funds and a significant new on-going revenue source with the vehicle registration fee. This will make it less difficult in subsequent budgets to close the structural deficit because the new revenue is not a “one-time” occurrence.

### USE OF DEBT SERVICE RESERVE AND POB STABILIZATION FUND

The 2017 Recommended Budget proposes to use \$6.75 million from the Debt Service Reserve (DSR) and \$500,000 from the Pension Obligation Bond Stabilization Fund to balance the budget. By decreasing the contribution from the Debt Service Reserve by \$3.75 million (\$10.5 million was used in 2016), the *projected* balance in the Debt Service Reserve at the end of 2017 will be \$27.9 million. (See chart below for more detail.)

The Recommended Budget also proposes using \$500,000 from the Pension Obligation Bond Stabilization fund that was established at the time the pension obligation notes were issued in 2009. Annual contributions to the stabilization fund ceased shortly after the reserve was created; the monies in this fund are earmarked to be only used to fund pension liabilities. The 2016 Adopted Budget authorized \$1,507,110 from the reserve to help meet pension funding obligations. The balance of the Pension Obligation Bond Stabilization fund, if the 2017 Recommendation is approved, would be approximately \$4.9 million.

It should be noted that, contributions from the Debt Service Reserve or Pension Obligation Bond Stabilization Fund reduce tax levy funding requirements. The County earmarks sales tax revenues to pay debt service costs, so surplus sales tax revenues can be used to cash finance capital projects and then to offset the general operating budget. 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 \$6.75 million in 2017 to fund the budget.

## Debt Service Reserve Recent Activity & Projection

<b>Balance As of December 31, 2015</b>		<b>\$47,176,189</b>
2016 Budget Contribution	2016 Budget	(\$10,500,000)
2016 Transfers Included in 2015 Carryover Resolution	CB Res16-255	(\$626,194)
Menomonee River Parkway	May Transfer	(\$651,172)
Bus Replacement Program	June Transfer	(\$148,196)
War Memorial- Sub basement Structures	June Transfer	(\$165,526)
Brown Deer Clubhouse Roof	June Transfer	(\$128,968)
CJF Roof Replacement	June Transfer	(\$100,000)
Wil-O-Way Rec Center Entrance	July Transfer	(\$66,200)

HOC Visiting Center Safety/Security Improvements	Sept Transfer	(\$140,000)	
Highway Bond Reallocation	Sept Transfer	(\$27,558)	
Projected Balance As of December 31, 2016			\$34,622,375
2017 CEX Budget Contribution		(\$6,750,000)	
Projected Balance as of December 31, 2017			<u>\$27,872,375</u>

**BUDGET FISCAL SYNOPSIS**

The 2017 Budget calls for total expenditures of \$1,189,597,484, a decrease of \$184,745,708 or 13.44 percent, compared to the 2016 Adopted County Budget<sup>1</sup>. The recommended property tax levy is \$286,985,125, an increase of \$4,188,989, or 1.46 percent, from the 2016 levy. The recommended tax levy is comprised of two components: debt service levy of \$33,616,438 and operating levy of \$253,368,687. The recommended tax levy is \$371,038 under the estimated tax levy cap, and perhaps as much as \$3 million under if other factors are considered. (See Tax Levy Cap below)

The Recommended Budget allocates \$134,317,225 in expenditures for capital improvements with \$15.3 million for the airport and \$119 million for general government. General obligation bonding is \$40.4 million and is approximately \$46,000 under the self-imposed bonding cap.

**TAX LEVY CAP**

The Office of the Comptroller recently issued a memo outlining the estimated tax levy limits for 2017, updated to reflect the County Executive’s 2017 Recommended Budget. The estimated tax levy *limit* for 2017 is an increase of \$4,560,027 or 1.59 percent. As noted above, the County Executive is recommending a tax levy increase of \$4,188,989, or 1.46 percent. This is \$371,038 under the tax levy limit.

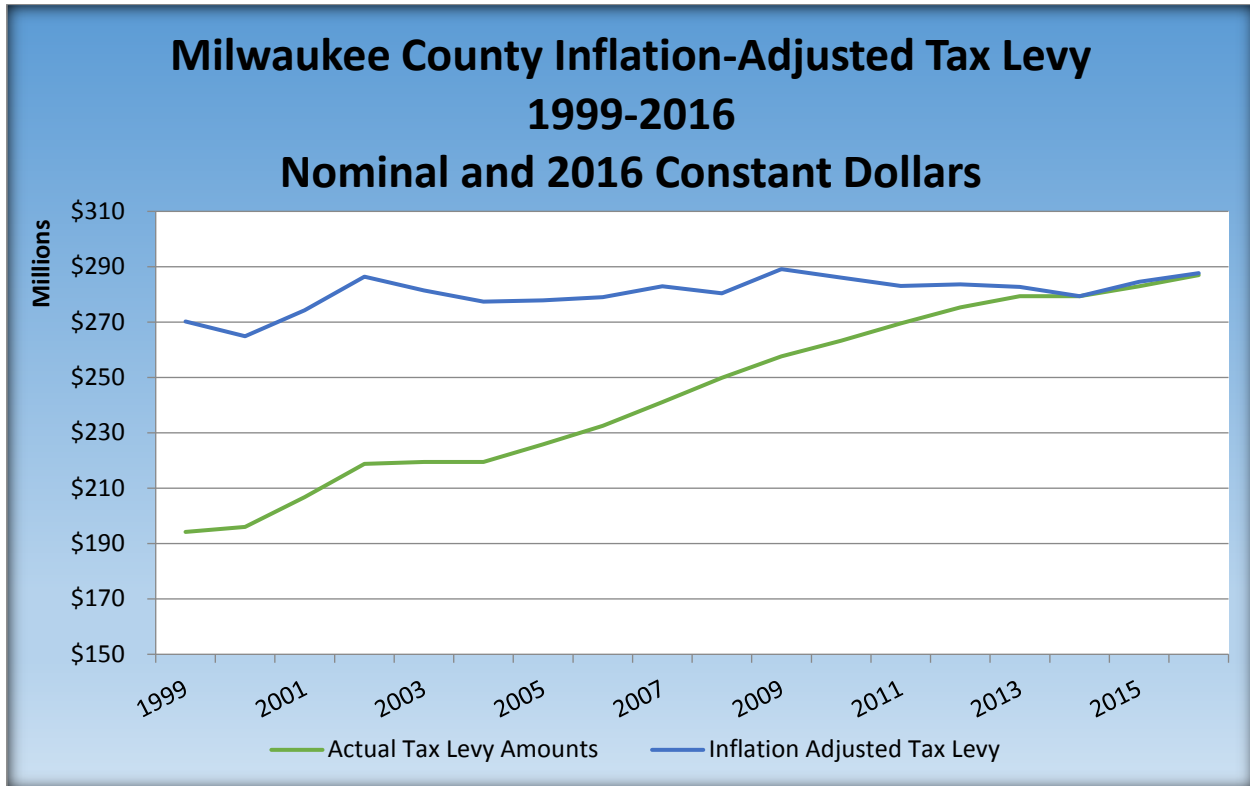
In addition to the \$4,560,027 tax levy increase limit noted above, an additional \$637,100 is available under the carryforward provision in Wis. Stat. 66.0602 (3) (fm). Claiming the carry forward requires approval by a 2/3 majority vote of the governing body, and the amount of general obligation debt outstanding in the year the carry forward is claimed must be less than the amount of general debt outstanding in the prior year. Adding the carryover amount to the 2017 amount above, the total amount available is \$5,197,127, or 1.81 percent.

In addition to this limit, the County may increase the levy for all or part of the levy associated with a County-wide Emergency Management (EMS) program and for payments to the Federated Library System. The 2017 Recommended Budget includes tax levy of \$3,595,027 for Emergency Medical Services and \$66,650 for the Federated Library System. In 2015 (2016 Budget), the County used \$1,629,110 of the EMS exclusion by levying separately for this item. Combined with the allowable limit explained in the previous paragraphs, the County could increase its tax levy by as much as \$7,229,694 or 2.52%.

<sup>1</sup> Milwaukee County divested the Department on Family Care in 2016 as a separate autonomous entity, My Choice Family Care. The 2016 Adopted expenditure budget for Family Care is \$303.7 million.

## TAX LEVY HISTORY

The average increase in the County property tax levy since 1999 is 2.3 percent per year. Through 2016<sup>2</sup>, the average annual inflation since 1999 has been 2.0 percent. The following chart shows the changes in the tax levy from 1999 through 2016 as adjusted for inflation:



## BUDGET NARRATIVE CHANGES

At its meeting in July 2013, the Committee on Finance, Personnel and Audit reviewed a PowerPoint presentation from the then DAS Fiscal and Budget Administrator related to a new format for the 2014 Budget narrative. The goal of the new format was to create a more uniform budget presentation that exhibits “best practices” as recommended by the Government Finance Officers Association (GFOA) for illustrating budget and financial information. The past couple of years the personnel summary tables were removed from the narrative causing much confusion as to the positions actions that were proposed. The narratives were typically updated each year to reflect position actions (abolish, creates, reclassifications, etc.) that occur outside of the budget process for historical purposes.

As part of the 2016 Adopted Budget, the County abolished all positions that were not officially included in the budget narrative. Over the years, the position inventory of Human Resources diverged with the staffing roster in the budget system and a “reset” was ordered.

The format of the 2017 Recommended Budget is considerably improved from recent years and should provide much more useful information related to staffing within each department. The

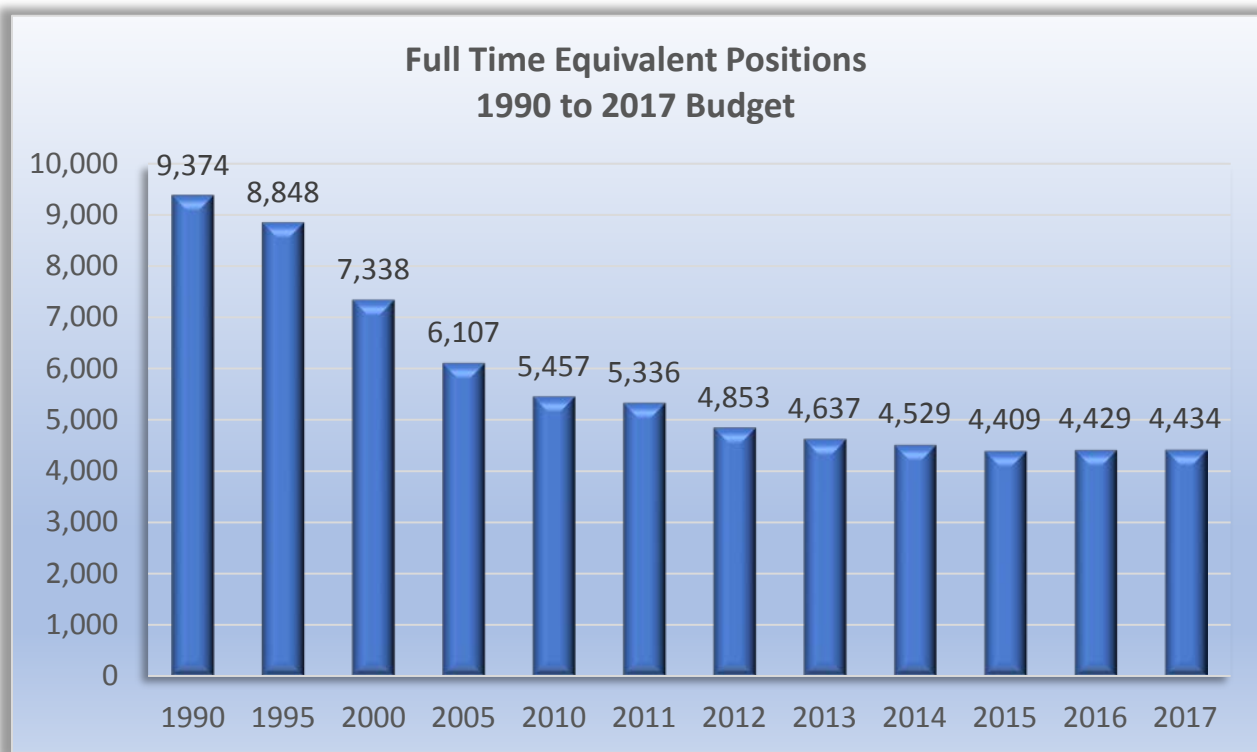
<sup>2</sup> The 2016 inflation figure is based on annualizing the CPI-U Milwaukee/Racine figure based on data through June 30, 2016.



departmental summary tables also have been adjusted to reflect the 2017 initiative to centralize legacy health and pension charges in Org. 1950 – Employee Fringe Benefits. The budget presentation restated previous budget information to exclude legacy health care and pension charges so comparisons to past years will be easier. It should be noted that an initiative adopted last year to remove active fringe charges from certain mostly tax levy funded departments was discontinued in the 2017 Recommended Budget.

### FUNDED FULL TIME POSITIONS (FTE'S)

The 2017 Recommended Budget includes 4,434 funded FTEs, an increase of five from the 4,429 FTEs in the 2016 Adopted Budget. The FTE count is net of position creates, abolishments and unfunding. The Department of Administrative Services indicated to Research Services staff that no positions are “at-risk” of layoff. The chart below provides a historical summary of the number of FTEs within County.



## MAJOR INITIATIVES

### VEHICLE REGISTRATION FEE

The 2017 Recommended Budget proposes a \$60 vehicle registration fee (VRF) as an option for maintaining and advancing Milwaukee County’s transportation network, while also addressing fiscal pressures facing Milwaukee County. The VRF proposed in the 2017 Recommended Budget is allocated for both operating and capital budget purposes. The \$60 rate is estimated to generate a total of \$27,062,764, of which, \$11.5 million is allocated for MCTS operations and \$15.6 million for capital projects related to transportation purposes. The \$11.5 million allocated for MCTS operations, allows MCTS to use significantly less tax levy to support its operations, and helps to recover revenue lost in 2016 as a result of a decrease in overall ridership, the GO Pass Program,

and Milwaukee Public Schools related changes. It should be noted that the total VRF revenue of \$27.1 million for 2017 is based on ten months of collection due to the required delay in implementation by the State. For the 2018 budget, the \$60 VRF would generate approximately \$5.4 million more, for a total of \$32.5 million.

The new revenue from the VRF also enables the GO Pass Program to continue in a modified form, mitigating the threat of future revenue shortfalls. The \$15.6 million allocated for capital projects includes funding for bus replacement, bus rapid transit, county highways, as well as county parkways and bridges. Funding generated from a VRF aims to fill gaps, previously filled by other revenue streams, such as federal-grants for bus replacement. Particularly, the VRF is an additional revenue source for the County to tap into to support bus replacement, especially during years when federal and state funding is lacking. The VRF also supports the County's movement towards more efficient and accessible transit via Bus Rapid Transit (BRT).

The Recommended Budget proposes the formation of a public/private taskforce to assess the options for mitigating the impact of the VRF on low income households. The Office of the Comptroller would support the formation of a taskforce, including a thorough discussion of guidelines to direct the particular uses of VRF revenue.

Many cities and counties in the US have some form of local wheel or registration tax, including Boston, Chicago, and New York (SEWRPC 2016 Report). In 2015, several Wisconsin local governments implemented VRFs. In total, there are 14 local governments with a VRF to date: Eleven municipalities and three counties (WisDOT).

A VRF is a fee imposed on an owner of vehicle that has an automobile registration or a truck registration at 8,000 lbs. or less within a given place of residence (WisDOT). The State of Wisconsin gives towns, villages, cities, or counties the authority to establish and implement a VRF without State approval, and also grants municipalities flexibility in setting a fee amount. The revenue generated from a VRF must be used for "transportation purposes only" per Wisconsin State Statute 341.35(6r). However, "transportation purpose" is not defined. The uses of a VRF would require clarification from Corporation Council to ensure use is within the scope of State Statute. Potential uses for VRF revenue could range from operating costs, such as maintaining roads or bridges, to capital purposes, such as bus replacement. While the monies generated from a VRF must be used transportation related purposes, the VRF subsequently frees up monies previously designated for the County's transportation network for other uses, such as the County's vast array of operating and capital needs from modernizing our financial system to parks infrastructure.

A VRF is the only readily available dedicated funding source to the County to support transportation, as the State of Wisconsin limits the ability of counties and other local governments to increase or enact new taxes beyond that of a VRF. A VRF imposed by Milwaukee County would be in addition to the regular annual registration fee paid to the state of \$75, as well as to the City of Milwaukee's VRF of \$20. Consequently, City of Milwaukee vehicle owners would pay a municipal and county VRFs and a State registration fee for a total payment of \$155 per year, per vehicle. According to WisDOT, in 2015 a total of 559,702 vehicles in the County would have been eligible. Of that total, 320,029 vehicle owners resided in the City of Milwaukee and 239,673 vehicle owners were dispersed throughout the 19 municipalities in Milwaukee County.

The Public Policy Forum initially discussed benefits and drawbacks of a VRF in Milwaukee County in a 2008 report. There were several potential benefits cited. First, the report discussed the broader impact of a VRF beyond that of transit users, as automobile drivers may indirectly benefit from the implementation of a VRF due to the positive impacts of a well-funded transit system on congestion and parking. Second, a VRF arguably does not present a negative impact on economic growth, as it does not directly impact consumer decisions. Additionally, a VRF can be viewed as a regressive tax, impacting all automobile owners equally, while also it can be viewed as a progressive tax, as it does not impact individuals who cannot afford a car. Concurrently, there are several drawbacks of a VRF. First, a VRF would impose an additional burden on automobile owners in municipalities that already impose a VRF, such as the City of Milwaukee. Second, a VRF imposes a disproportional burden on residents, while not imposing any additional fees on visitors benefitting from Milwaukee County's transportation network.

## **BUS RAPID TRANSIT**

Bus Rapid Transit (BRT) uses numerous bus system improvements to yield an ideal level of bus service, which improves the speed, reliability, accessibility, and service levels to approach light rail. Key BRT features include: Efficient platform design, exclusive travel lanes, pre-board ticketing, fewer stops, transit signal priority, and real time messaging technology. BRT provides potential broader benefits to communities beyond speed and efficiency, such as increased ridership and increased economic development in areas near BRT stations.

The East/West Bus Rapid Transit Project is an opportunity for Milwaukee County to modernize its transportation network and provide Milwaukee County residents with greater access to jobs, healthcare, and education. The East/West BRT Project runs seven miles from Downtown Milwaukee to Watertown Plank and Swan Road Park and Ride, linking downtown Milwaukee with the Regional Medical Center (MRMC), and Milwaukee County Research Park (MCRP). The core partners of the project include, Milwaukee County, City of Wauwatosa, the City of Milwaukee, MRMC, MCRP, Southeastern Wisconsin Regional Planning Commission (SEWRPC), and Wisconsin Department of Transportation (WisDOT).

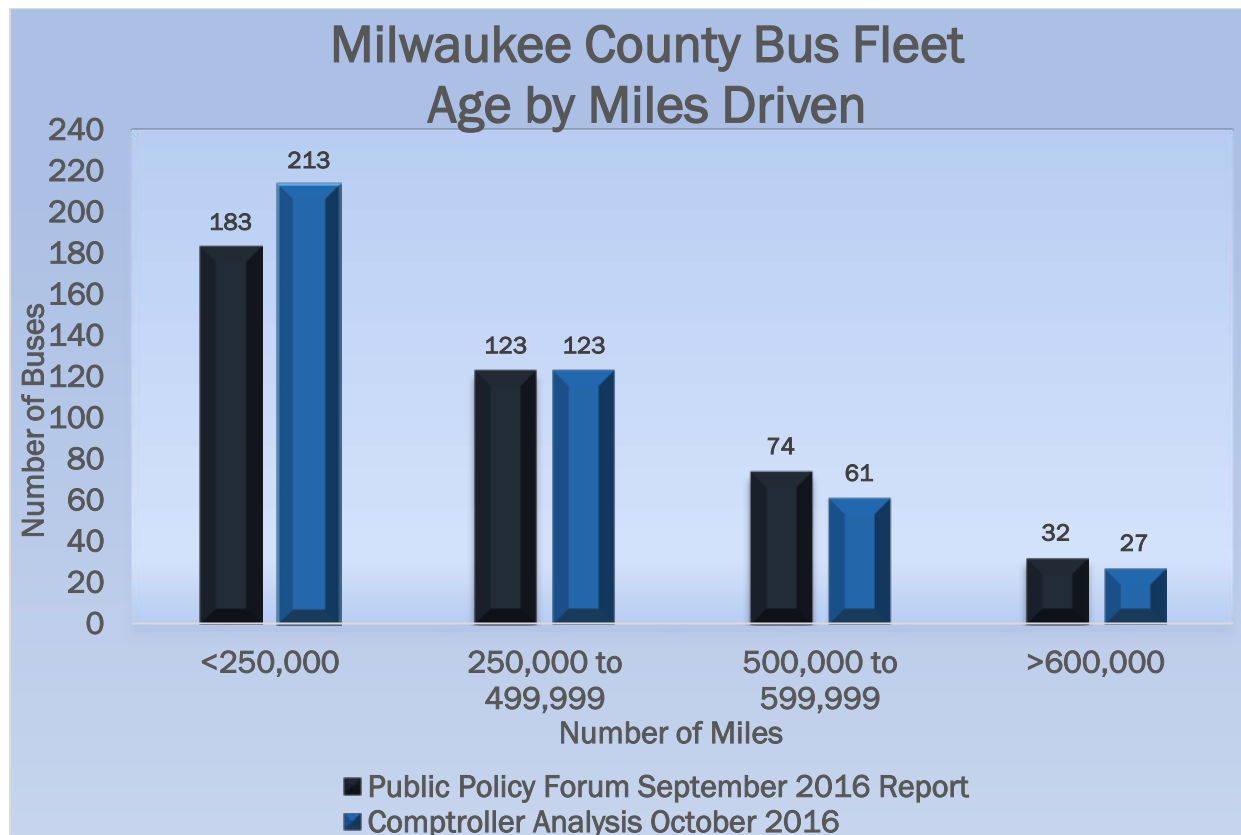
The project began with a feasibility study in late February 2016, followed by a series of public involvement meetings to determine a locally preferred alternative (LPA). The Milwaukee County Department of Transportation went before both the City of Milwaukee and the City of Wauwatosa to gain approval of the LPA. The project is currently in the project development phase. In May, the County Board approved funding for continued project development, a requisite for the continuation of working with the Federal Transit Administration (FTA) through the stage prior to construction. Subsequently, in July the County Board also approved the Milwaukee County Department of Transportation's (MCDOT) request to apply for a FTA Small Starts grant, a competitive federal grant program that would cover up to 80 percent of the total BRT project costs. The total project cost is estimated at \$45 million with the potential of federal funding covering up to \$36 million of the total project cost. VRF revenues are used in the 2017 Recommended Budget to cover the county's 20 percent local contribution as required by the FTA or approximately \$7.7 million.



## BUS REPLACEMENT

There is no formal policy on bus replacement, however MCDOT is guided by Federal Transit Administration (FTA) guidelines coupled with the availability of federal, state, and local monies. The FTA recommends a 12 year or 500,000 mile replacement cycle for buses. It is at this threshold that buses have reached a minimum useful life and are eligible for replacement. An older or more traveled bus can still operate safely, however the bus will likely require more frequent and costly maintenance.

Bus Fleet Age by Miles Comparison				
Bus Miles	Public Policy Forum September 2016 Report	Percent	Comptroller October 2016 Analysis	Percent
	Number of Buses		Number of Buses	
Less than 250,000	183	44.4%	213	50.2%
250,000 to 499,999	123	29.9%	123	29.0%
500,000 to 599,999	74	18.0%	61	14.4%
More than 600,000	32	7.8%	27	6.4%
<b>Total</b>	<b>412</b>	<b>100%</b>	<b>424</b>	<b>100%</b>



In 2017, the Recommended Budget proposes replacing fifteen buses. The total cost of the 2017 bus replacement project is \$7,500,000. Funding will be provided by \$5,800,000 in Federal grants

from Surface Transportation Program (STP) funds and Federal Section 5339 funds, and \$1.7 million in VRF revenue. While MCDOT aims to follow a 12 year or 500,000 mile replacement schedule, replacing on average 30-35 buses per year, this replacement is largely dependent on the availability of federal grant money.

Bus replacement throughout the years has also followed this trend of heavy reliance on federal grants, in the absence of a dedicated funding source for transit. According to a recent Public Policy Forum report, between the years of 2010 and 2013 the County benefited from a total of \$60 million in one-time federal grants to support the replacement of 250 buses. These grants include the use of The American Recovery and Reinvestment Act (ARRA) to fully fund the replacement of 45 buses in 2010, the use of ICE (Innovation, Coordination, and Enhancement) funds to cover 85 percent of the replacement cost of 55 buses in both 2012 and 2013, and the use of the State of Good Repair funds to cover 83 percent of the replacement costs of 35 buses in 2014. This reliance on federal grants is not inherently problematic: Milwaukee County's fleet has greatly benefited from the aforementioned sources. However, federal grant money is not only competitive but it is inconsistent, as many grants have a one-time or specific use.

Per the Public Policy Forum's September 2016 report, MCTS has also used \$18-\$20 million per year in federal funding under the Federal Urbanized Area Formula Grants program (Section 5307) for operating costs. While Section 5307 monies can be used for operating and capital, consistent use of 5307 funds to cover operating expenses has limited the funds available for capital purposes.

As also highlighted by the Public Policy Forum, Milwaukee County's self-imposed bonding cap adds to the funding dilemma. The non-airport general obligation bonding (hereinafter "bonding") cannot increase more than 3 percent annually compared to the previous year. The 2016 bonding amount is \$39.2 million, as such the County has the capacity to issue \$40.4 million of non-airport bonds in 2017. Thus, the use of bonds for buses has unintended consequences, impacting the county's capacity to bond for other purposes such as modernizing our financial system, IT advancement, and park infrastructure needs. In the absence of a dedicated source of funding, a large strain is not only put on Milwaukee County's capital improvements but also affects the county's ability to allocate funds to other, equally important areas.

## **GO PASS**

The Growing Opportunities Program (GO Pass), created through County Board Action per the 2015 Adopted Budget, provides fixed route transit rides without charge to persons 65 years of age or older and persons with disabilities. Implementation began on March 31<sup>st</sup>, 2015, and to date MCTS has issued approximately 25,000 GO Passes.

The 2017 Recommended Budget proposes three major changes to the GO Pass program: a \$5.00 one-time issuance fee per pass, a \$0.25 fee per ride, and several new eligibility requirements. These changes ensure unserved populations can continue to utilize the GO Pass while ensuring the financial sustainability of Milwaukee County's transit system.

The Recommended Budget also proposes the creation of a workgroup to steer and finalize a plan for implementation of the GO Pass Program. This workgroup is composed of representatives from: MCTS, DOT, DHHS, the Department of Aging, the Department of Administrative Services, County Board, GO Pass users, and disabilities and aging advocacy organizations.



Additionally, the administration of eligibility screening for the GO Pass, currently distributed by MCTS, shifts to the Aging Resource Center and the Disability Resource Center. A total of six new positions, four in the Department of Aging and two in the Disabilities Services Division (DHHS) to provide administrative support for implementing means testing for the GO Pass applicants are created. Not only do DHHS and Aging staff have the expertise working with populations served by the GO Pass, but it is also an opportunity to connect individuals with additional resources.

#### *Fiscal Impact of GO Pass Changes*

Both the eligibility and new fees for the GO Pass Program aim to remedy a revenue deficit caused by three central factors, a decline in ridership, the GO Pass Program, and Milwaukee Public School (MPS) related changes. With the changes to the GO Pass program MCTS estimates that \$1.1 million in passenger revenue fare will be recaptured. Specifically, the \$0.25 per ride fare is estimated to generate \$1 million in revenue based on the assumption of four million GO Pass rides in 2017. The \$5.00 per card issuance is estimated to generate \$100,000 in revenue in 2017 based on the issuance of 20,000 new GO Passes. The revenue gains will materialize upon the full implementation of the proposed changes to the program.

#### *New Eligibility Requirements*

First, to be eligible for a GO Pass applicants must meet the federal established definitions of low-income. For Milwaukee County residents over the age of 65, to be eligible an individual must currently receive Medicaid or Foodshare benefits. For residents under 65, an individual must receive Social Security income through SSI or SSDI, or have a Veterans Disability designation, **and** receive Medicaid benefits including traditional, EBD Medicaid, long-term care through Medicaid, or participate in a Medicare Savings program.

As an alternative to the GO Pass for residents who are over 65 or have a eligible disability but do not meet the new criteria for the GO pass program, MCTS will continue to provide a half fare program for seniors and those with disabilities as per federal requirements.

## OFFICE OF THE SHERIFF

The 2016 Recommended Budget proposed to increase the lump sum expenditure reduction (i.e. abatement) by \$8 million in the Office of the Sheriff to approximately \$9.8 million. Due to concern

OFFICE OF THE SHERIFF 2017 BUDGET SHORTFALL	
<b><u>Salaries &amp; Overtime</u></b>	
2016 Projected Actual Expenditures	\$40,562,869
2017 Recommended Budget	\$37,422,789
Projected Salary & OT Shortfall	(\$3,140,080)
<b><u>Commodities &amp; Services</u></b>	
2016 Projected Actual Expenditures	\$5,534,415
2017 Recommended Budget	\$6,960,077
Projected C&S Surplus	\$1,425,662
<b><u>Revenue</u></b>	
2016 Projected Actual Revenues	\$10,210,367
2017 Recommended Budget	\$10,028,460
Projected Revenue Surplus	\$181,907
<b><u>Total</u></b>	
Projected Salary & OT Shortfall	(\$3,140,080)
Projected C&S Surplus	\$1,425,662
Projected Revenue Surplus	\$181,907
<b>PROJECTED 2017 BUDGET SHORTFALL</b>	<b>(\$1,532,511)</b>

that the Sheriff would not be able to reduce expenses to meet this target, the County Board restored \$4 million to the Sheriff's 2016 budget. The Office of the Comptroller, based on financial reports submitted by the Office of the Sheriff, is projecting the Sheriff will have a \$5.25 million budget deficit for 2016.

The 2017 Recommended Budget for the Office of the Sheriff eliminated the lump sum expenditure reductions in service and commodity accounts, but re-established an expenditure reduction totaling \$4,020,624 in salaries and overtime appropriations. The budget narrative suggests that newly hired deputies, replacing senior deputies at the top of their pay range, and the permanent attrition of command staff will provide these anticipated savings.

The Office of the Comptroller analyzed the 2017 Recommended Budget and, based on 2015 actuals and projections for 2016,

projects a *potential* \$1.5 million deficit at the end of 2017 (See Nearby Chart). This projection assumes that the department will continue to operate in the manner it is operating currently, with the understanding that the Sheriff has the constitutional authority to operate the department as he sees fit. Changes in operations or external factors (such as number of prisoners held, staff vacancies, extraordinary security events, etc.) may change the preliminary projection for 2017. These projections assume the new hires will save the Office of the Sheriff approximately \$315,000 in salaries and \$648,777 in overtime in 2017. The projections do not assume command staff will leave through attrition in 2017.

## DEPARTMENT OF HEALTH AND HUMAN SERVICES

### BEHAVIORAL HEALTH DIVISION (BHD)

A little over two years have passed since the creation of the Milwaukee County Mental Health Board (MHB) by the Wisconsin State Legislature with the passage of 2013 Wisconsin Act 203. The MHB is comprised of 13 members and includes mental health professionals, consumers, and advocates. The MHB is tasked with setting policy for the Behavioral Health Division of Milwaukee County.

Corporation Counsel has advised that per statute, the County Board “shall incorporate into the budget for Milwaukee County” the “tax levy amount as proposed by the county executive,” the community aids allocated by the Board under § 51.41(4)(b)3, and the balance of the total mental health budget amount proposed to the County Executive by MHB. § 51.41 (4)(b)4, Stats. The mental health tax levy becomes part of the total county levy and the whole amount is subject to the state-imposed levy rate limits. The tax levy for BHD decreases by \$1.4 million from the 2016 Adopted amount to \$57,385,711.

### JUVENILE JUSTICE

On December 5, 2015, the Wisconsin State Juvenile Correctional Institution, Lincoln Hills, was raided by law enforcement in response to allegations of child abuse, sexual assault, and victim and witness intimidation. Concerns have also been raised at Copper Lake School for girls, including suicide attempts. These events brought new urgency to ongoing County initiatives to seek out local community-based placements for adjudicated juveniles as approximately 50 percent of the population of Lincoln Hills is from Milwaukee County.

The 2017 Recommended Budget addresses these concerns in a continuation and expansion of ongoing initiatives through residential treatment options and community-based alternative programming. The department reports that it is working closely with the judiciary in order to provide options that are acceptable and will be utilized by the judiciary to decrease the number of youth sent to Lincoln Hills and Copper Lake. As of September 16, 2016, Milwaukee County has 78 youth on regular DOC orders at Lincoln Hills and Copper Lake. The 2017 Adopted Budget anticipates an Average Daily Population of 87, which produces savings of \$3.8 million in Youth Aids that will be used to fund local alternative options.

#### *Residential Treatment Center*

Originally when the County learned of the incidents at Lincoln Hills, the intention was to expand the Milwaukee County Accountability Program (MCAP), a program that lasts up to a year and includes placement in secure detention followed by intensive after-care services, however, over the course of the past nine months it has become clear that currently no secure facility exists that can meet the licensing requirements of the State. The MCAP program is maintained at its current level of 24 beds in the 2017 Recommended Budget.

With the loss of the secure detention option, the County has developed a plan to contract with a provider to operate a Type II Residential Treatment Center (RTC). This plan is included in the 2017 Recommended Budget, but is pending County Board approval. An RTC is an unlocked facility that is staff secured. The current plan, which came to the County Board for approval in September 2016, has been delayed due to concerns regarding the size of the facility. The department reports that a revised plan is being submitted to the County Board for approval and will provide 40 beds

to transition youth out of MCAP. This is a joint venture with the Behavioral Health Division's Wraparound Program and the total cost is anticipated to be \$2.8 million with approximately 65 percent of the funding coming from Medicaid revenue for services to Wraparound-eligible youth.

### *Community-Based Alternative Programming*

- DCSD plans to enter into a service contract with the Youth Advocate Programs, Inc., at a cost of \$650,000 which will provide 20 youth with community programming and is expected to serve 80 youth annually. Youth will remain in the community with intensive community-based programming. Staff are available 24 hours a day for the youth and the youth will receive 15 hours of face-to-face time, in-home visits, and individualized services.
- In June 2016, DCSD formally notified the State Department of Corrections (DOC) of its intent to assume responsibility of the supervision and monitoring of youth returning to the community from DOC, a service currently performed by the DOC. Six Human Service (HSW) Worker positions and one Supervisor position are created at a cost of \$336,596 to provide Aftercare Programming. The positions start May 1, 2017, in anticipation of the transition date of July 1, 2017. It is anticipated this initiative will be cost neutral because DCSD will retain the funds it currently sends to DOC for this service.
- The 2017 Recommended Budget expands Level II monitoring with optional Global Positioning System (GPS) program by adding 50 slots to the program for an increased cost of \$750,000 from 2016 levels.

### **Family Care**

A major change in the 2017 Recommended Budget is the divestiture of the Department of Family Care. This divestiture is responsible for a decrease in expenditures and revenues of approximately \$303.7 million, based on the 2016 Adopted Budget. Family Care expenditures were offset completely by non-tax levy revenues so there is no impact to the tax levy.

From 2000 until September 1, 2016, Milwaukee County operated the Department of Family Care (now operating as My Choice Family Care "MCFC"), which administered long-term care and support services to adults with disabilities and frail elderly persons through the State of Wisconsin Family Care program. A change to State legislation occurred in the State of Wisconsin 2015-17 Biennial Budget, which required that any entity providing the Family Care benefit must be an Integrated Health Agency (IHA). In order to apply to become an IHA an entity must be licensed as a Health Maintenance Organization (HMO). No mechanism exists under Wisconsin state law for a unit of County government to obtain an HMO license. For this reason, the County approved a request from the Director of Family Care to transfer MCFC to a non-profit corporation on March 14, 2016, so that MCFC could pursue HMO licensure and apply to be an IHA. Without this action MCFC would have ceased to exist. Now that MCFC is a non-profit corporation, Milwaukee County has no oversight role over Family Care.

On September 1, 2016, MCFC completed its transition from a department of Milwaukee County government to a private, not-for-profit company. A few transactions remain in the separation of MCFC from Milwaukee County. First, a final transfer to MCFC for services rendered will occur in the next few months that will not exceed \$250,000. Second, Milwaukee County is finalizing a Contract for Employee Services to accommodate the remaining staff from Family Care who chose to remain Milwaukee County employees. (These positions, once vacant, will convert to MCFC positions). Third, Milwaukee County is finalizing a lease agreement between with MCFC for the

months of September 2016 through December 2016 to enable MCFC to remain in its current space at the Courthouse. It is anticipated that MCFC will relocate by the end of the year.

Approximately, sixteen staff remain Milwaukee County employees by agreement between MCFC and Milwaukee County. These staff are contracted out to MCFC for no tax levy impact. In the 2017 Recommended Budget, Family Care is moved to the Department of Administrative Services to account for this contract.

## **EMPLOYEE COMPENSATION AND FRINGE BENEFITS**

The 2017 Recommended Budget holds the line on employee total compensation with modest raises, funds to correct pay equity issues and to recognize excellent performance. The budget funds the one percent raise authorized in mid-2016 for most employees for all of 2017. In addition, the 2017 Budget includes a proposed one percent raise for employees effective Pay Period 14 effective June 18, 2017. On top of the one percent raise, departmental budgets include \$2 million, or approximately one percent of salary, to adjust salary for performance based increases, equity increases, market adjustments, reallocations, and retention based increases. A proposed new compensation system is being considered by the County Board, therefore, no monies are provided for “step” increases for the current pay structure.

The pension contribution for most employees remains at 6.5 percent of pay, while public safety contributions are subject to collective bargaining. The employee monthly healthcare premiums contributions increase \$0 per month for employee only, \$8 per month<sup>3</sup> for employee with child(ren), \$10 per month for employee with spouse, and \$20 per month for employee with family. The monthly dental premiums also increase by \$5 for all categories except employee with family, which increase \$10 per month. The health and dental employee premium changes were not outlined in the budget narrative.

A proposed modification to the flexible spending account contribution would reduce the County’s maximum match to \$1,000 from the \$2,000 currently provided. There are no other major changes to the health care plan design or prescription drug benefit. The Recommended Budget proposes to add a new vision benefit for active employees. Currently, employees are covered for one eye exam through the health plan, but no coverage is provided for discounts on contact lenses, glasses, or laser vision correction. This optional benefit would be available to employees through open enrollment and require employees to pay approximately 50 percent of the benefit’s cost through monthly payroll deductions of approximately \$4 to \$12 per month. The chart on the following page outlines the proposed healthcare benefit changes for 2017.

---

<sup>3</sup> Federal regulations limit the incentive to participate in a Wellness Program to 30 percent of the premium. In 2016, Employee plus Child(ren) received only a \$48 wellness incentive to comply with the federal requirements. For 2017, this category will receive the entire \$50 wellness incentive due to the increase in the monthly premium for participants not participating/complying with the Wellness Program.



Healthcare, Dental, and Benefit Changes				
2017 Recommended Budget				
Item	Employee Only	Employee + Child(ren)	Employee + Spouse	Employee + Family
New Monthly Health Premium (Participating in Wellness Program)	\$91 (Same)	\$120 (+ \$8)	\$190 (+ \$10)	\$220 (+ \$20)
New Monthly Health Premium (No Wellness participation)	\$130 (Same)	\$170 (+ \$10)	\$230 (+ \$10)	\$270 (+20)
New Monthly Dental Premium	\$20 (+ \$5)			\$45 (+\$10)
New Vision Benefit (Optional)	\$4	\$8	\$8	\$12
Flexible Spending Account Contribution	<p>\$1 employer match for each \$1 contributed by employee up to maximum of \$1,000 employer contribution. If employee contributes \$1,000, County provides \$1,000 for \$2,000 total. Employees may contribute up to legal maximum of \$2,550 to FSA. In this example, County would provide \$1,000 matching contribution for a total of \$3,550 for FSA expenses.</p>			

Modifications to Chapter 17 of the Ordinances to reflect the proposed changes to the flexible spending account contributions and the employee health/dental premiums was not submitted with the budget resolution.

After the 2017 Recommended Budget was submitted, the Office of the Comptroller discovered a calculation error in the healthcare budget, Org. 1950 – Employee Fringe Benefits. In short, the medical inflation factor was omitted, thus resulting in the under budgeting of anticipated healthcare costs for 2017. The County’s actuary recommended a seven percent medical cost inflation for 2017; the County Executive chose to use a five percent forecasted increase in healthcare costs. In the preparation of the budget, **no** increase in medical cost was included, thus resulting in an **approximate \$2.5 million potential shortfall in the healthcare budget**. In a recent communication from the Administration explaining the oversight, the DAS – Fiscal and Budget Administrator recommended the County Board increase the contribution from the Debt Service

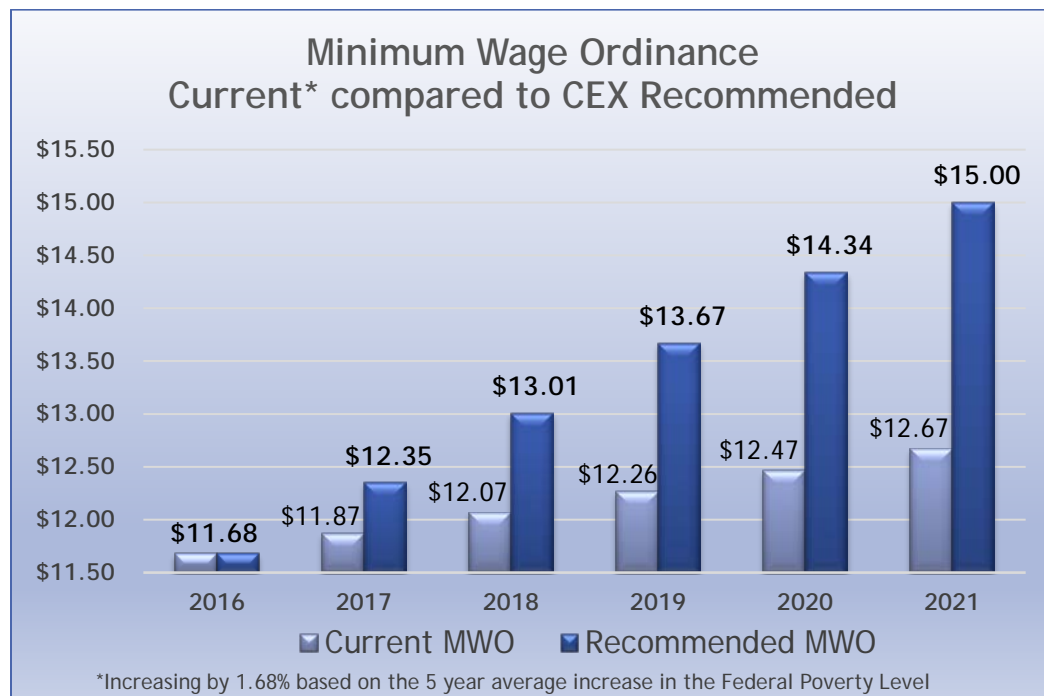
Reserve to correct the problem. If policymakers choose to increase the contribution from the Debt Service Reserve by \$2.5 million, the total contribution for 2017 from the reserve would be \$9.25 million.

### MINIMUM WAGE ORDINANCE

The County Executive proposes to accelerate the Minimum Wage Ordinance (MWO) to achieve \$15 an hour by 2021. The current MWO was adopted in March 2014, and bases the minimum wage on the federal poverty table for a family of four, which is currently \$24,300 a year or \$11.68 an hour. The current MWO applies to all County employees and most employers with more than 20 employees that entered into certain contracts or agreements as of June 1, 2014, including:

- Service Contracts under Chapter 32 of the Milwaukee County Ordinances
- Certain Personal Care/Supportive Home Care Services Provided by Agencies that Contract Exclusively with Milwaukee County
- Concession Contracts
- Lease Agreements
- Economic Development Financial Assistance Agreements

The accelerated MWO included in the 2017 Recommended Budget continues to apply to all employees and contractors included in the 2014 MWO and maintains the same exemptions. From 2017-2021, the wages will rise at a rate that should outpace the Federal Poverty Level (FPL), as the FPL has risen an average of 1.68 percent over the last five years (see chart below). An appropriation of \$70,000 is included in the allocated contingency account (Org. 1940 -1945 Appropriation for Contingencies) to cover the anticipated additional cost for 2017.



## **PARKS AMENITIES MATCHING FUND**

The 2017 Recommended Budget does not replenish funding for the Parks Amenities Matching Fund (PAMF). The PAMF was created in 1993 for the purpose of generating additional funds for repairs, maintenance, and improvements to the parks through public support. The 2016 Adopted Budget restored \$500,000 to the departmental trust account and modified criteria for project eligibility. In July 2016, the County Board adopted File No. 16-444, which further revised the criteria for the use of the PAMF by requiring that all projects being considered for matching funds be reviewed and approved by the County Board, prior to the Parks Department administering the award funds to applicants.

To date, the department has awarded \$214,550 in matching funds from the PAMF, leaving an available balance of \$285,450. Any unused funds remaining in the account will carry over into 2017 and be available for projects next year. Although no new funds are being added to the PAMF, the fund is not being eliminated.

## **CAPITAL IMPROVEMENTS PROGRAM**

The Recommended Budget allocates \$78.9 million in expenditures for capital improvements, with \$8.3 million for the airport and \$70.6 million for general government. These expenditures will require \$40.4 million in general obligation bonds, \$15.6 million in Vehicle Registration Fee revenues, \$8.2 million in sales tax revenues (cash) as well as other revenues that are shown in the chart below, to finance. No new Airport Revenue bonding is proposed, as the spending plan is covered with reimbursement revenue and Passenger Facility Charge (PFC) revenue. The 2017 Capital Improvements Program allocates funding for 68 new projects; 11 airport and 57 non-airport projects.

Notable non-airport projects include funding to purchase 15 forty-foot replacement buses (\$7.5 million), to construct the African Plains Exhibit at the Milwaukee County Zoo (\$8.6 million), complete the Marcus Center HVAC Upgrade (\$4.1 million), purchase an Enterprise Platform Modernization (\$14.6 million), and implement a Bus Rapid Transit (BRT) line from Downtown to the Milwaukee County Medical Complex (\$43.8 million). Major Airport projects include redevelopment of the International Terminal (\$4.6 million), Connection Taxiways modifications (\$3.2 million), and Replacement Jet Bridges (\$1.5 million).

A total of \$15.6 million of revenue from a proposed \$60 County Vehicle Registration Fee is used to help cash finance capital improvement projects. This includes \$3.75 million of Highway projects, \$9.5 million of Mass Transit projects, and \$2.3 million of Parks, Recreation, and Culture transportation-related improvements. Excluding Airport projects, cash financing is covering \$30.2 million of the \$70.6 in County Capital commitments, or 43 percent.

In October 2013, the County entered into a Development Agreement (File 13-647) with the Milwaukee Art Museum and the War Memorial Center. The Development Agreement indicated that the County would authorize and appropriate \$10 million to the costs of the County Project. The appropriations were to occur during the 2013-2017 budgets. Since 2013 appropriations totaling \$15.3 million have been allocated to Project W0517 War Memorial Renovations.

The County Executive's Recommended Budget includes approximately \$1.6 million for War Memorial Projects. Assuming approval of the 2017 amount, the total appropriations for the Project would be \$16.9 million.

Overall, funding for Parks capital improvements total \$5.8 million, which includes \$2.5 million for the Lake Park Ravine Bridge. This project anticipates \$2 million in private contributions (net County commitment is \$500,000) which has not yet been identified in the narrative.

A summary of the financing of the 2017 Capital Improvement Program is as follows:

<b>CAPITAL FINANCING SUMMARY</b>			
	<b>Non-Airport</b>	<b>Airport</b>	<b>Combined</b>
<b>Total Number of Projects</b>	57	11	68
<b>Total Expenditures</b>	\$119,013,225	\$15,304,000	\$134,317,225
<b>Total Reimbursement Revenues</b>	<u>\$48,441,945</u>	<u>\$6,959,375</u>	<u>\$55,401,320</u>
<b>Net County Financing</b>	<b>\$70,571,280</b>	<b>\$8,344,625</b>	<b>\$78,915,905</b>
<i>Financed as follows:</i>			
General Obligation Bonds	\$40,365,980	\$0	\$40,365,980
Property Tax Levy	\$125,000	\$0	\$125,000
Passenger Facility Charges (PFC)	\$0	\$2,233,125	\$2,233,125
Sales Tax Revenue (cash financing)	\$8,215,500	\$0	\$8,215,500
Vehicle Registration Fee	\$15,564,800		\$15,564,800
Airport Capital Improvements Reserve	\$0	\$6,111,500	\$6,111,500
Private Donations	<u>\$6,300,000</u>	<u>\$0</u>	<u>\$6,300,000</u>
<b>Total Financing</b>	<b>\$70,571,280</b>	<b>\$8,344,625</b>	<b>\$78,915,905</b>

### **CAPITAL IMPROVEMENTS COMMITTEE**

The 2013 Adopted Budget included the creation of the Capital Improvement Committee (CIC) to help analyze and rank requested capital improvement projects and develop a five-year plan for capital expenditures. The CIC is comprised of County elected officials, staff and representatives from local municipalities. The CIC submitted a report to the County Executive and County Board Chairman in early September 2016 that provided rankings (high or low priority) of requested capital projects for consideration by the County Executive in the development of his 2017 Recommended Budget. The recommendations are not binding on the County Executive or County Board, but help develop a capital improvement project approval process that is based on in-depth analysis and quantifiable scoring. To assist policymakers in understanding the CIC recommendations, and the differences recommended by the County Executive in the 2017 Budget, charts are included at the end of Section 4 – Capital Improvements of this overview. (See Section 4 of the Overview for a complete listing of the Capital Improvement projects.)

## **BONDING LIMITS**

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

The self-imposed bonding limit for 2017 is \$40,411,854. A total of \$40,365,980 of general obligation bonding is included in the 2017 Recommended Capital Improvements Budget, or \$45,874 under the limit.

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



## SECTION 2 – TAX LEVY CHANGES

<u>Org. Name</u>	<u>2016 Adopted</u>	<u>2017 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
<b>DEPARTMENTAL</b>				
<b><i>Legislative &amp; Executive</i></b>				
1000 County Board	\$ 2,597,108	\$ 1,433,644	\$ (1,163,464)	-44.80%
1011 County Exec. - General Office	\$ 1,284,073	\$ 1,203,809	\$ (80,264)	-6.25%
1020 County Exec. - Intergovernmental Relations	\$ 534,621	\$ 494,539	\$ (40,082)	-7.50%
1021 County Exec. - Veterans Service	\$ 299,260	\$ 295,052	\$ (4,208)	-1.41%
<i>Legislative &amp; Executive Subtotal</i>	\$ 4,715,062	\$ 3,427,044	\$ (1,288,018)	-27.32%
<b><i>Staff Agencies</i></b>				
1090 Office on African American Affairs	\$ -	\$ 600,000	\$ 600,000	100.00%
1120 Personnel Review Brd /Civil Service Comm	\$ 467,023	\$ 401,403	\$ (65,620)	-14.05%
1130 Corporation Counsel	\$ 1,689,345	\$ 1,391,616	\$ (297,729)	-17.62%
1140 Human Resources	\$ 6,453,332	\$ 5,779,251	\$ (674,081)	-10.45%
<i>Staff Agencies Subtotal</i>	\$ 8,609,700	\$ 8,172,270	\$ (437,430)	-5.08%
<b><i>Staff Agencies-Consolidated DAS</i></b>				
1019 DAS - Office For Persons with Disabilities	\$ 749,139	\$ 643,678	\$ (105,461)	-14.08%
1150 DAS - Risk Management	\$ (63,699)	\$ -	\$ 63,699	0.00%
1185B DAS - Fiscal Affairs	\$ 1,444,283	\$ 1,127,956	\$ (316,327)	-21.90%
1186B DAS- Administrative Group	\$ 1,879,128	\$ 1,823,866	\$ (55,262)	-2.94%
1152 DAS - Procurement Division	\$ 1,506,948	\$ 1,283,390	\$ (223,558)	-14.84%
1040 DAS - Community Business Dev. Partners	\$ 1,086,100	\$ 854,336	\$ (231,764)	-21.34%
1160 DAS - Information Mgt Services Division	\$ (10,677)	\$ -	\$ 10,677	0.00%
1168B DAS-IMSD Central Purchases	\$ -	\$ -	\$ -	100.00%
1192 DAS - Economic Development	\$ 1,474,959	\$ 1,681,326	\$ 206,367	13.99%
5500 DAS - Water Utility	\$ -	\$ -	\$ -	0.00%
5700 DAS - Facilities Management	\$ (1,350,612)	\$ 221,522	\$ 1,572,134	-116.40%
<i>Consolidated DAS Subtotal</i>	\$ 6,715,569	\$ 7,636,074	\$ 920,505	13.71%
<b><i>General Government</i></b>				
3010 Election Commission	\$ 1,331,164	\$ 688,298	\$ (642,866)	-48.29%
3090 County Treasurer	\$ (3,032,274)	\$ (3,192,793)	\$ (160,519)	-5.29%
3270 County Clerk	\$ 685,470	\$ 674,866	\$ (10,604)	-1.55%
3400 Register of Deeds	\$ (1,184,811)	\$ (1,434,780)	\$ (249,969)	-21.10%
3700 Office of the Comptroller	\$ 7,420,149	\$ 5,947,372	\$ (1,472,777)	-19.85%
<i>General Government Subtotal</i>	\$ 5,219,698	\$ 2,682,963	\$ (2,536,735)	-48.60%
<b><i>Courts &amp; Judiciary</i></b>				
2000 Combined Court Related Operations	\$ 34,415,657	\$ 27,796,405	\$ (6,619,252)	-19.23%
2900 Courts - Pre-Trial Services	\$ 4,374,375	\$ 5,157,981	\$ 783,606	17.91%
2430 Department of Child Support Services	\$ 1,952,016	\$ 1,894,322	\$ (57,694)	-2.96%
<i>Courts &amp; Judiciary Subtotal</i>	\$ 40,742,048	\$ 34,848,708	\$ (5,893,340)	-14.47%

## SECTION 2 – TAX LEVY CHANGES

<u>Unit</u>	<u>Org. Name</u>	<u>2016 Adopted</u>	<u>2017 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
<b><i>Public Safety</i></b>					
4000	Office of the Sheriff	\$ 74,365,649	\$ 60,512,781	\$ (13,852,868)	-18.63%
4300	House of Correction	\$ 56,977,909	\$ 48,945,852	\$ (8,032,057)	-14.10%
4500	District Attorney	\$ 14,493,273	\$ 11,169,669	\$ (3,323,604)	-22.93%
4800	Emergency Preparedness	\$ 8,583,919	\$ 7,245,195	\$ (1,338,724)	-15.60%
4900	Medical Examiner	\$ 2,453,673	\$ 2,104,727	\$ (348,946)	-14.22%
<b><i>Public Safety Subtotal</i></b>		<b>\$ 156,874,423</b>	<b>\$ 129,978,224</b>	<b>\$ (26,896,199)</b>	<b>-17.15%</b>
<b><i>Public Works and Transportation</i></b>					
5040	DOT - Airport	\$ -	\$ -	\$ -	0.00%
5100	DOT - Highway Maintenance	\$ 1,207,602	\$ 1,162,058	\$ (45,544)	-3.77%
5300	DOT - Fleet Maintenance	\$ (847,568)	\$ (867,670)	\$ (20,102)	-2.37%
5600	Milwaukee County Transit/Paratransit Sys.	\$ 22,466,630	\$ 13,961,512	\$ (8,505,118)	-37.86%
5800	DOT - Director's Office	\$ (2,400)	\$ -	\$ 2,400	0.00%
<b><i>Public Works and Transportation Subtotal</i></b>		<b>\$ 22,824,264</b>	<b>\$ 14,255,900</b>	<b>\$ (8,568,364)</b>	<b>-37.54%</b>
<b><i>Health and Human Services</i></b>					
6300	DHHS - Behavioral Health Division	\$ 58,812,971	\$ 57,385,711	\$ (1,427,260)	-2.43%
7900	Department on Aging	\$ 725,373	\$ 1,639,554	\$ 914,181	126.03%
7990	Department of Family Care	\$ 382	\$ -	\$ (382)	0.00%
8000	Dept. of Health and Human Services	\$ 20,351,685	\$ 15,817,759	\$ (4,533,926)	-22.28%
<b><i>Health &amp; Human Services Subtotal</i></b>		<b>\$ 79,890,411</b>	<b>\$ 74,843,024</b>	<b>\$ (5,047,387)</b>	<b>-6.32%</b>
<b><i>Recreation &amp; Culture</i></b>					
9000	Parks, Recreation and Culture	\$ 24,885,609	\$ 24,714,873	\$ (170,736)	-0.69%
9500	Zoological Dept.	\$ 5,419,943	\$ 4,029,398	\$ (1,390,545)	-25.66%
9910	University Extension Service	\$ 419,986	\$ 428,424	\$ 8,438	2.01%
<b><i>Recreation &amp; Culture Subtotal</i></b>		<b>\$ 30,725,538</b>	<b>\$ 29,172,695</b>	<b>\$ (1,552,843)</b>	<b>-5.05%</b>
<b><i>Cultural Contributions</i></b>					
1908	Milwaukee Cty. Historical Society	\$ 204,105	\$ 258,105	\$ 54,000	26.46%
1914	War Memorial Center	\$ 481,140	\$ 486,000	\$ 4,860	1.01%
1915	Villa Terrace/Charles Allis Museums	\$ 222,857	\$ 225,108	\$ 2,251	1.01%
1916	Marcus Center for the Performing Arts	\$ 950,000	\$ 900,000	\$ (50,000)	-5.26%
1917	Milwaukee Art Museum	\$ 1,100,000	\$ 1,290,000	\$ 190,000	100.00%
1900	Federated Library System	\$ 66,650	\$ 66,650	\$ -	0.00%
1900	Fund for the Arts	\$ 417,825	\$ 317,825	\$ (100,000)	-23.93%
9700	Public Museum	\$ 3,500,000	\$ 3,500,000	\$ -	0.00%
<b><i>Cultural Contributions Subtotal</i></b>		<b>\$ 6,942,577</b>	<b>\$ 7,043,688</b>	<b>\$ 101,111</b>	<b>1.46%</b>
<b><i>Debt Service</i></b>					
9960	General County Debt Service	\$ 29,449,735	\$ 33,616,438	\$ 4,166,703	14.15%
<b><i>Debt Service Subtotal</i></b>		<b>\$ 29,449,735</b>	<b>\$ 33,616,438</b>	<b>\$ 4,166,703</b>	<b>14.15%</b>



## SECTION 2 – TAX LEVY CHANGES

<u>Unit</u>	<u>Org. Name</u>	<u>2016 Adopted</u>	<u>2017 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
<b>Capital Improvements</b>					
	Capital Improvements - Exp 1200-1876	\$ 1,592,400	\$ 125,000	\$ (1,467,400)	-92.15%
	* Allocated from County Sales Tax Revenue				
	<b>Capital Improvements Subtotal</b>	<b>\$ 1,592,400</b>	<b>\$ 125,000</b>	<b>\$ (1,467,400)</b>	<b>-92.15%</b>
 <b>NON-DEPARTMENTAL</b>					
<b>Revenues</b>					
1901	Unclaimed Money	\$ -	\$ (1,250,000)	\$ (1,250,000)	100%
1933	Land Sales	\$ (1,000,000)	\$ (1,000,000)	\$ -	0.00%
1937	Potawatomi Allocation	\$ (4,084,628)	\$ (4,184,628)	\$ (100,000)	-2.45%
1993	State Shared Taxes	\$ (31,229,789)	\$ (31,229,789)	\$ -	0.00%
1994	State Exempt Computer Aid	\$ (4,488,234)	\$ (4,485,818)	\$ 2,416	-0.05%
1995	Milwaukee Bucks Sports Arena	\$ 4,000,000	\$ 4,000,000	\$ -	
1996	County Sales Tax Revenue	\$ (65,883,032)	\$ (66,253,203)	\$ (370,171)	-0.56%
1998	Surplus from Prior Year	\$ (5,000,000)	\$ (5,000,000)	\$ -	0.00%
1999	Other Misc. Revenue	\$ (1,870,963)	\$ (785,000)	\$ 1,085,963	58.04%
	<b>Non Departmental Revenues Subtotal</b>	<b>\$ (109,556,646)</b>	<b>\$ (110,188,438)</b>	<b>\$ (631,792)</b>	<b>-0.58%</b>
 <b>Expenditures</b>					
1913	Civil Air Patrol	\$ 11,000	\$ 11,000	\$ -	0.00%
1921	Human Resource and Payroll System	\$ -	\$ -	\$ -	0.00%
1930	Internal Service Abatement	\$ -	\$ -	\$ -	0.00%
1935	Charges to Other County Depts.	\$ (14,033,950)	\$ (13,148,650)	\$ 885,300	6.31%
1945	Appropriation - Contingencies	\$ 5,476,701	\$ 4,770,000	\$ (706,701)	-12.90%
1950	Employee Fringe Benefits	\$ 8,702,387	\$ 65,097,376	\$ 56,394,989	100.00%
1961	Litigation Reserve Account	\$ 587,960	\$ 545,591	\$ (42,369)	-7.21%
1972	Wage and Benefit Modification	\$ 2,272,538	\$ 1,878,360	\$ (394,178)	-17.35%
1975	Law Enforcement Grants	\$ 491,459	\$ 501,288	\$ 9,829	2.00%
1985	Capital Outlay/Depreciation Contra	\$ (1,267,748)	\$ (4,094,440)	\$ (2,826,692)	-222.97%
1987	Debt Issue Expense	\$ -	\$ -	\$ -	0.00%
	<b>Non Departmental Expenditures Subtotal</b>	<b>\$ 2,240,347</b>	<b>\$ 55,560,525</b>	<b>\$ 53,320,178</b>	<b>-2380.00%</b>
	 <b>GRAND TOTAL DEBT SERVICE</b>	<b>\$ 29,449,735</b>	<b>\$ 33,616,438</b>	<b>\$ 4,166,703</b>	<b>14.15%</b>
	<b>GRAND TOTAL OPERATING PURPOSE</b>	<b>\$ 367,092,037</b>	<b>\$ 367,746,115</b>	<b>\$ 654,078</b>	<b>0.18%</b>
	<b>GRAND TOTAL REVENUES</b>	<b>\$ (109,556,646)</b>	<b>\$ (110,188,438)</b>	<b>\$ (631,792)</b>	<b>-0.58%</b>
	<b>GRAND TOTAL</b>	<b>\$ 286,985,125</b>	<b>\$ 291,174,114</b>	<b>\$ 4,188,989</b>	<b>1.46%</b>

## SECTION 3 – MAJOR CHANGES

### DEBT SERVICE

#### 9960 General County Debt Service

The property tax levy for the General Debt Service Fund Budget increases by \$4.2 million due to \$1.1 million more in expenditures and \$3.1 million less in revenues. The revenue decrease is primarily due to a \$3.75 million decrease in funding from the debt service reserve, from \$10.5 million to \$6.75 million.

#### *Debt Service Expenditures*

Total principal and interest expenses increase by \$1,290,236, from \$89,726,032 to \$91,016,268. This amount continues to include \$33,182,634 for debt service costs for pension obligation notes issued in 2009 and those portions refinanced in 2013. The debt service also includes anticipated borrowings for 2016, which will be finalized in November 2016.

#### *Debt Service Revenues*

The 2016 Recommended Budget includes a Contribution from the Debt Service Reserve (DSR) of \$6,750,000. This is a decrease of \$3,750,000 compared to the 2016 Budget amount of \$10,500,000. As of September 2016, the projected year end DSR balance is \$34.6 million. As part of the 2014 Budget, the County adopted Financial Policies that sought to build and maintain a minimum balance of \$10 million in the DSR. Bond rating agencies look favorably on reserves, especially since state law largely prohibits Milwaukee County from maintaining reserves outside of the DSR.

Doyle Hospital Lease Revenues remain at \$8 million for 2017. 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.

### NON-DEPARTMENTAL REVENUES

#### 1901 Unclaimed Money

Unclaimed Money is budgeted at \$1,250,000, an increase of \$1,250,000 from the amount budgeted in 2016. Every other year unclaimed funds are forfeited and recognized by the County. This revenue represents payments to vendors and individuals that go unclaimed over a two-year period.

#### 1933 Land Sales

Milwaukee County experienced significant changes in land sale policy with the passage of Act 55 in July 2015. Act 55 dramatically changed the roles and authority of the County Executive and the County Board in regards to the sale, acquisition, and/or lease of county land. Under Act 55, the County Executive has the sole authority to acquire, lease and/or sell non-park zoned land under a prescribed procedure. County Board approval is not required, and the County Executive's actions need not be consistent with established County Board policy. The one exception to the County

Executive's authority over land sales relates to land that is zoned as park. The County Board retains all authority in regards to land that is zoned as a park.

Act 55 established new procedures for the sale of non-park County land. Such land may be sold if two of three designated officials certify that they believe the sale is in the best interests of the County. The three are a) the County Executive or his or her designee, b) the Comptroller or his or her designee, and c) a non-elected resident of the municipality in which the property is located, who has demonstrable experience in real estate law, real estate sales, or development and is appointed by the executive council of the Intergovernmental Cooperation Council.

## 1937 Potawatomi Revenue Allocation

An agreement between the Forest County Potawatomi Tribe and both the City and County of Milwaukee specifies that Potawatomi shall contribute an annual payment of 1.5 percent of the annual Class III Net Win from Potawatomi Bingo Casino for every 12 month period, beginning on July 1, 1999. Potawatomi also pays the City of Milwaukee the same amount.

The 2017 Recommended Budget anticipates \$4,186,243 in Potawatomi Revenue, which reflects an increase of \$100,000 from the 2016 Adopted Budget. The DHHS budget also includes an allocation of \$1,488,523 from the Potawatomi revenue. The DHHS allocation amount also remains unchanged from the 2016 levels, and shall be appropriated to the following areas:

### Behavior Health Division (Org. 6300)

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

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

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

## 1991 Property Taxes

Property Tax revenue is budgeted at \$291,174,114, an increase of \$4,188,989, or 1.46 percent, from the 2016 Adopted Budget. (See Section 1 for tax levy limit discussion.)

## 1993 State Shared Taxes

State Shared Taxes (Shared Revenue) remains at \$27,229,789 for 2017. 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 for discussion on changes to the presentation of the Arena contribution.) 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. The County is experiencing a slight decrease in the Gross Shared Revenue payment due to the privatization of the power plant utility on the County Grounds.

Gross shared revenue payments are approximately \$51.3 million, with \$20.1 million intercepted by the State for the Child Welfare reallocation, and \$4.0 million for the Milwaukee Sports Arena for a net receipt of \$27.3 million. The Child Welfare reallocation to the State of Wisconsin is continued for the nineteenth consecutive year. (County Community Aids are also reduced by \$38.8 million, for a total reallocation of \$58.9 million to the State Bureau of Milwaukee Child Welfare).

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

State Exempt Computer Aid is budgeted at \$4,485,818, a decrease of \$2,416 from the 2016 amount. This State aid payment originated in the 2000 Budget as an offset to a State-enacted property tax exemption on business computers that went into effect that year. The annual payment is based on the equalized value of exempt computers, the Milwaukee County equalized value (excluding TID) and the property tax levy. The amount budgeted for 2017 is based on actual payments received in 2016.

### **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 2017 Recommended Budget eliminates the use of Org. 1995 and instead adds the \$4 million contribution as a decrement to the State Shared Taxes budget narrative similar to the amount intercepted for the State Child Welfare program.

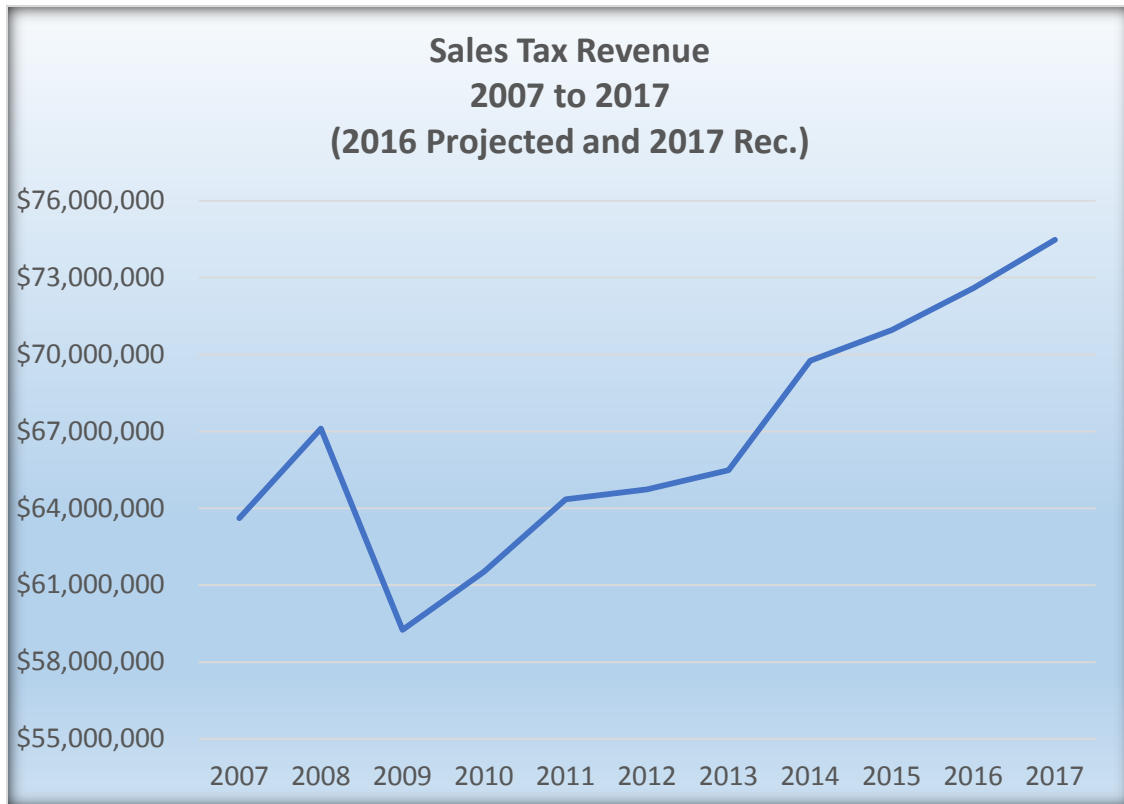
### **1996 County Sales Tax Revenue**

Total County sales tax receipts are projected to increase by \$1,884,603 from \$72.6 million in 2016 to \$74.5 million in 2017. The 2017 recommendation reflects a 2.6 percent increase from the 2016 budgeted amount. The Comptroller's Office, based on an August analysis, estimates that 2016 sales tax collections will meet its budget of \$72.6 million and projects 2017 collections to total \$74.4 million based on an average five-year growth rate of 2.5 percent.

Sales tax Revenue is allocated throughout the County with \$33.6 million earmarked for debt service costs, \$8.2 million dedicated to cash finance capital improvement projects, and the remaining \$32.6 million 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 2007 actual through 2016 projected and the 2017 County Executive Recommended amount.



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

The 2015 adjusted surplus applied to the 2017 budget is \$5 million, the same as 2016. Therefore there is no tax levy impact. This account is required by State law to ensure that year-end surplus and deficit amounts are reconciled from two-years prior. (Note: the 2015 surplus was \$25.5 million. The County Board approved (File No. 16-284) the transfer of \$20.5 million to the debt service reserve, Org. Unit 9960, to establish the “official” surplus as \$5 million for 2015.)

### 1999 Miscellaneous Revenue

Other miscellaneous revenue is budgeted at \$785,000, a decrease of \$1,085,963 from 2016. This is primarily due to a reduction of \$1,007,110, from \$1,507,110 to \$500,000, in the contribution from the Pension Obligation Reserve Fund. Also, \$240,000 in revenue is expected due to the closure of a Tax Increment Financing (TIF) districts (District #20 and #28) in the City of Milwaukee. Other miscellaneous revenue is primarily due to cancellation of uncashed county checks and Jury Fee revenue from employees on Jury Duty.

## **NON-DEPARTMENTAL EXPENDITURES**

### **1913 Litigation Reserve**

The 2017 Recommended Budget maintains \$500,000 in the litigation reserve for unanticipated legal expenses based on actual experience. An additional \$45,591 is also included in the litigation reserve to pay the third of four installments to the City of South Milwaukee as part of a settlement between the City of South Milwaukee and Caterpillar Global Mining, LLC (CGM). CGM filed a refund claim for excessive property taxes assessed and the portion that Milwaukee County received was \$205,451, which is paid back over four years.

### **1940 Civil Air Patrol**

There are no major changes in this program.

### **1930 Offset to Internal Service Charges**

This budget includes offsets to charges by internal service fund departments and crosscharging departments so those budgets are not overstated. In 2017, 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 2017 are based upon the 2017 Cost Allocation Plan, which uses 2015 actual costs as its basis. This budget reflects a budget abatement of \$13,148,650 so that expenses charged to other departments are not overstated in the overall budget.

### **1945 Appropriation for Contingencies**

The Recommended Budget includes \$4,770,000, a decrease of \$706,701 from the amount provided in 2016. This includes \$4,770,000 in unallocated contingency funding and \$70,000 earmarked to cover the increase in pay for County employees and contractors covered under Chapter 111 Minimum Wage ordinance to a minimum of \$12.35 per hour in 2017. The Recommended Budget proposes changes to the Minimum Wage Ordinance to increase the minimum wage to \$15.00 per hour by 2021.

The policy related to any unanticipated one-time revenues received during the year was modified for 2016 remains the same for 2017. The policy is outlined in the Fiscal Management Policies section which states:

**Land Sales & Other One-Time Revenues:** 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 utilized as follows:

Land sale revenue accounts for the sale of County land as authorized by state statute. As in previous years, \$400,000 is budgeted in Real Estate Services to cover its operating expenditures. This represents the first \$400,000 of unallocated land sales and is historically realized through the sale of foreclosed properties and other miscellaneous land. If the revenue is from a county asset that is being sold and the asset has outstanding debt, the County will use the proceeds to defease the outstanding debt and pay all associated costs of defeasance. If the Office of the Comptroller is projecting a countywide deficit at the time funds are received, the Office of Performance, Strategy and Budget may recommend that all or part of the proceeds be deposited into the Appropriation for Contingencies.

The next \$1,000,000 from land sales will be directed to job programs and economic development initiatives as identified by the Milwaukee County Office of African American Affairs.

The remaining balance shall be utilized as follows:

Twenty-five percent (25%) shall be made available for economic development projects funded through the Economic Development Fund consistent with File Number 11-601.

Twenty-five percent (25%) shall be made available to departments on a competitive basis via the Milwaukee County Innovation Fund. The Innovation Fund is managed and allocations distributed using the process established in File Number 13- 756. Departments that receive funds issue an informational report to the County Executive and the relevant policy oversight committee no more than six months after funding is made available.

Fifty percent (50%) shall be deposited into the Appropriation for Contingencies.

## **1950 Employee Fringe Benefits**

Employee fringe benefit costs for 2017 are primarily driven by health and pension benefits provided to active and retired employees. Net health and dental costs<sup>4</sup> decrease by \$1.3 million, from \$89.9 million to \$88.5 million. These anticipated budget savings are offset by gross pension costs<sup>5</sup>, which increase \$4.5 million from \$82.9 million to \$87.6 million primarily due additional liabilities identified by the actuary, investment earnings lower than planned returns, as well as decreasing the amortization period and other actuarial changes. These changes have the effect of increasing the annual pension contribution but reducing in the long-run the amount paid to support the pension fund due to lower interest costs.

The 2017 budget includes a change in the allocation of fringe benefits for legacy costs by maintaining the majority of legacy costs in the Fringe Benefit budget, and thus eliminating the majority of departmental legacy cross-charges. Tax levy support to departments to fund this charge was thus reduced and transferred to the Fringe Benefit budget.

---

<sup>4</sup> Net health care costs are including employee and retiree premium payments, other minor program revenues, and do not reflect the net tax levy costs.

<sup>5</sup> Net pension costs are including employee and state contributions and do not reflect net tax levy costs.

<b>Employee Fringe Benefit Costs</b>			
<b>Item</b>	<b>2017 Recommended Budget</b>	<b>2016 Adopted Budget</b>	<b>Comparison</b>
Health & Dental	\$ 88,517,000	\$89,895,000	\$1,378,000
Pension	\$87,566,000	\$82,907,000	(\$4,659,000)
Other	\$3,778,000	\$3,892,000	114,000
<b>Total</b>	<b>\$ 179,861,000</b>	<b>\$176,694,000</b>	<b>(\$3,167,000)</b>
<b>Abatements</b>			
Abatements	(179,861,000)	(176,694,000)	3,167,000
Offset for Active	-	8,702,000	8,702,000
Offset for Legacy	65,097,000	-	(65,097,000)
	<b>(\$114,764,000)</b>	<b>(\$167,992,000)</b>	<b>(\$53,228,000)</b>
	<b>\$65,097,000</b>	<b>\$8,702,000</b>	<b>(\$56,395,000)</b>

### *Employee/Retiree Health Care*

For the second year in a row, there are relatively few changes proposed to employee/retiree health and dental benefits. The major plan design changes and increased financial participation by the employee members adopted over the past several years have resulted in dramatically less in tax levy support needed than was projected in earlier fiscal forecasts. The large county-wide surpluses of the past few years have been driven by budget savings in employee health care. The amount provided for 2017 health care costs was to include a five percent inflation factor based on anticipated cost trends, but due to an error in the preparation of the budget the inflation factor was omitted. This results in an approximate \$2.5 million shortfall in the amount budgeted for healthcare expenses. It should be noted that the County's health care actuary projects that the inflation trend for 2017 will be seven percent. Past projections by the actuary have proven to be somewhat conservative, however, the County has few reserves to cover actual health care costs that exceed the budget.

See Section 1 for changes to the monthly premiums for healthcare and dental insurance plans, as well as changes to the Flexible Spending Account (FSA) contribution. Also, the 2017 Recommended Budget proposes a new optional vision insurance for active employees. The Recommended Budget did not include the proposed changes for the monthly premiums, FSA, and new vision benefits as outlined in Milwaukee County General Ordinances Sections 17.14(7) & 17.14(8).

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

The Recommended Budget modifies the flexible spending account contribution made to employees. For 2016, this included a dollar-for-dollar employer match of up to \$2,000 contributed per employee. For 2017, the Recommended Budget proposes to reduce the employer match to make it \$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. For 2017, the maximum contribution by an employee is \$2,550, resulting in \$3,550 available for FSA expenses. This change would require an amendment to M.C.G.O. Section 17.14(7).

## *Pension*

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

*5406-Retirement System Contribution-OBRA* account is used to separately budget for OBRA benefit contributions. This amount increases \$14,000 to \$318,000. This pension plan covers seasonal and certain temporary employees who do not elect to enroll in the ERS.

*5409-Retirement System Contribution* account includes an increase of \$6,079,990, from \$93,093,644 to \$99,173,634. The pension contribution includes a normal cost contribution of \$19,166,000, an unfunded actuarial accrued liability payment of \$46,841,000, and debt service costs on the pension obligation notes of \$33,182,634. The increase is primarily due to a \$6,056,000 rise in the unfunded actuarial liability.

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 2017, the employee pension contribution rates for general employees remain at 6.5 percent. Public safety employees' contribution rates are subject to collective bargaining. The contribution amounts are recalculated each year by the county's actuary.

The Recommended Budget includes a \$500,000 million contribution from the Pension Stabilization Fund that was established at the time the Pension Obligation Bonds (POBs) were issued. A contribution of \$1,507,110 from the Pension Stabilization Fund was included in the 2016 Adopted Budget.

## *Wage and Step Increases*

The Recommended Budget includes funding in departmental budgets to provide full-year funding of the one percent raise given to employees in mid-2016 and provide a one percent general raise to most employees beginning with Pay Period 14, June 18, 2017. In addition, departmental budgets include \$2 million, or approximately 1% of salary, to provide funds for performance based increases, equity increases, market adjustments, reallocations, and retention based increases.

In addition, Org. Unit 1972 – includes \$1,878,360 to cover the full-year costs of moving certain employees to the bottom step of new pay ranges – or market minimums. File No. 16-555, adopted September 22, 2016, and authorized the new pay grades for the affected positions. The 2017 Recommended Budget anticipates the approval of the proposed changes to the County Compensation System, currently before the County Board, that eliminates the current “step system” and establishes new pay ranges. No funds are included for step increases since the new system is not based on steps.

## **1921 Human Resource and Payroll System**

The non-departmental account established in 2006 for the implementation of the contracted Ceridian system continues. Operational costs of \$1.97 million are included for 2017. This includes \$1.76 million for Ceridian services and \$175,407 for Learning Management System software,

Onbase, salary survey and recruiting software. Transit employees use the Ceridian benefits system, which is reimbursed by MCTS. No tax levy is budgeted in this org. unit as it is charged to user departments.

### **1975 Law Enforcement Grants**

A total of \$501,288 is provided in funding for the Milwaukee Police Department's support of 911 cellular. MPD through agreement with the County handles all cellular 911 calls placed within or near the City of Milwaukee. A new memorandum of understanding was approved by the County Board in the December 2015 cycle with a 2 percent escalator. The new agreement began January 1, 2016, and terminates on January 1, 2018.

### **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.

## **DEPARTMENTAL**

### **1000 County Board**

Pursuant to State Statute, all County Board expenditures except for those related to facilities and legacy health and pension are subject to a cap of 0.4% of the County levy. Based on the County Executive's proposed 2017 budget, the cap for 2017 is \$1,433,644. The County Board's budget continues previously approved policies for abating fringe benefits and holding charges for County services flat. In addition, it contains a \$222,390 abatement that will need to be absorbed through expenditure reductions elsewhere in the County Board budget.

### **1011 County Executive**

The County Executive – General Office budget for 2017 is similar to the 2016 Adopted Budget with nine FTE positions. The 2016 Adopted Budget placed an allocation of \$288,254 in an allocated contingency account within the department pending the election of the County Board and County Executive and a review of the staffing needs. For 2017, those monies have been included in personnel accounts.

### **1020 Office of Government Affairs**

The Office of Government Affairs continues in 2017 with two full-time Government Affairs Liaison positions, each appointed by the County Executive and the County Board respectively. This division was created in 2013 by Wisconsin Act 14, and was subsequently established within the 2014 Adopted Budget.

Membership dues for the Wisconsin Counties Association (WCA) were placed into the Office of Government Affairs in 2016. The 2017 Government Affairs budget recommends to increase appropriations for membership dues by \$45,000, from \$55,000 to \$100,000. The budget narrative does not itemize the purpose of the increased membership dues, but it is understood



the added \$45,000 is for contract lobbyist(s), if needed, in 2017. This is in addition to another \$45,000 added to a Sundry Services account for contractual lobbying services.

County staffing remain at two positions for 2017.

### **1021 County Executive - Veteran's Services**

Service levels and staffing remain the same in 2017. The Needy Veteran's Fund is increased by \$10,000 to \$40,000. The fund provides limited emergency assistance to veterans and/or their families.

### **3090 County Treasurer**

The 2017 Recommended Budget for the County Treasurer includes the abolishment of one position of Assistant Administrative at a salary savings of \$40,830 and the creation of two positions; a Clerical Assistant 2 at a salary cost of \$31,220 and a Property records Analyst at a salary cost of \$41,948. This increases the Treasurer's FTEs to 8.5. Interest earnings on funds increases by \$151,440 to \$1,406,440 based on a projected rate of return of 0.47%. Interest on delinquent real estate property taxes remains at \$3.5 million.

A process change included in the 2017 Recommended Budget is to discontinue the budgeting of interest earnings revenue in individual capital improvement budgets. Instead, the Comptroller will process an administrative appropriation transfer to adjust the Earnings on Investments budget and the individual capital budgets based on actual earnings and unspent bond amounts. This will also be shown in the presentation of projects in the Capital Improvements Budget.

### **3270 County Clerk & Election Commission**

Staffing and service levels remain the same in the County Clerk's office. Expenditures rise by \$25,862, mainly due to crosscharges.

The Election Commission has a decrease in expenditures of \$576,290 mainly due to 2017 only having two elections scheduled. A portion of the savings will come from the decreased expense of programming the uniform voting machines, which were a capital project in 2015. An amount of \$15,000 is included in the Election Commission budget to continue the opt-in program that will notify citizens, through text-messaging and/or e-mail, of upcoming elections.

### **3400 Register of Deeds**

The 2017 Recommended Budget maintains the staffing and service levels in the Register of Deeds. Total tax levy impact is a negative \$1,434,780. An increase in operating expenses of \$99,198 is due in part to an increased expenditure with the land records software vendor, Fidlar Technologies, which will host County data and images on their servers and includes a second backup for Disaster Recovery.

## **3700 Office of the Comptroller**

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

The 2017 Recommended Budget reflects a cost to continue budget with no major changes proposed.

## **ADMINISTRATIVE**

### **1040 DAS – Community Business Development Partners**

The Recommended Budget decreases expenditures by \$5,907, concurrently the tax levy is reduced the same amount for an expenditure and levy total of \$854,336. As in past years, Community Business Development Partners (CBDP) is funded solely by tax levy.

CBDP is reorganized into three business units: Construction Compliance, Procurement Compliance, and Strategy & Analysis, replacing a forty-year old model.

In 2016, the County Board approved Substitute Resolution /Ordinance 15-783, which expanded the scope of Disadvantaged Business Enterprises (DBE) to include Targeted Enterprises, amending Chapters 32, 56, and 42 of the Milwaukee County Code of General Ordinances. The Strategy & Analysis group will report on Targeted Firm participation and strive to increase participation.

In 2016, CDBP implemented the B2GNow online program system on a countywide basis with the goal of increasing the number of small businesses successfully obtaining contracts. The program provides online certification and contract monitoring to ensure Disadvantage Business Enterprise (DBE) goals are met. For 2017, the goal is to fully implement B2G Now as a contract requirement for all procurement to improve efficiencies in contract monitoring.

### **1090 Office of African American Affairs**

The Office of African American Affairs was officially established in 2016 with \$300,000 in allocated contingency funding from the 2016 Adopted Budget. The creation of this division was initially proposed in adopted resolution, File No. 15-636, which encouraged the County Executive to create a department to specifically address the rights and needs of African Americans through programs and policies that promote equal opportunities. In the 2017 Recommended Budget, the department is expanded to \$600,000 in tax levy, and staffing levels increase from 3 FTEs to 4 FTEs total, which includes an additional Development Specialist position that moved over from the DAS- Central Business Office.

In September 2016, the County Board adopted a resolution (File No. 16-560) authorizing the Office of African American Affairs to enter into a Memorandum of Understanding with Urban Underground to provide them with \$46,000 in contingency funds to develop and support youth

programming in Sherman Park through a pilot program, “Building the Future”, for the fall of 2016. At the time of the drafting of this overview, the department has two Professional Service Contracts in the works with the Frank Zeidler Center for Public Discussion, for an amount not to exceed \$7,500, and with AMTC & Associates to implement a Milwaukee County Workforce Development Comprehensive Program, for an amount not to exceed \$99,999. Staff has indicated that other contracts are being contemplated by the department at this time, including a potential partnership with Comcentia, a Milwaukee-based IT company that works with government agencies and non-profits, to develop a C-Cap database to measure recidivism rates from the HOC. This, along with the Frank Zeidler Center for Public Discussion and AMTC & Associates contracts, will likely be encumbered with the remaining 2016 funds available to the department.

## 1140 Department of Human Resources

The 2017 Recommended Budget for the Department of Human Resources provides additional funding to fill or create five additional positions. Overall, the tax levy support for Human Resources increases by \$877,660, or 18 percent, to \$5,779,251. Funding will help fill existing positions of Human Resource Business Partner, Human Resource Analyst 3, and create the following three positions: Diversity and Inclusion Coordinator, Outward Facing Recruiter, and Recruitment Representative.

- **Tuition Reimbursement Program.** An appropriation of \$225,000 is included for the tuition reimbursement program, a decrease of \$75,000 from the 2016 Adopted amount based on experience and IRS eligibility regulations.

## 115 Department of Administrative Services (DAS)

The Department of Administrative Services (DAS) previously presented the various divisions as separate organizational units. Beginning in 2015, the Budget placed each of these organizational units under Agency 115. A listing of the divisions under DAS includes:

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

## 1150 DAS – 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. Two positions were transferred in 2016 from the Airport and MCDOT but are still be dedicated to these areas. For 2017, the Zoo Safety

and Training Specialist position will also transfer to Risk Management. The remainder of the budget is similar to the 2016 Adopted spending plan.

### **1152 DAS - Procurement Division**

The Procurement Division remains at eight FTE positions in 2017. The new e-Procurement initiative (Marketplace Central) was fully implemented in 2016. Total Contract Manager (TCM), a procurement tool to develop, track, and store contracts was piloted in early 2016 and will be fully deployed in 2017.

### **1156/1158 DAS – Administration and Business Office**

The 2015 Budget created a new DAS Business Office to assist the other DAS Divisions and provide a more seamless and consolidated view of the department. A Development Specialist position created in 2016 is transferred to the Office of African American Affairs in 2017. A Contracts Coordinator position is abolished.

### **1160 DAS – Information Management Services Division (IMSD)**

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 and fully charged out to departments. The 2017 Budget includes the creation of an IT Contracts Manager position to draft, review, and administer all contracts held by IMSD. One Administrative Assistant position is also created to directly serve IMSD; the DAS-Central Business Office does not have the capacity to provide the level of direct support that IMSD requires. In 2015, IMSD took on the role of supporting, maintaining, and securing an additional 270 applications as part of the Central Spend Initiative. IMSD will be filling two existing positions of Database Administrator and Network Specialist 4 and reducing outside contractual help.

A significant area of focus in 2017 includes the development of an Information Security Management Program to protect the County from cyber threats and intrusion in systems and data. The County Board adopted File 15-495 in July 2015 that provided for an audit of the County's cybersecurity and the recommendations are helping to inform the new initiative. The multi-faceted program will include new monitoring tools, creation of security standards, awareness and training and access controls. As part of this initiative, a new IT Security position is created at a salary cost of \$79,312. A new Capital Improvements Project, Information Technology Security, includes a 2017 appropriation of \$1,140,000 to continue the effort.

To assist with personal computer support, a new position of IT End User Support Analyst is created at a salary cost of \$55,078. This will reduce the need for and cost of contracted personnel to help maintain approximately 3,000 personal computers. Overall, IMSD's expenditures increase by \$915,409 to \$15,927,341. Offsite hosting of the data center (\$1.4 million) and an increase in depreciation expenses (\$1.2 million) drive most of the expenditure increase.

### **1185 DAS-Fiscal Affairs**

Fiscal Affairs includes eight positions in the Office of Performance, Strategy and Budget (DAS-PSB). One Budget and Management position is transferred in to DAS-PSB from the Reimbursement Unit as part of a consolidation effort. No other positions remain in the

Reimbursement Unit as they were eliminated in past budgets. DAS-PSB focuses on long-range fiscal service, strategic development and budget development. The focus in 2017 will be the 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.

## **1191/1193 DAS – Economic Development**

The Economic Development division is one program area composed of both Economic Development and Real Estate Services consistent with the 2016 Recommended Budget. Expenditures increase slightly by \$146,000 for a total of \$3,075,726. Revenues decrease by \$219,000 for a total revenue of \$1,394,400, and tax levy increases by \$365,000 for a total levy of \$1,681,326.

Real Estate Services will continue to manage the disposition of tax-deeded foreclosed properties.

The Economic Development Division will continue to develop the African American Community Economic Stimulus Package with the goal of providing needed resources to underserved neighborhoods, community organizations, and cultural institutions in collaboration with the Office on African American Affairs.

The 2017 Recommended Budget allocates \$665,000 for neighborhoods with highest poverty and unemployment rates. Of this, the Boys and Girls Club of Milwaukee will receive \$165,000 total, \$55,000 per year for three years, for the creation of the position, Youth Career Development Project Manager. This new position will serve teenagers at the Mary Ryan Boys & Girls Club in Sherman Park, as well as in additional neighborhoods that have yet to be decided upon.

The division will also continue to manage, in conjunction with partner organizations, the Economic Development Fund and UpLift MKE workforce development program. An allocation of \$500,000 is made to Employ Milwaukee to expand efforts of the County's Ready to Work Initiative, particularly regarding UpLift Milwaukee. UpLift placed 100 individuals from Milwaukee's highest unemployed zip codes in jobs during the first half of 2016. UpLift will expand its mobile access points to include the Mary Ryan Boys and Girls Club in Sherman Park and additional neighborhoods.

### *Land Information Office*

The Land Information office is non-tax levy funded and derives much of its revenue from document recording fees. Both expenditures and revenues increase \$50,000 for a total expenditure and a total revenue of \$892,000.

## **5500 DAS – Water Distribution System**

There are no major changes. The expenses for the Water Distribution System are fully funded by revenue from users.

The fire protection charge will continue to be budgeted in the Water Distribution System and charged out to all County Grounds users of the water system. There continues to be challenges in

collecting payments from some non-County users. However, the County will continue to pursue payment of these charges.

## **5700 DAS – Facilities Management**

### *Director's Office*

In 2017, the tax levy for the Director's Office is \$0, as all costs are crosscharged in the Facilities Management division and the Water Distribution System. For this reason, overall expenditures (\$326,076) are net to \$0.

One Assistant Administrative position is transferred from Facilities Operations & Maintenance to the Director's Office to better reflect the needs of the division.

### *Architecture & Engineering*

Expenditures increase by \$743,583 for a total of \$4,531,053 due to increases in personal services costs of \$264,012, interdepartmental charges of \$475,245, and services/commodities of \$4,326.

Revenue increases \$429,630. Revenue is primarily generated from charges to capital projects and technical services provided to other County departments. Both the increase in expenditures, pertaining to interdepartmental charges, as well as the total increase in revenue are attributed to recognizing the facilities condition assessment services provided by Architecture & Engineering as an indirect revenue rather than a service abatement.

One vacant .5 FTE Engineer position is abolished.

### *Environmental Services*

The Recommended Budget decreases tax levy by \$18,698 for a total levy of \$692,638, as the program area's revenue has increased \$17,882, due to charges to capital projects and environmental services provided to other County departments and non-County agencies. Expenditures remain stable.

### *Facilities Operations & Maintenance*

For 2017, Facilities Operations & Maintenance will focus on the implementation of the Enterprise-wide Computerized Maintenance Management System, as well as continued planning for county-wide space needs and management of County assets.

Due to the addition of two space planner positions per the 2016 Adopted Budget, the 2017 Recommended Budget includes a reduction of \$250,000 related to Consolidated Facilities Planning consultant work.

There are several personnel actions, which re-align resources where the need is greatest.

- One Carpenter position is abolished, and one Refrigerator Technician position is created.



- One Facilities Grounds worker 1 position is abolished, and one Machinist position is created.
- One Executive Assistant CHP position is abolished and one Supervisor Office Management position is created.
- One assistant administrative position is transferred from Facilities Operations & Maintenance to the Director's office.
- One Clerical Specialist –DPW position is created.
- One Director of Operations & Maintenance position is created.

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

In 2017, the Ethics Board (formerly Org. Unit 1905) is combined with the Personnel Review Board and the Civil Service Commission for efficiency. Staff and service levels remain the same with a tax levy savings of \$47,082.

## **1130 Corporation Counsel**

There are no major changes in the Office of Corporation Counsel recommended for 2017. Staffing and service levels remain the same. Revenues increase by \$55,000 based on actual experience.

## **1151 Office for Persons with Disabilities Division**

The Office for Persons with Disabilities maintains staffing at the same level for 2017. The 2016 Adopted Budget transferred one staff to Human Resources and that staff continues to assist with job accommodations and the Disabled Expanded Certification Appointment (DECA) program. The department reports that the decrease from three to two staff in 2016 has led to the office being closed on a weekly basis for a few hours and occasionally a full day.

## **COURTS AND JUDICIARY**

### **2000 Combined Court Related Operations**

Combined Court Related Operations includes the Chief Judge, the Clerk of Circuit Court, the Family Drug Treatment Grant Division, Permanency Plan Review, Self Help Services, and 47 Circuit Courts including Criminal, Children's, Civil, Family, and Probate. The 2017 Recommended Budget is a cost to continue budget with tax levy rising \$114,194 to a total of \$27,796,405.

The position table reflects a net increase of three FTE, but Courts confirmed that no new positions are created in the 2017 Recommended Budget. The creates are current year actions needed to correct one position that was mistakenly abolished in the 2016 budget and two positions that were part of the compensation study.

Funding for Metro Milwaukee Foreclosure Mediation Services, Inc. (MMFMS) is lowered by \$50,000 to \$100,000. MMFMS will continue to secure donations from other entities for the remaining cost of its services. The program has helped 664 families avoid foreclosure since August 2009 and since the last report in 2015 the program has served 243 families in Milwaukee County, and concluded mediations in 100 cases with the parties reaching a retention agreement in 51 cases.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval as part of the 2017 budget process.

CONTRACTS		
DESCRIPTION	VENDOR	AMOUNT
Legal Resources Center	State of Wisconsin	\$174,829
Coordinator	Amanda Smith	\$65,000
Foreclosure Mediation	Metro Milwaukee Foreclosure	\$100,000
<b>Total</b>		<b>\$339,829</b>

### 2430 Child Support Services

Staffing and service levels remain the same in the 2017 Recommended Budget. An increase in operation costs is offset by an increase in Intergovernmental Revenue.

In late 2015, Child Support Services (CSS) was notified that it was a recipient of the Pathways to Responsible Fatherhood grant. The grant provides \$10 million over five years to remove stumbling blocks to employment and connect fathers with their children. In 2017, of the two million dollars CSS continues to retain approximately \$470,000 to fund grant related positions with the remaining funds dispersed to community partners, such as Next Door Foundation, My Father's House, UMOS, Milwaukee Fatherhood Initiative, Wisconsin Regional Training Partnership, and Centro Legal.

The Performance Geographic Pilot started in 2016, is renamed ZIPS (Zone Intensive Program Services) and continues in 2017. The ZIPS team is tasked with increasing collections by 30 percent over the next three years and employs best practice innovations, including case conferences and more personalized attention.

CSS continues to offer office hours at the House of Corrections and in the community (Child Support in your neighborhood).

### 2900 Pre-trial Services

The 2017 Recommended Budget maintains staffing levels in Pre-Trial Services. Expenditures increase \$776,028 to a total of \$5,491,881. The increase in expenditures is mainly due to the pretrial programs being subject to a competitive Request for Proposal (RFP) in 2016. The department reports that all of the organizations have been asked to take on more tasks and responsibilities over the past few years, but did not receive any cost adjustments since the last round of RFPs. Changes include an increase of \$283,344 in Universal Screening, an increase of \$135,097 in SCRAM (Secure Continuous Remote Alcohol Monitoring) and Repeat Intoxicated Driver Intervention, and \$141,756 for Cognitive Behavioral Programming.

In 2017, the State is no longer funding the Repeat Intoxicated Driver Intervention Program. The loss of \$220,000 was included in the 2016 Adopted Budget calculations for revenue, so there is no change between 2016 and the Recommended Budget for 2017.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval as part of the 2017 budget process.

CONTRACTS		
DESCRIPTION	VENDOR	AMOUNT
Universal Screening & Release Planning	Justice Point	\$1,307,776
Treatment Alternatives & Diversion	Justice Point	\$371,200
Repeat Intoxicated Driver Intervention Program	Justice Point	\$377,886
SCRAM	Wisconsin Community Services	\$189,810
Pretrial Drug Testing	Wisconsin Community Services	\$241,505
Pretrial Supervision	Justice Point	\$1,441,688
Pretrial GPS Supervision	Justice Point	\$252,088
Early Interventions Central Liaison Unit	Justice Point	\$303,461
BJA DTC Grant-Trauma Informed Care/CBT	Justice Point	\$56,462
Cognitive Behavioral Programming	Justice Point	\$141,756
<b>TOTAL</b>		<b>\$4,683,632</b>

## PUBLIC SAFETY

### 4000 Office of the Sheriff

The 2017 Recommended Budget narrative returns to the more formal budget narrative including the Strategic Areas of the Office of the Sheriff, unlike the 2015 and 2016 Recommended Budgets that gave little narrative and included a lump sum amount to acknowledge the Sheriff's constitutional and statutory authority.

The 2016 Recommended Budget included approximately \$8 million in abatements, which was partially remedied in the 2016 Budget process by an amendment to reduce the abatement (add more expenditure authority) by \$4 million. This effectively reduced the potential budget shortfall for 2016, however, the Sheriff is projecting a \$5.2 deficit for this year.

The 2017 Recommended Budget does not include a large abatement, but decreases salaries by \$1,312,212 and overtime by \$2,708,412 for a total decrease of \$4,020,624. The budget narrative explains that it is expected that the newly hired deputies and a reduction in command staff through attrition will provide these anticipated savings. The Office of the Comptroller analyzed the 2017 Recommended Budget and, based on 2015 actuals and projections for 2016, projects a *potential* \$1.5 million deficit at the end of 2017. This projection assumes that the department will continue to operate in the manner it is operating currently, with the understanding that the Sheriff has the constitutional authority to operate the department as he sees fit. See page 15 for more details.

Staffing levels remain the same, but a decrease in FTEs occurs due to the decrease in overtime and increase in vacancy and turnover.

### 4300 House of Correction

The House of Correction (HOC) tax levy increases slightly by \$9,538 to a total tax levy of \$48,945,852.

In 2016, the County Board approved 14 unfunded positions to allow the HOC flexibility to handle unforeseeable surges in inmate population. In 2017, two additional Unfunded Correctional Officer Lieutenant positions are requested. Because the positions are unfunded there is no increase in expenditures.

In June of 2015, the HOC, in collaboration with the Milwaukee Area Workforce Investment Board, Inc., received a Department of Labor grant to establish an American Job Center within the HOC. The program continues in 2017 and provides inmates and those recently released from custody employability skills. The HOC continues to offer a number of opportunities for education, employment, and treatment, including partnerships with Milwaukee Area Technical College, park crews, self-sufficiency training, fatherhood classes, art therapy, substance abuse group and individual treatments (through Armor), bible study, forklift training, a culinary certificate, etc.

Revenues are decreased by an estimated \$325,005. A majority of the decrease is due to the new Federal Communications Commission rules that reduced phone rates and corresponding commissions.

Overtime is increased in the 2017 Recommended Budget from an estimate in 2016 of \$1,121,136 to a new total of \$1,836,276 to better reflect actual experience. Actual overtime in 2015 was \$2,616,886 and is projected to be approximately \$1.5 million in 2016.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval as part of the 2017 budget process.

CONTRACTS		
DESCRIPTION	VENDOR	AMOUNT
<i>SCRAMx and GPS ES Programs</i>	Wisconsin Community Services	\$577,000
<b>TOTAL</b>		<b>577,000</b>

### 4500 District Attorney

Total expenditures increase by \$177,008 and total revenues decrease by \$201,587 for a tax levy increase of \$378,595 to a total tax levy of \$11,169,669.

The 2015 Adopted Budget included a Violent Crimes Initiative that continues in 2017. The department reports a high level of success with the initiative including:

- Providing coordination by active engagement in a number of groups and committees including the MPD, FBI, ATF, DEA, USAS, the Homicide Review Commission, the Heroin Task Force, the Safe Streets Initiative, the FBI Task Force, and Human Trafficking Task Force, and numerous others
- Through June 15, 2016 the Violent Crime investigators, as part of a Special Investigations Unit (SIU), commenced over 100 criminal investigations
- SIU participated in the FBI Violent Crimes task force, which led directly to the federal indictment of four individuals and clearance of thirteen robberies at local pharmacies
- SIU is assisting in battling the heroin epidemic by investigating deaths in an effort to bring reckless homicide charges against local drug dealers

Three positions are created in the 2017 Recommended Budget and one position is continued from a 2016 action. In 2016, the County Board approved the addition of one Victims of Crime Witness Advocate and that position continues in 2017 with the majority of the cost of the position being grant funded.

A Financial Manager is added to manage the State and County budgets, federal and state grant administration, all purchasing functions, fund transfers, fiscal reports, and oversight over state and county accounting, auditing, and payroll. Currently the department does not have a fiscal manager and it reports that the size of its office makes this a critical need.

One Administrative Assistant is created and will be responsible for county administrative duties including contract administration, County Board reports and action items, compliance with public records requests, DA retention and destruction administration, and county personnel administration.

A Witness Protection Analyst is added in 2017 to assist the Maurice V. Pulley Jr. Witness Protection Program. Case referrals are on track to exceed last year's record number of 434 cases and inmate telecommunications has seen a doubling of the number of calls and a 50 percent increase in duration due to the Federal Communication Commission's (FCC) mandated reduction in phone rates. This position will provide assistance in preventing, detecting, and investigating witness intimidation.

## **4800 Emergency Management**

The 2017 Recommended Budget maintains staffing and service levels at 2016 levels with relatively few changes for a tax levy decrease of \$216,270 to a total of \$7,245,195. The department confirmed that the Mapping System Specialist is not a new position, but appears as a 'create' due to it accidentally being abolished in last years budget. A \$125,000 reduction in operating expenses is used to provide a portion of the funding for the capital project W030301, which implements technology to increase public safety data interoperability. This proposal was presented by OEM to the Intergovernmental Cooperation Council and is under consideration. If an agreement is reached it will be presented to the County Board in December of this year.

In 2016, EMS has implemented a program to assist 911 callers with bystander CPR for victims through a Healthier Wisconsin Partnership Program grant in coordination with the Medical College

of Wisconsin. OEM plans to sustain this program after grant closure. In January of 2016, EMS began coordinating with the zoo to provide paramedic services to zoo patrons, eliminating the need for a private contract, which will continue in 2017.

Also in 2016, the 911 Communications Center was consolidated with the EMS Communications Center, which was formerly at the Froedtert Emergency Department. The consolidated center is currently located in the Safety Building. The consolidation allows for EMS staff to be cross trained to assist with 911 calls and allows a training curriculum and career path for operators.

## 4900 Medical Examiner

The 2017 Recommended Budget adds one half of a Lead Forensic Investigator for supervision and support on second and third shift. Tax levy decreases by \$119,052 to a total of \$2,104,727, due in part to an anticipated increase in referrals in 2017 and a current year increase in the fees charged to referral counties.

Charges to funeral homes, cemeteries, and crematoriums have been stagnant due to a State Statute that froze fees from April 2015 to April 2017. The department reports that they do not intend to increase fees for death certificates or cremation permits in 2017.

## TRANSPORTATION

### 5040 DOT – Airport – General Mitchell International Airport

The Recommended Budget decreases expenditures by \$1,530,790 for an expenditure total of 88,836,061. Revenues also decrease by \$1,764,352 for a revenue total of \$89,264,427. Further, \$200,000 is allocated for consulting services related to Timmerman Airport.

#### *Several revenue enhancements are proposed:*

A slight increase in the Rental Car Customer Facility Charge (CFC) from \$1 per contract to \$0.50 per-day, per discussions with rental car companies. \$400,000 is projected in revenue. The proposed ordinance would expand CFC usage to allow for new construction, structural repairs, and major maintenance. Without the ordinance change, collection of the CFC would be stopped, as repayment is complete per the current perimeters of the ordinance.

There is an increase in the off-airport parking privilege fee from \$38.51 per space to a 6% of gross revenue rate. The change to a percent of gross revenue aligns GMIA with the fee methodology used by the majority of airports, and will tie revenue to access. \$125,000 is project in revenue for the fee, based on a project revenue of \$125,000 for 2017. The Airport will base future budgets on 6% of the actual gross revenue. The fee covers airport roadway maintenance, security, ground transportation management, and surveillance equipment



#### *Expense management initiatives are proposed:*

The Airport is creating a new budgetary organization unit, Airport Information Technology. Presently, IT staff and related expenses are divided between the Administration and Airside Operation sections. The change more clearly aligns and manages IT expenses.

United Airlines and Air Canada are moved from the E concourse in anticipation of closing E for potential redevelopment of an international arrival facility in the future.

Three new FTEs are requested, a Network Tech Specialist 2 Airport, a Landslide Operation Coordinator, and a Service Technician in Airport Fleet Services. To offset two of the aforementioned staff positions, two vacant positions are eliminated: Assistant Airport Noise Program Manager and Manager Marketing Airport. To offset the additional FTE, the airport made reductions in commodities and service expenses where possible.

New in 2017, the Sheriff will provide all security at the airport per a Memorandum of Understanding (MOU) entered into between the Office of the Sheriff and GMIA. In 2015 and 2016, there was a mix of Sheriff and HSS providing security to the Airport.

#### Passenger Facility Charge (PFC)

The PFC revenue stays at the same level as last year: \$4.50.

#### *MKE Regional Business Park*

There is slight increase in revenue, and it is expected that revenue will continue to increase over the next several years with increased occupancy rates. Currently, MKE Regional Business Park is approximately 60% occupied.

#### *LJ Timmerman General Aviation*

Expenses are reduced while revenues remain flat, resulting in a subsidy of \$228, 455 from airlines serving GMIA.

### **5100 DOT – Highway Maintenance**

There are no major expenditure or revenues changes in this area. However, six of the Park/Highway Maintenance Worker positions, which were split between the Department of Parks, Recreation, and Culture and DOT-Highway Maintenance are reclassified as Highway Maintenance Worker II. Parks will retain the remaining workers, which will be classified as Parks Maintenance Workers.

#### *Transportation Services*

There are no major changes in this area.

### **5300 DOT – County Fleet Maintenance**

There are no major changes in this area.

Milwaukee County Fleet Management Division received an award for 2016, “100 Best Fleets” in Americas, awarded by the 100 Best Fleets of North America.

### **5600 DOT – Transit – Paratransit**

There are no major expenditure and revenue changes in this area.

MCTS will continue to coordinate with the Office for Persons with Disabilities and other County agencies to provide free rides on the fixed route system for eligible persons with disabilities through the New Freedom Initiative, continuing to expand the mobility and reducing the need for paratransit service. Paratransit will continue to maintain Milwaukee County’s border-to-border service.

The paratransit cash fare for 2017 remains unchanged at \$3.50 per one-way trip, and the trip subsidy paid by Managed Care Organizations (MCO’s) will remain at \$16.55 (\$20.05 including the \$3.50 per one-way trip fare).

Ridership is projected to decline approximately four percent overall.

### **5600 DOT – Transit – Fixed Route**

Metro Express routes (Gold and Purple) will continue be partly funded with \$4.0 million from Congestion Mitigation and Air Quality (CMAQ) funds. This is a \$1.7 million decrease from the \$5.7 million used in CMAQ funds in 2016. There is only one year of CMAQ funding available to cover two years of operation costs. This decrease in the CMAQ revenue leaves an estimated reserve funding of \$2.4 million for 2018 with the goal of continuing these routes. Milwaukee County has been awarded additional CMAQ funds of \$4.8 million to cover 2019 and 2020

Routes 6 and 61 will continue to be fully funded with Zoo Interchange litigation funds.

There are minimal services changes with a reduction in bus hours of 1.9 percent to reflect changes resulting from the sale of the Downtown Transit Center, as well as removal of select school specific bus services.

Expenditures decrease \$2.6 million due to fuel pricing, offsetting increases in wage and benefit costs. Fuel is expected to generate greater savings in 2017. The fuel contract in place for 2017 is budgeted for \$1.58 per gallon compared to \$2.70 per gallon in 2016. The \$1.58 price is locked in for all practical purposes, as there is only a minor element of risk based upon the timing of fuel sold and delivered, amounting to less than 1 percent of the budget. This minor risk is accounted for in the budget projections. Expenditures for fuel decrease by \$5.2 million from \$11.7 to \$6.5 million, due to the lower price of fuel projected.

### The GO Pass Program

The Recommended Budget proposes several eligibility changes to the GO Pass Program for 2017, central to this eligible change is: GO Pass applicants must meet the federal established definitions of low-income.

Particularly, to be eligible for the GO Pass an individual must be a Milwaukee County resident and meet one of the follow conditions:

1. Be over the age of 65 and currently receive Medicaid or Foodshare benefits;
2. For residents under 65:
  - Receive Social Security income through SSI or SSDI, or have a Veterans Disability designation; and
  - Receive Medicaid benefits including traditional, EBD Medicaid, long-term care through Medicaid, or participate in a Medicare Savings program.

Current Bus Fare Changes			
Fare Name	Current Fare	Proposed Fare	Explanation
<b>Premium<sup>6</sup></b>	\$3.25	\$3.50	\$0.25 increase
<b>Premium Tickets<sup>7</sup></b>	\$2.35	\$2.50	\$0.15 increase
<b>7-Day Adult Pass</b>	\$17.50	\$19.50	\$2.00 increase
<b>7-Day Premium Pass</b>	\$24.00	\$27.00	\$3.00 increase
<b>31-Day Adult Pass</b>	\$64.00	\$72.00	\$8.00 increase
<b>31-Day Premium Pass</b>	\$85.00	\$96.00	\$11.00 increase
<b>Commuter Value Pass</b>	\$201.00	\$220.00	\$19.00 increase <sup>8</sup>
<b>Go Pass</b>	\$0.00	\$5.00/pass; \$0.25/ride	See Narrative

The Recommended Budget proposes two fiscal changes to the GO Pass Program for 2017:

1. There will be a \$5.00 fee charged to issue a GO Pass
2. GO Pass riders will pay a \$.25 per ride fare

Milwaukee County residents who are over 65 or have an eligible disability but do not meet the above criteria are eligible for half-fare on MCTS buses.

The proposed GO Pass changes aim to continue to serve the neediest populations in Milwaukee County, while continuing to maintain the financial sustainability of Milwaukee County's transportation system. The changes to the GO Pass program, when fully implemented, are estimated to enable MCTS to replenish \$1.1 million in passenger revenues.

<sup>6</sup> Cash Fare

<sup>7</sup> Advance Purchases Fare

<sup>8</sup> Per quarter increase

The administration of the GO Pass will also undergo several changes. Currently, GO Pass are distributed by MCTS, the Recommended Budget proposes shifting the administration of eligibility screening to the Aging Resource Center and the Disability Resource Center.

A workgroup to steer and finalize a plan for implementation of the GO Pass Program in 2017 is also proposed. This workgroup is composed of representatives from: MCTS, DOT, DHHS, the Department of Aging, the Department of Administrative Services, the County Board, GO Pass users, and disabilities and aging advocacy organizations.

### *Bus Replacement*

According to the most current data available from Comptroller approximately 21 percent of buses are at the end of their useful life. A declining trend in federal funds available for bus replacement present a fiscal challenge on fleet replacement, requiring greater reliance on local funding sources. A declining trend in federal funds available for bus replacement present a fiscal challenge on fleet maintenance, requiring greater reliance on local funding sources.

### *Vehicle Registration Fee*

A \$60 Vehicle Registration Fee (VRF) is proposed in the Recommended Budget. \$11,497,964 million in VRF revenue is allocated to support MCTS operating, replenishing monies lost due to a decline in overall ridership, the GO Pass Program, and MCTS related changes, as well as a negative trend in federal and state revenue.

To lessen the financial impact of the VRF on low-income households, Milwaukee County will organize a public/private taskforce to evaluate options. The County will also request the State of Wisconsin to provide the County flexibility to adjust the fee based on the value or age of the vehicle, as current state does not grant municipalities authority beyond that of a flat fee.

### *Anticipated Revenue Contracts*

Per accordance with Wisconsin Statue 59.52(31), the MCTS budget includes anticipated revenue contracts that will exceed \$300,000, which require County Board approval. The Passage of the MCTS budget will enable the Department of Transportation to apply for and execute the following revenue grant contracts in 2017:

- State Urban Mass Transit Operating Assistance Contract (Section 85.20).
- State Urban Mass Transit Paratransit Assistance Contract (Section 85.205)
- State Specialized Transportation Assistance Program for Counties (Section 85.21)
- State Traffic Mitigation Contract –Zoo Interchange Project
- Federal Urbanized Area Formula (Section 5307)
- Federal Bus and Bus Facilities Formula (Section 5339)

### **5800 DOT – Director**

There are no major changes in this area.

## HEALTH AND HUMAN SERVICES

### 6300 Milwaukee County 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 a group of mental health professionals, mandated by statute, and tasked with the governance of the Behavioral Health Division of Milwaukee County. All functions, programs, and services related to mental health are under control of the MHB.

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. In 2017 the MHB proposed a budget that decreased its tax levy by approximately \$200,000 from 2016 to a total tax levy of \$58,604,749. The 2017 Recommended Budget reduces the total tax levy even further to a total of \$57,385,711.

Direct Revenue increases \$32 million. \$10.6 million is due to increased Wraparound enrollment, \$5 million due to an increase of enrollment from 560 to 800 in the Comprehensive Community Service (CCS) program, \$3.4 million increase in inpatient revenue due to higher claim collectability and write-offs, and \$11.9 million from reclassifying Wraparound revenue from intergovernmental to direct (this is also reflected in Intergovernmental Revenue with a \$11.9 million reduction).

Major changes or initiatives include:

- \$2.5 million to explore new Electronic Medical Records solutions and \$.7 million for enhanced security and building maintenance expenses
- \$790,213 increase in Psychiatric Crisis ER/Observation to attract and retain psychiatrists and other clinical staff
- Maintaining 60 adult beds in Inpatient Services and a decrease in expenditures of \$4.7 million due to lower administrative and overhead crosscharges and continued growth in community services
- \$.5 million in Northside Hub operating costs that will provide assessment, crisis stabilization, and peer support
- \$1 million to continue partnership with the DHHS-Housing Division for Housing First
- \$5.8 million in increased expenses and \$5 million in revenue anticipated in the goal to serve 800 participants through Community Access to Recovery Services (CARS)
- \$10.9 million increased spending in Wraparound Milwaukee for an anticipated increase in enrollment to 1,350
- \$.6 million for a newly created Intensive Outpatient Program that will complement Milwaukee County’s Day Treatment program to serve a capacity of 24 individuals.
- Expansion of the Crisis Resource Centers to provide 3<sup>rd</sup> shift seven days a week.
- Three additional Crisis Assessment Response Teams (CART) with a partial anticipated offset from the MacArthur Foundation
- Increase AODA residential capacity from 96 to 112 beds for a cost of \$.6 million

- \$100,000 to enhance opioid epidemic strategies with an anticipated offset of grant money

## 7900 Aging

The 2017 Recommended Budget maintains existing service levels. Two FTE and \$109,000 are added to the Aging Resource Center for administrative support of Milwaukee County Transit's Growing Opportunities Pass (GO Pass) to assist with means testing.

The Senior Meal Program has an increase in catering costs and a decrease in revenue for an increase in tax levy to \$614,191. The catering cost increase of \$307,457 is due in part to a loss of economies of scale because the Behavioral Health Division chose not to continue collaborating with Aging when the contract went out for bid in 2015. The other reason for the increase is based on actual experience. The department reports costs came were higher than originally accounted for in 2015 and 2016. The Senior Meal Program revenue is reduced due to a decrease in Medicaid/Medicare meal reimbursements and the elimination of carryover donations.

## 7990 Department of Family Care

From 2000 until September 1, 2016, Milwaukee County operated the Department of Family Care (now operating as My Choice Family Care "MCFC"), which administered long-term care and support services to adults with disabilities and frail elderly persons through the State of Wisconsin Family Care program. A change to State legislation occurred in the State of Wisconsin 2015-17 Biennium Budget, which required that any entity providing the Family Care benefit must be an Integrated Health Agency (IHA). In order to apply to become an IHA an entity must be licensed as a Health Maintenance Organization (HMO). No mechanism exists under Wisconsin state law for a unit of County government to obtain an HMO license. For this reason, the County approved a request from the Director of Family Care to transfer MCFC to a non-profit corporation on March 14, 2016, so that MCFC could pursue HMO licensure and apply to be an IHA. Without this action MCFC would have ceased to exist. Now that MCFC is a non-profit corporation, Milwaukee County has no oversight role over Family Care.

On September 1, 2016, MCFC completed its transition from a department of Milwaukee County government to a private, not-for-profit company. Approximately, sixteen staff remain Milwaukee County employees by agreement between MCFC and Milwaukee County. These staff are contracted out to MCFC for no tax levy impact. In the 2017 Recommended Budget, Family Care is moved to the Department of Administrative Services to account for this contract.

## 8000 Department of Health and Human Services

The Department of Health and Human Services (DHHS) tax levy decreases \$472,175 to a total levy of \$15,817,759. A change in accounting and business practices at the state and local level is the primary driver behind the large variance in operation costs and intergovernmental revenues from 2016 to 2017. These changes account for \$26,382,137 of the increase in both areas. These monies are part of the Children's Long Term Support Program in the Disabilities Services Division and the State juvenile correction charge in the Delinquency and Court Services Division (DCSD).



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

The Wisconsin Home Energy Assistance Program (WHEAP) and 211-Impact contracts are managed and accounted for in this area. The 211-Impact contract is funded at \$380,000 by DHHS and \$100,000 by BHD.

One FTE Grant Coordinator is added for research and writing of grant funding requests and grant tracking across the department at a cost of \$70,746. One FTE of Energy Program Specialist is created at a cost of \$56,424 and is 100 percent funded by WHEAP.

### *Delinquency & Court Services (DCSD)*

An increase in expenditures of \$16,140,368 is offset by an increase in revenues of \$17,918,306 for a tax levy decrease of \$1,777,938. A large part of the increase to expenditures and revenues is due to the state changing its business practice. Instead of withholding Youth Aids for youth held at State institutes the State is now directly charging the county for these costs and the county claims these costs to receive reimbursement. This accounts for \$12,407,972 in increases in expenditures and revenue.

Additional revenue is estimated at \$3.8 million in Youth Aids Revenue due to an anticipated reduction in the Average Daily Population of youth sentenced to State institutes, from 125 in the 2016 budget to 87 for 2017.

DCSD new initiatives include:

- DCSD, in collaboration with BHD's Wraparound Program, will contract with a provider to operate a Type II Residential Treatment Center serving 44 youth. Total cost is anticipated to be \$2.8 million with approximately 65 percent anticipated to be filled by Wraparound-eligible youth and funded by Medicaid revenue.
- DCSD plans to enter into a service contract with the Youth Advocate Programs, Inc. at a cost of \$650,000 which will add 20 slots and is expected to serve 80 youth annually. Youth will remain in the community, but will have staff available 24 hours a day, receive 15 hours of face-to-face time, and in-home and individualized services.
- In June of 2016 DCSD formally notified the State Department of Corrections (DOC) of its intent to assume responsibility of the supervision and monitoring of youth returning to the community from DOC, a service currently performed by the DOC. Six Human Service Worker positions and one HSW Supervisor position are created at a cost of \$336,596. The positions start May 1, 2017, in anticipation of the effective date of July 1, 2017 for the transition.

### *Disability Services Division (DSD)*

Service levels remain the same. DSD continues its work with the Behavioral Health Division to build a crisis support system for individuals with intellectual disabilities and co-occurring mental health issues as well as supporting individuals who were relocated into the community with the closure of Hilltop in 2015.

DSD also continues its employment initiative to connect children with intellectual disabilities with employers in the community after they exit high school.

Four FTE positions and funding of \$120,000 are added for administrative support of Milwaukee County Transit's Growing Opportunities Pass (GO Pass) to assist with means testing.

### *Housing Division*

The Housing First Initiative continues the work began in 2015 under the initiative to End Chronic Homelessness. The Behavioral Health Division increases its contribution to this initiative to a total of \$1 million. The City of Milwaukee maintains its support with \$600,000 in rent assistance through HOME funding and 50 housing vouchers from the City's Housing Authority. The Housing Division also earmarks 250 rent assistance vouchers for this initiative.

An amount of \$150,000 is transferred from BHD to the Housing Division to assist clients with short-term rental assistance.

Emergency shelter care funding is maintained at the 2016 Adopted Budget level of \$718,000 and the General Assistance Burial Fund is maintained at \$310,000.

## **RECREATION AND CULTURE**

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

Prior to the release of the 2017 Recommended Budget, the Parks Department was initially facing a projected \$2.5 million shortfall due to lost parking and space rental revenues from O'Donnell Park and the Transit Center. In an effort to prepare to fill the expected gap in 2017, consideration of a "pay-to-park" system along the lakefront, and fee increases for certain Parks services were initially proposed as options for the department to avoid a deficit and meet its revenue needs.

### *Increased Revenue Options*

The 2017 Recommended Budget includes alternative options that allows for parking to remain free of charge at the lakefront and keeps fees at the 2016 levels. Other changes include increased revenues from Concessions due to a permanent beer garden at Root River Parkway and the newly renovated kitchen space in the Brown Deer Park Clubhouse is expected to bring increased sales. The new beer garden will be owned and operated internally by the Parks Department, and will sell Sprecher products.

### *Parks Amenities Matching Fund*

To offset expenditures, no new funding is added to the Parks Amenities Matching Fund (PAMF) in 2017, and the remaining funds within it shall be appropriated to projects on a case-by-case basis throughout the year. Of the 2016 appropriation of \$500,000 to the PAMF, a total of \$57,450 has been paid to The Park People, North Point Lighthouse Friends, and Greenfield Little League. Currently, there are \$60,400 worth of encumbered projects using PAMF that are being processed, and the department indicates that more are in the pipeline for 2016. To date, there is approximately \$285,450 that has not yet been encumbered for new projects and remains in the PAMF to carry over into 2017.

### *Staffing Rearrangements*

The 2017 Recommended Budget reflects new staffing rearrangements and changes for the department, particularly with seasonal positions. Eight formerly seasonal positions have been converted to full time status in order to be compliant with the standards of the Affordable Care Act. In the past these positions were considered to be “super seasonals”, which means they were working nearly the equivalent of full-time staff. Despite their seasonal status, the department was still required to account and budget for fringe benefits for these positions even if the employee opted not to take them. By converting these positions to regular full-time status, the department would be compliant with the benefit coverage requirements for employees working full-time hours, and would also have year-round staffing coverage for those areas.

Also new for 2017, the position-sharing arrangement that the Parks Department had with the DOT-Highway Maintenance division will be discontinued, and instead the department will fund 12 Park Maintenance FTEs to be housed completely within Parks’ operating budget. Historically, the Parks Department shared the costs of full-time Parks/Hwy Maintenance Workers with the DOT-Highway division, with the workers splitting 60 percent of their annual time with Parks from April 1<sup>st</sup> November 1<sup>st</sup>, and the remaining portion of the year working for DOT-Highway. The DOT-Highway division opted to end this arrangement going forward, and the Parks Department will retain the 12 positions as Park Maintenance Workers in 2017. In 2016, a total of nearly 15 FTEs were funded under the Parks/Hwy arrangement, with 9.1 FTEs being funded by Parks, and DOT-Highway Maintenance funding 5.8 FTEs for that area.

The Park Worker 3 seasonal positions increase to 151 FTEs in 2017, due to the transfer of 111.2 positions from the Park Worker 5 rate; more positions are able to be funded at the Park Worker 3 rates.

A new Park Unit Coordinator-Concessions position is added in 2017 to operate the permanent Root River Parkway beer garden.

### *New Initiatives*

Two new initiatives for 2017 include the implementation of a new Point-of-Sale (POS) system for the Parks department, and an infusion of funding to address drowning fatalities in the parks.

The POS replacement is a significant project for the department and was originally included in the requested capital projects for a total cost of \$1.2 million. The 2017 Recommended Budget included \$240,000 in the Parks operating budget to begin the process of implementing a new POS, but the project was not included in the 2017 Recommended Capital Improvements. The POS system handles the sales and reservations for almost all transactions through a computerized network. Reservations for picnic area rentals, ball diamonds, tennis courts, soccer fields, special events permits, golf, and others are conducted through the POS system. Replacement of the current outdated system in 2017 is a time sensitive matter, since the existing systems will not be supported after 2017, due to technological advancements.

The 2017 Recommended Budget includes \$35,000 to develop and implement a program that specifically targets the racial and ethnic disparities associated with drowning fatalities. In 2016, a 19 year-old man drowned in Washington Park Pool, and 2 men drowned in the Mitchell Park Lagoon, while in 2015 a 24 year-old man drowned in McKinley Marina. It should be noted that Milwaukee County offers swim lessons at Noyes and Pulaski all year round, at a fee of \$40 for

seven lessons. During the summer months, the YMCA offers swim lessons at Schulz Aquatic Center, Washington, Grobschmidt and Jackson Pools. These lessons have also have frequent openings, and Swim America offers lessons at Wilson Pool. Milwaukee County also offers lessons at various pools around the County in the seasonal months.

## 9500 Zoological Department (Zoo)

### *Increased Revenue*

Unlike in 2015 and 2016, revenues are projected to increase in all revenue-generating program areas for the Zoo in 2017, likely due to the new Animal Body Worlds exhibit coming in May, and other programming associated with the opening of the West Entrance. Milwaukee County Zoo will be the first host of the Animal Body Worlds exhibit, which is expected to generate \$340,468 of the department's projected \$835,397 in revenue for 2017.

The new West Entrance is expected to be completed in 2017, and will be opened in the late spring. This project was funded with remaining WisDOT revenue funds allocated from 2014. The new entrance and parking lot are expected to increase due to

### *Ongoing Construction*

The Zoo Interchange construction has presented accessibility challenges for patrons due to freeway and ramp closures, including the closure of the Wisconsin Avenue Bridge route, which will not be accessible until May 2017. In lieu of these circumstances, admission gate and parking fees at the Zoo will not increase in 2017, presumably to avoid placing additional burden on guests who are making increased traveling efforts to visit the Zoo.

The largest initiative under way for the Zoo in 2017 is the continuation of the new Adventure Africa Exhibit, which includes the African Plains Exhibit project being proposed as a part of the 2017 Recommended Capital Projects. This overall ongoing project has total cost of \$16 million, 50 percent of which is being funded by the Zoological Society. The entire exhibit is anticipated to be completed in 2018. The County's capital appropriation for this project in 2017 is proposed at approximately \$4.3 million.

### *Staffing*

The Zoo is transferring a Safety & Training Specialist Zoo position to DAS-Risk Management in 2017, but the position will continue to serve the Zoo. Additionally, a new Conservation/Research and Sustainability Manager position is created in the Animal Management and Health division to develop and research conservation policies and programs, and to ensure compliance with governmental regulations. The Zoo is also adding additional seasonal positions to the Heritage Farm, as part of an agreed upon partnership with the Zoological Society of Milwaukee.

## 9910 UW-Extension

Total expenditures and tax levy increase slightly from 2016, and the 2017 Recommended Budget does not expect any major changes for the UW-Extension programming.

## 1900 Consolidated Non-Departmental Cultural Contributions

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

### *Strategic Program Area 1: Milwaukee County Fund for the Arts*

The County's contribution to the Milwaukee County Fund for the Arts (CAMPAC) reduces to \$317,825 in tax levy in 2017. This is consistent with the contribution levels in previous years, as the 2016 Adopted Budget included an additional \$100,000 in one-time funding for this program area.

CAMPAC funding is allocated among three program areas:

- *Community Cultural Events*, which are targeted at minority and underserved communities;
- *Matching Grants*, which have the highest priority of sustaining the County's arts organizations;
- *Administrative Services*, whose contract was approved by the County Board in 2006 to provide services for CAMPAC.

### *Strategic Program Area 2: Milwaukee County Historical Society*

The County's contribution to the Historical Society increases by \$54,000 to the amount of \$258,105 in tax levy for 2017. The 2016 Capital Improvements Budget appropriated \$2 million in general obligation bonds to repair the exterior cornice of the Historical Society building. The total project cost for the exterior cornice is projected at \$3.6 million, with the Historical Society providing no more than \$1.6 million of the costs. In the 25-year Lease and Management Agreement (LMA) finalized between the County and the Historical Society in February 2016, the County is responsible for the \$2 million appropriation from 2016, plus any project costs that exceed the total cost \$3.6 million.

The Historical Society sent out an RFQ on September 6, 2016 for a contractor to repair the cornice, and plan to issue an RFP during the second week of October 2016; they intend to select a contractor by the end of 2016.

Also outlined in the LMA, the additional \$54,000 in tax levy for 2017 is for repairs and maintenance to the building, or other Historical Society obligations, which shall be provided for the initial five years of the agreement. This \$54,000 expenditure will be disbursed to the Historical Society in four quarterly payments of \$13,500 each.

### *Strategic Program Area 3: Federated Library System (MCFLS)*

Tax levy support remains at \$66,650 for the County's contribution to the Federated Library System in 2017. This will be used to offset program costs.

#### ***Strategic Program Area 4: Marcus Center for the Performing Arts***

The County's contribution to the Marcus Center for the Performing Arts decreases by \$50,000 to \$900,000 for 2017. This amount represents a requested 13 percent reduction in levy support from recent years' levels, and is consistent with the support levels outlined in the Marcus Center's contribution agreement with the County that was finalized in March 2016.

#### ***Strategic Program Area 5: Milwaukee Public Museum (MPM)***

There is no change in the County's 2017 contribution of \$3,500,000 to MPM from the 2016 allocation. Per the amended Lease and Management Agreement (LMA) executed in 2013 between Milwaukee County and MPM, Milwaukee County commits to the following Operating and Capital budget funding levels:

1. Annual County Operating contributions:
  - a. \$3,500,000 annually for calendar years 2014-2017
  - b. \$3,350,000 annually for calendar years 2018-2019
  - c. \$3,200,000 annually for calendar years 2020-2021
  - d. \$3,000,000 annually for calendar year 2022

2. Capital funding contributions:

Capital contributions can amount to up to \$4,000,000 during the calendar years 2014-2017. MPM will provide detailed quarterly reports of financial status and projections through the fiscal year. In accordance with the LMA, the 2017 tax levy contribution for operating support is \$3,500,000.

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

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

In 2017 the County's contribution to the Charles Allis/Villa Terrace increases marginally by \$2,251 in additional funds to the 2015 level of \$225,108 in tax levy. This restores the contribution from the one percent expenditure reduction action taken in the 2016 Adopted Budget.

#### ***Strategic Program Area 7: War Memorial Center***

The 2017 County Operating contribution for WMC remains unchanged from the 2016 levels, with expenditures of \$486,000 in tax levy. Per the 2013 Lease and Management Agreement, County tax levy contributions for WMC will remain at this funding level annually through 2023.

#### ***Strategic Program Area 8: Milwaukee Art Museum***

The 2017 County Operating contribution for MAM increases by \$190,000 from the 2016 levels, with expenditures of \$1,290,000 in tax levy. This increase is a direct result of the arbitration



settlement from the sale of O'Donnell parking structure to MAM in 2016, and therefore a \$190,000 appropriation will continue to be included in the operating budget for the next 10 years, in accordance with the terms of the agreement. This expenditure is in addition to the County tax levy contributions for MAM that continue at the annual funding level determined by the 2013 Lease and Management Agreement through 2023.

## SECTION 4 – CAPITAL IMPROVEMENTS BUDGET

CAPITAL FINANCING SUMMARY			
	Non-Airport	Airport	Combined
Total Number of Projects	57	11	68
Total Expenditures	\$119,013,225	\$15,304,000	\$134,317,225
Total Reimbursement Revenues	<u>\$48,441,945</u>	<u>\$6,959,375</u>	<u>\$55,401,320</u>
<b>Net County Financing</b>	<b>\$70,571,280</b>	<b>\$8,344,625</b>	<b>\$78,915,905</b>
<i>Financed as follows:</i>			
General Obligation Bonds	\$40,365,980	\$0	\$40,365,980
Property Tax Levy	\$125,000	\$0	\$125,000
Passenger Facility Charges (PFC)	\$0	\$2,233,125	\$2,233,125
Sales Tax Revenue (cash financing)	\$8,215,500	\$0	\$8,215,500
Vehicle Registration Fee	\$15,564,800		\$15,564,800
Airport Capital Improvements Reserve	\$0	\$6,111,500	\$6,111,500
Private Donations	<u>\$6,300,000</u>	<u>\$0</u>	<u>\$6,300,000</u>
<b>Total Financing</b>	<b>\$70,571,280</b>	<b>\$8,344,625</b>	<b>\$78,915,905</b>

### HIGHWAYS (WH)

#### Highway Safety Improvement Program (HSIP)

#### WH00119 INTERSECTION OF S. 76 ST. (CTH U) AND W. RAWSON AVE. (CTH BB)

Expenditure: \$959,730

Revenue Reimbursement: \$452,389

Net County Commitment: \$507,341 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the construction phase of the Intersection of S. 76 St. (CTH U) and W. Rawson Ave. (CTH BB). The project is financed with \$452,389 in Federal revenue and \$507,341 in Vehicle Registration Fee Revenue.

#### Congestion Mitigation & Air Quality Program (CMAQ)

#### WH00206 W. GOOD HOPE RD. (CTH PP) ADAPTIVE TRAFFIC SIGNAL SYSTEM

Expenditure: \$468,000

Revenue Reimbursement: \$374,400  
Net County Commitment: \$93,600 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the construction phase for the W. Good Hope Rd. (CTH PP) Adaptive Traffic Signal System. The project is financed with \$374,400 in Federal revenue and \$93,600 in Vehicle Registration Fee Revenue.

### *Surface Transportation Program*

#### **WH01002 W. MILL RD. (CTH S) N. 43RD ST. TO N. SYDNEY PLACE**

Expenditure: \$750,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$750,000 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the construction phase for W. Mill Rd. (CTH S) from N. 43rd St. to N. Sydney Place. The project is financed with \$750,000 Vehicle Registration Fee Revenue.

#### **WH01016 S. 13TH ST. (CTH V) W. DREXEL AVENUE TO W. RAWSON AVENUE**

Expenditure: \$500,000  
Revenue Reimbursement: \$400,000  
Net County Commitment: \$100,000 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the construction phase for S. 13th St. (CTH V) from W. Drexel Avenue to W. Rawson Avenue. The project is financed with \$400,000 in Federal revenue and \$100,000 Vehicle Registration Fee Revenue.

#### **WH09501 W. RAWSON AVE. (CTH BB) S. 27<sup>TH</sup> ST. TO S. 20<sup>TH</sup> ST.**

[WISDOT Project No. Pending]

Expenditure: \$150,000  
Revenue Reimbursement: \$120,000  
Net County Commitment: \$30,000 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the start of the design phase for W. Rawson Ave. (CTH BB) from S. 27th St. to S. 20th St. This project is financed with \$120,000 in Federal Revenue, and \$30,000 in Vehicle Registration Fee Revenue.

*County Highway Improvement Program (CHIP)*

**WH02019 N. TEUTONIA AVE. (CTH D) GOOD HOPE RD. TO BRADLEY RD.**

Expenditure: \$100,000

Revenue Reimbursement: \$0

Net County Commitment: \$100,000 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the design phase of the N. Teutonia Ave. (CTH D) project from Good Hope Rd. to Bradley Rd. The project is financed with \$100,000 in Vehicle Registration Fee Revenue.

**WH09001 W. RYAN ROAD (CTH H) S. 96<sup>TH</sup> ST. TO S. 112<sup>TH</sup> ST.**

Expenditure: \$1,540,000

Revenue Reimbursement: \$713,000

Net County Commitment: \$827,000 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the design and construction phases for the W. Ryan Road (CTH H) project from S. 96<sup>th</sup> St. to S. 112<sup>th</sup> St. The project is financed with \$713,000 in State revenue and \$827,000 in Vehicle Registration Fee Revenue.

**WH24001 W. RAWSON AVE. (CTH BB) USH 45 TO HAWTHORNE. LN.**

Expenditure: \$250,000

Revenue Reimbursement: \$0

Net County Commitment: \$250,000 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the design phase for W. Rawson Ave. (CTH BB) project from USH 45 to Hawthorne. Ln. The project will be financed with \$250,000 in Vehicle Registration Fee Revenue.

*Local Bridge Program (LBP)*

**WH08023 WHITNALL PARK BRIDGE #564**

Expenditure: \$589,390

Revenue Reimbursement: \$388,283

Net County Commitment: \$201,107 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the construction phase of Whitnall Park Bridge #564. The project will be financed with \$388,283 in Federal revenue and \$201,107 in Vehicle Registration Fee Revenue.

**WH08024 WHITNALL PARK BRIDGE #565**

Expenditure: \$644,825

Revenue Reimbursement: \$433,873

Net County Commitment: \$210,952 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the construction phase of Whitnall Park Bridge #565. The project will be financed with \$433,873 in Federal revenue and \$210,952 in Vehicle Registration Fee Revenue.

*Highway Short-term Capital Program (HSTCP)*

**WH09101 SHORT TERM CTH REHABILITATION PROJECTS**

Expenditure: \$500,000

Revenue Reimbursement: \$0

Net County Commitment: \$500,000

Funding is budgeted for the design and construction phases for Short Term County Trunk Highway Rehabilitation Projects. The project will be financed with \$500,000 in Vehicle Registration Fee Revenue.

**WH24101 N. OAKLAND AVE. BRIDGE DECK MILL & OVERLAY**

Expenditure: \$180,000

Revenue Reimbursement: \$0

Net County Commitment: \$180,000

Funding is budgeted for the design and construction to mill and overlay Oakland Ave. Bridge. The project will be financed with \$180,000 in Vehicle Registration Fee Revenue.

**W087001 COUNTY SPECIAL ASSESSMENTS**

Expenditure: \$100,000

Revenue Reimbursement: \$0

Net County Commitment: \$100,000

Funding is budgeted for review, verification and payment of special assessments levied on the County by local municipalities regarding improvements to streets and sidewalks adjacent to abutting County lands or facilities. The project will be financed with \$100,000 in Sales Tax Revenue.

**WH22801 NORTH SHOP IMPROVEMENTS**

Expenditure: \$1,279,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,279,000

Funding is budgeted for the replacement of the existing North Highway Maintenance Facility. The project will be financed with \$1,279,000 in general obligation bonds.

## **MASS TRANSIT (WT)**

### **WT02601 NEW FLYER BUSES**

Expenditure: \$7,500,000

Revenue Reimbursement: \$5,800,000

Net County Commitment: \$1,700,000 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the purchase of fifteen, 40-foot replacement buses for the Milwaukee County Transit System. The project will be financed with \$3,200,000 in federal Surface Transportation Program (STP) funds, \$2,600,000 in Federal Section 5339 funds, and \$1,700,000 in Vehicle Registration Fee Revenue.

### **WT07601 KINNICKINNIC GARAGE MAINTENANCE BUILDING HVAC REPLACEMENT**

Expenditure: \$2,000,000

Revenue Reimbursement: \$1,600,000

Net County Commitment: \$400,000 financed by general obligation bonds.

Funding is budgeted for the replacement of heating, ventilation, and air conditioning (HVAC) system at the Milwaukee County Transit System Kinnickinnic Garage Maintenance Building. The project is financed with \$1,600,000 in either Federal Section 5307 or 5339 funds, and \$400,000 in general obligation bonds. Milwaukee County Department of Transportation applied for Section 5339 discretionary federal grant funds, and is awaiting confirmation. If the application is not approved, the federal funding component would be funded through Section 5307 federal formula funds.

### **WT07701 FOND DU LAC GARAGE ROOF REPLACEMENT**

Expenditure: \$2,700,000

Revenue Reimbursement: \$2,160,000

Net County Commitment: \$540,000 to be financed by general obligation bonds.

Funding is budgeted for the replacement of five roofs at the Milwaukee County Transit System Fond du Lac Bus Storage Garage. The project is financed with \$2,160,000 in either Federal Section 5307 or 5339 funds and \$540,000 in general obligation bonds. Milwaukee County Department of Transportation applied for Section 5339 discretionary federal grant funds, and is awaiting



confirmation. If the application is not approved, the federal funding component would be funded through Section 5307 federal formula funds.

#### **WT08301 BUS RAPID TRANSIT**

Expenditure: \$43,775,000

Revenue Reimbursement: \$36,000,000

Net County Commitment: \$7,775,000 to be financed by Vehicle Registration Fee Revenue.

Funding is budgeted for the project development phase of the Bus Rapid Transit (BRT) project. Financing is provided from \$36,000,000 in anticipated Federal Section 5309 Small Starts funds and \$7,775,000 in Vehicle Registration Fee Revenue.

The Federal Section 5309 Small Starts Grant is a complete federal grant that provides up to 80% of costs for construction. The total cost of the BRT project is estimated at \$45,000,000, with 80% of construction costs at \$36,000,000. File 16-390 requested a local commitment of \$7,775,000 to support the project, as the grant application was due prior to the release of the 2017 Recommended Budget. The 2017 Recommended Budget request is for \$7,775,000 to match an anticipated \$36,000,000 of federal small starts grant funds.

In 2017, project development will continue, including design, and preliminary engineering. During the construction phase, MCTS will utilize the majority of federal funds made available through the FTA Small Start Grant program, to purchase vehicles, develop stations, and related infrastructure.

### **AIRPORT (WA)**

#### **WA12501 GMIA SECURITY AND WILDLIFE DETERRENT PERIMETER FENCING**

Expenditure: \$315,000

Revenue Reimbursement: \$275,625

Net County Commitment: \$39,375 to be financed by Passenger Facility Charge (PFC) revenues.

Funding is budgeted for the replacement of perimeter fencing at General Mitchell International Airport (GMIA). The project is financed with \$236,250 in Federal Aviation Administration (FAA) Airport Improvement Program (AIP) funding, \$39,375 in State funding, and \$39,375 in Passenger Facility Charge (PFC) revenues.

#### **WA17601 GMIA MASTER PLAN UPDATE**

Expenditure: \$1,081,000

Revenue Reimbursement: \$945,875

Net County Commitment: \$135,125 to be financed by Passenger Facility Charge (PFC) revenues.

Funding is budgeted for the update of the airport master plan for General Mitchell International Airport (GMIA). The project is financed with \$810,750 in Federal Aviation Administration (FAA) Airport Improvements Program (AIP) funding, \$135,125 in State funding, and \$135,125 in Passenger Facility Charge (PFC) revenues.

**WA21101 GMIA PHYSICAL ACCESS CONTROL SYSTEM UPGRADE**

Expenditure: \$300,000

Revenue Reimbursement: \$0

Net County Commitment: \$300,000 to be financed by Passenger Facility Charge (PFC) revenues.

Funding is budgeted for the feasibility study and design of an upgrade to the physical access control system at General Mitchell International Airport (GMIA). The project is financed with Passenger Facility Charge (PFC) revenues.

**WA21201 GMIA HYDRANT FUEL SYSTEM COMPLIANCE REQUIREMENTS**

Expenditure: \$1,000,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,000,000 to be financed by the Airport Development Fund (ADF).

Funding is budgeted for the design and construction of recommended modifications to the hydrant fuel system at General Mitchell International Airport (GMIA). The project is financed with the Airport Development Fund (ADF).

**WA21301 GMIA REPLACEMENT OF JET BRIDGES**

Expenditure: \$1,500,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,500,000 to be financed by the Airport Development Fund (ADF).

Funding is budgeted for the replacement of three passenger loading bridges at the terminal at General Mitchell International Airport (GMIA). The project is financed with the Airport Development Fund (ADF).

**WA21501 RUNWAY 19R-1L, 13-31, AND TAXIWAY S & Y RELIGHTING**

Expenditure: \$1,097,000

Revenue Reimbursement: \$959,875

Net County Commitment: \$137,125 is to be financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for airfield relighting projects. The project is financed by \$822,750 in Federal Aviation Administration (FAA) Airport Improvement Program (AIP) funding, \$135,125 in State Funding, and \$137,125 in Passenger Facility Charge (PFC) revenues.

**WA21701 GMIA AIRFIELD SAFETY IMPROVEMENTS**

Expenditure: \$517,000

Revenue Reimbursement: \$452,375

Net County Commitment: \$64,625 to be financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for Airfield Safety Improvements at General Mitchell International Airport (GMIA). The project is financed by \$387,750 in Federal Aviation Administration (FAA) Airport Improvement Program (AIP) funding, \$64,625 in State Funding, and \$64,625 in Passenger Facility Charge (PFC) revenues.

**WA21801 GMIA AIRFIELD PAVEMENT REPLACEMENT**

Expenditure: \$1,293,000

Revenue Reimbursement: \$1,131,375

Net County Commitment: \$161,625 to be financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for the replacement airfield pavement at General Mitchell International Airport (GMIA). The project is financed with \$969,750 in Federal Aviation Administration (FAA) Airport Improvement Program (AIP) funding, \$161,625 in State Funding, and \$161,625 in Passenger Facility Charge (PFC) revenues.

**WA22001 GMIA CONNECTOR TAXIWAY MODIFICATIONS**

Expenditure: \$3,162,000

Revenue Reimbursement: \$2,766,750

Net County Commitment: \$395,250 to be financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for the reconstruction and reconfiguration of several taxiways at General Mitchell International Airport (GMIA). The project is financed with \$2,371,500 in Federal Aviation Administration (FAA) Airport Improvement Program (AIP) funding, \$395,250 in State Funding, and \$395,250 in Passenger Facility Charge (PFC) revenues.

**WA22101 GMIA INTERNATIONAL TERMINAL REDEVELOPMENT**

Expenditure: \$4,589,000

Revenue Reimbursement: \$0

Net County Commitment: \$4,589,000 to be financed by Airport Development Funding (ADF) reverse account and Passenger Facility Charge revenue (PFC)

Funding is budgeted for the preliminary design of a new international terminal in the location of Concourse E in 2017. The project is financed with \$3,589,000 from the General Mitchel International Airport (GMIA) Airport Development Funding (ADF) reserve account and \$1,000,000 in Passenger Facility Charge revenue (PFC). In late 2016, a feasibility study will assess and evaluate the development of a new international concourse, either in the existing building or a new space. Thus, the study results may alter future capital requests related to the development of an international terminal.

#### **WA22401 LJT AIRFIELD PAVEMENT REPLACEMENT AND REHABILITATION**

Expenditure: \$450,000

Revenue Reimbursement: \$427,000

Net County Commitment: \$22,500 to be financed by contributions from the Capital Improvement Reserve Account (CIRA)

Funding is budgeted for Airfield Pavement Replacement and Rehabilitation at Lawrence J Timmerman Airport (LJT). The project is financed with \$405,000 in Federal Aviation Administration (FAA) General Aviation Airport Improvement Program (AIP) funding, \$22,500 in State revenue and \$22,500 in contributions from the Capital Improvement Reserve Account (CIRA).

### **ENVIRONMENTAL SERVICES (WV)**

#### **WV00901 COUNTYWIDE SANITARY SEWER REPAIRS**

Expenditure: \$150,000

Revenue Reimbursement: \$0

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

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

### **PARKS (WP)**

#### **WP290 KINNICKINNIC PARKWAY RECONSTRUCTION**

Expenditure: \$1,739,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,739,000 to be financed by vehicle registration fee revenue.

Funding is budgeted for the planning and design phase of reconstructing sections of the Kinnickinnic River (KK) Parkway. The scope of this project is expected to be

spread over four phases, with completion anticipated through to 2019. The total cost for the entire project is \$5,085,000. The following sections of the KK Parkway are included in the 2017 appropriation:

- **WP29001** 68<sup>th</sup> to Cleveland: \$916,000
- **WP29002** 76<sup>th</sup> to 68<sup>th</sup>: \$823,000

#### **WP29802 SOUTH SHORE IMPROVEMENTS PHASE II**

Expenditure: \$1,200,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,200,000 to be financed by general obligation bonds.

Funding is budgeted to complete the reconstruction of the South Shore Park boat launch and parking lot. In 2016, \$900,000 in grant funds were secured to construct a sea wall, promenade, and green infrastructure for the project as well.

#### **WP32301 MENOMONEE RIVER STREAMBANK STABILIZATION**

Expenditure: \$300,000

Revenue Reimbursement: \$0

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

Funding is budgeted to install hard toe material to stabilize the streambank that's in danger of collapsing from erosion. The Army Corps of Engineers and MMSD will already be doing concrete channel removal in the area, which allows the County to take advantage of the time being used, so as to not disrupt the park on multiple occasions for constructive work.

#### **WP48401 LAKE PARK RAVINE BRIDGE**

Expenditure: \$2,500,000

Revenue Reimbursement: \$2,000,000 in private contributions

Net County Commitment: \$500,000 to be financed by vehicle registration fee revenue.

Funding is budgeted for the reconstruction of the Arch Bridge over Ravine Drive in Lake Park. The 2017 scope of work will repair or replace the concrete arch pedestrian bridge. The \$500,000 county contribution in VRF revenue is acting as a challenge grant to attract private donations. If the \$2,000,000 in private contributions are not secured, construction of the project will not proceed. To date, a contributor has not yet been identified.

#### **WP52301 LAKE PARK STEEL ARCH BRIDGE**

Expenditure: \$100,800

Revenue Reimbursement: \$0

Net County Commitment: \$100,800 to be financed by vehicle registration fee revenue.

Funding is budgeted in 2017 for the planning, survey, design, specifications, and construction documents for the construction work to begin in 2018. The full scope of the project is phased through to 2018, with an anticipated total cost of \$1,007,800.

## MUSEUM (WM)

### WM02701 MPM-NORTH WING AIR HANDLING UNIT AND CONTROLS

Expenditure: \$524,000

Revenue Reimbursement: \$0

Net County Commitment: \$524,000 to be financed by general obligation bonds.

Funding is budgeted for the removal and replacement of the existing air handling unit in the North Wing of the museum.

## ZOO (WZ)

### WZ11401 ZOO LIFE SUPPORT EMERGENCY GENERATORS

Expenditure: \$298,000

Revenue Reimbursement: \$0

Net County Commitment: \$298,000 to be financed by general obligation bonds.

An appropriation in the amount of \$298,000 is budgeted for one emergency life support generator for the Aquatic and Reptile Center. This ongoing project is part of an overall initiative to address emergency generators for the Zoo's five required animal areas to maintain life support systems in case of critical situations.

### WZ119 AFRICAN PLAINS EXHIBIT

Expenditure: \$8,600,000

Revenue Reimbursement: \$4,300,000 in private contributions

Net County Commitment: \$4,300,000 to be financed by general obligation bonds.

Funding is budgeted to continue the construction phase of the new African Plains Exhibit, which will include a new elephant facility as required to meet the Association of Zoos and Aquariums (AZA) accreditation standards. The 2017 appropriation includes \$4,300,000 in private contributions to be provided by the Zoological Society. The total cost of the full project is estimated at \$16 million, with a commitment from the Zoological Society to cover 50 percent of the costs. The Zoo established an MOU with the Zoological Society in 2014. The MOU states that the Zoo and the Zoological Society agree to share the costs of capital projects under mutually agreed upon terms that have been confirmed in writing. To date, the Zoological Society has upheld their commitment of providing a 50/50 funding match for this project.



## COURTHOUSE COMPLEX (WC)

### WC05902 COURTHOUSE COMPLEX MAIN FEEDER REPLACEMENT

Expenditure: \$1,670,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,670,000 to be financed by general obligation bonds.

Funding is budgeted for the replacement of the electrical feeders at the Courthouse and the Safety Building. The existing feeders are 45 years old and must be replaced to avoid a potential failure.

### WC06201 CRIMINAL JUSTICE FACILITY ROOF REPLACEMENT

Expenditure: \$2,459,452

Revenue Reimbursement: \$0

Net County Commitment: \$2,459,452 to be financed by general obligation bonds.

Funding is budgeted for replacing the roof at the Criminal Justice Facility, as the existing roof is beyond its useful life.

### WC09501 COURTHOUSE MASONRY-BASEMENT WALL

Expenditure: \$506,000

Revenue Reimbursement: \$0

Net County Commitment: \$506,000 to be financed by Sales Tax revenue.

Funding is budgeted for the repair and replacement of deteriorated basement wall areas in the Courthouse.

### WC10202 COURTHOUSE HVAC REPLACEMENT

Expenditure: \$250,000

Revenue Reimbursement: \$0

Net County Commitment: \$250,000 to be financed by general obligation bonds.

Funding is budgeted for the planning and design phase of replacing the Courthouse chillers, cooling towers, and pumps.

### WC12901 SAFETY BUILDING FIRE PUMPS AND CONTROLS

Expenditure: \$361,000

Revenue Reimbursement: \$0

Net County Commitment: \$361,000 to be financed by general obligation bonds.

Funding is budgeted for replacing the fire pumps and controls in the Safety Building.

**WC14001 CJF INSTALL FOOD CHUTES IN POD 4B (48 CELLS)**

Expenditure: \$142,000

Revenue Reimbursement: \$0

Net County Commitment: \$142,000 to be financed by Sales Tax Revenue.

Funding is budgeted for the installation of food chutes in pod 4B in the Criminal Justice Facility. The 4B pod is reserved for inmates who have demonstrated uncooperative and/or assaultive behaviors towards the jail rules and authority. These food chutes would limit the amount of physical contact between inmates and the Sheriff's Office staff, which can decrease the chances of negative or combative incidences.

**WC14301 COURTHOUSE LIGHTCOURT PERMANENT VERTICAL ACCESS**

Expenditure: \$50,000

Revenue Reimbursement: \$0

Net County Commitment: \$50,000 to be financed by Sales Tax Revenue.

Funding is budgeted for the planning and design of a lightcourt vertical access for the courthouse, to assist in making window replacements and inspections easier to complete.

**WC14701 COURTHOUSE COMPLEX FAÇADE INSPECTION AND REPAIR**

Expenditure: \$500,000

Revenue Reimbursement: \$0

Net County Commitment: \$500,000 to be financed by Sales Tax Revenue.

Funding is budgeted for needed repairs identified from inspections conducted in 2016 that found the exteriors elevations of the building to be hazardous and unsafe.

**WC14801 COURTHOUSE COMPLEX PLANNING- PHASE III**

Expenditure: \$500,000

Revenue Reimbursement: \$0

Net County Commitment: \$500,000 to be financed by Sales Tax Revenue.

Funding is budgeted for the planning of Phase III that will examine the swing space options of relocating/vacating the Safety Building, while exploring the process of building a new Criminal Courthouse.

**WC15401 CJF PUBLIC ELEVATORS 1 AND 2 UPGRADE**

Expenditure: \$75,000

Revenue Reimbursement: \$0

Net County Commitment: \$75,000 to be financed by general obligation bonds.

Funding is budgeted for the planning and design phase of converting two of the public elevators in the CJF from hydraulic to traction. These elevators are 24 years-old and are frequently malfunctioning. Modernizing them to traction will save on energy costs and perform more reliably.

## HOUSE OF CORRECTION (WJ)

### **WJ07801 HOUSE OF CORRECTION – SALLYPORT VEHICLE & PEDESTRIAN GATE REPLACEMENT**

Expenditure: \$252,000

Revenue Reimbursement: \$0

Net County Commitment: \$252,000 financed by general obligation bonds.

Funding is provided to upgrade the Sallyport & Pedestrian Gates. The House of Correction reports that this is a top security and safety issue and that the gates are at a point of failure.

## OTHER AGENCIES (WO)

### *Marcus Center for the Performing Arts*

### **WO03802 MARCUS CENTER HVAC UPGRADE**

Expenditure: \$4,094,000

Revenue Reimbursement: \$0

Net County Commitment: \$4,094,000 to be financed by general obligation bonds.

Funding is budgeted for the final phase of a project to upgrade the HVAC system at the Marcus Center. This will consist of replacing the existing system components, including the replacement of heat exchangers, seven air handling units, and other upgrades.

### *War Memorial*

### **WO517 WAR MEMORIAL RENOVATIONS**

Expenditure: \$1,600,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,310,000 to be financed by general obligation bonds and \$290,000 by Sales Tax Revenue.

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

- **WO51715** War Memorial Center Roof Replacement (\$730,000 in general obligation. bonds)
- **WO51716** Asphalt Paving(\$580,000 in general obligation bonds)

- **WO51717** Major Maintenance, Siding, Flashing (\$290,000 in Sales Tax Revenue)

Per the separate Development and Lease & Management agreements between Milwaukee County and the War Memorial Corporation in 2013, the War Memorial Center and the Milwaukee Art Museum are to be operated and treated as separate entities/organizational units as of 2014. These agreements obligate the County to a capital funding contribution of \$10,000,000 to the War Memorial Center facility for calendar years 2014-2017. There is no cap on this funding however, which makes the County responsible for cost overages on the projects; therefore, the County's total obligation will be approximately \$16.9 million in capital funding to the War Memorial project.

*Department of Administrative Services-Office for Persons with Disabilities*

**WO16502 COUNTYWIDE AMERICAN WITH DISABILITIES ACT (ADA) REPAIRS**

Expenditure: \$125,000

Revenue Reimbursement: \$0

Net County Commitment: \$125,000 to be financed by Sales Tax Revenue.

Funding is provided to address countywide ADA deficiencies in county facilities including, external and internal access, internal amenities, and accessibility to employment settings.

*Department of Administrative Services-Information Management Services*

**WO17601 MAINFRAME RETIREMENT**

Expenditure: \$691,500

Revenue Reimbursement: \$0

Net County Commitment: \$691,500 in Sales Tax Revenue.

The current mainframe system is outdated and cannot be updated. The cost of operating the mainframe and 16 additional ancillary applications was \$2.9 million in 2015. The goal of the project is to move core financials to a hosted environment in order to reduce the risk to the County of a mainframe failure and to continue critical business operations. It is expected that future operating costs will be significantly reduced once the mainframe is retired, which is expected to occur in late 2017.

**WO18001 INFORMATION TECHNOLOGY SECURITY**

Expenditure: \$1,140,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,140,000 in Sales Tax Revenue.

An Information Security Management Program will be developed in 2017 to mitigate security threats and protect County systems from malware, virus, and intrusion. The project will include the purchase of more advanced infrastructure

and applications, as well as increased training program. It will also allow the County to address identified security vulnerabilities that were found in part by a recent audit of the security of IT systems. It is anticipated that an additional \$350,000 will be needed in 2018 to complete the project.

#### **WO21701 PHONE AND VOICEMAIL SYSTEM REPLACEMENT**

Expenditure: \$900,000

Revenue Reimbursement: \$0

Net County Commitment: \$900,000 in Sales Tax Revenue.

These funds will be used by DAS-IMSD to continue the planned replacement of the PBX phone and voicemail system which has become obsolete. The project scope anticipates the implementation/deployment of a new system to begin in 2017 and continue through 2020. Future year appropriations are estimated to total \$1,000,000.

The 2017 effort will be to install core equipment at the courthouse, Children's Court, BHD, Marcia P. Coggs Center, House of Correction, Zoo, Airport, and Transit Center. This includes implementation of the servers, voice mail system, call distribution software, and integration software to allow locations to be tied together.

#### **WO21801 INFRASTRUCTURE REPLACEMENT**

Expenditure: \$300,000

Revenue Reimbursement: \$0

Net County Commitment: \$300,000 in Sales Tax Revenue.

This project will replace network and server equipment that has reached the end of its useful life. The scope of work for 2017 is the replacement of distribution switches and the deployment of dynamic Multipoint Private Network infrastructure. An additional \$880,000 is planned in 2018-2021 for the Criminal Justice Facility core and WAN routers.

#### **WO60201 ENTERPRISE PLATFORM MODERNIZATION**

Expenditure: \$14,607,500

Revenue Reimbursement: \$0

Net County Commitment: \$11,607,500 in general obligation bonds and \$480,000 in Sales Tax Revenue.

This appropriation will be used for business management software consisting of integrated applications to consolidate common business operations. This is the core of key functions such as accounting, budgeting, purchasing, asset and inventory management, human resources, payroll, time and attendance, financial reporting, and pension administration. This software will serve the County and Transit systems.

The current legacy systems are based on outdated technology which, in many cases, is no longer supported. It is the strategic direction of the County to move into more cost-effective, integrated and modern server and web-based platforms.

The core financial system must be replaced by 2020. An additional \$9.8 million of funding will required in 2018-2021 for implementation and deployment.

**WO94801 ASSET AND WORK ORDER SYSTEM**

Expenditure: \$571,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$571,000 in Sales Tax Revenue.

This project will help build an Enterprise and Work Order System to provide the ability to manage capital assets by minimizing the total cost of owning, operating, and maintaining those assets. It will also help with condition assessments and the integration of the Master Real Property Inventory for the County. The system is called Cityworks and will be deployed to DAS-Facilities Division, Department of Parks, House of Correction, Transit System, MCDOT – Transportation – Fleet Division, Economic development, and Milwaukee County Zoo.

*Department of Transportation-Fleet Management*

**WO11201 FLEET GENERAL EQUIPMENT**

Expenditure: \$3,480,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$3,480,000 to be financed by general obligation bonds.

Funding is budgeted for vehicle and equipment replacement. This is part of a multi-year project to replace vehicles and equipment at the end of its useful life. The project is financed with general obligation bonds.

**WO11203 SHERIFF FLEET EQUIPMENT**

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

Funding is budgeted for vehicle and equipment replacement. The project is financed with general obligation bonds.

**WO11204 HOUSE OF CORRECTIONS FLEET EQUIPMENT**

Expenditure: \$141,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$141,000 to be financed by general obligation bonds.

Funding is budgeted for vehicle and equipment replacement. The project is financed with general obligation bonds.



**W011205      PARKS FLEET EQUIPMENT**

Expenditure: \$3,051,000

Revenue Reimbursement: \$0

Net County Commitment: \$3,015,000 to be financed by general obligation bonds.

Funding is budgeted for vehicle and equipment replacement. This is an ongoing project to replace equipment that is beyond its useful life. The project is financed with general obligation bonds.

*Office of Emergency Management*

**W030301      PUBLIC SAFETY DATA INTEROPERABILITY**

Expenditure: \$275,000

Revenue Reimbursement: \$0

Net County Commitment: \$150,000 financed by Sales Tax Revenue and \$125,000 financed by property tax revenue.

Funding is provided to implement technology that will integrate public safety data. In 2017, the work includes the development of an intelligent hub-model which creates a data feed between 9-1-1 CAD systems. This is a two phase project and is anticipated to be completed in 2018 with an additional \$677,000 in future funding.

*Office of the Sheriff*

**W044701      CCFC CAMERA SYSTEM**

Expenditure: \$686,028

Revenue Reimbursement: \$0

Net County Commitment: \$686,028 financed by general obligation bonds.

These funds will be utilized to implement Phase 2 of the multi-year CCFC Camera System project. The project adds or replaces approximately 295 cameras, implements an expandable platform, and adds servers and storage to the security camera system in the Criminal Justice Facility, Courthouse, and Safety Building. Phase 2 continues the replacement of old and outdated cameras within the CJF, adds new cameras, and adds servers and storage to support the new cameras.

**W046501      TRAINING ACADEMY BOILER SYSTEM REPLACEMENT**

Expenditure: \$188,000

Revenue Reimbursement: \$0

Net County Commitment: \$188,000 financed by general obligation bonds.

The boiler system at the Training Academy is now 14 years old and are near the end of their anticipated life span. The funds will be used to replace the two existing boilers with two new high efficiency sealed combustion boilers.

In CIC Recommended -Not In CEX Recommended

REQ DEPT	DEPT RANK	Project Number	Project Name	2017 Total Project Cost	2017 Reimburs- Revenue/Priv Cntrb	2017 County Financing	CIC Grading
DHHS-BHD	4	WE05701	Stairwell Sprinkler Protection System	\$38,000	\$0	\$38,000	C1
DAS-FM-FM	10	WC09801	Courthouse Penthouse Masonry	\$624,000	\$0	\$624,000	C2
CAVT	1	WO50701	Charles Allis Exterior Facade Repair	\$1,163,000	\$0	\$1,163,000	B2
PARKS	6	WP51201	McKinley Marina Parking Lots	\$2,100,000	\$0	\$2,100,000	B3
CAVT	2	WO50601	Charles Allis Roof and Drain Replacement	\$998,000	\$0	\$998,000	B3
PARKS	5	WP20801	Kosciuszko Community Center HVAC	\$3,500,000	\$0	\$3,500,000	C3
DHHS-BHD	2	WE03701	Parking Lots	\$567,000	\$0	\$567,000	B1
DHHS-BHD	1	WE00508	Repair Lot X35	\$586,000	\$0	\$586,000	B1
PARKS	19	WP05046	Lincoln Park Baseball Lighting	\$50,000	\$0	\$50,000	B3
			Total	\$9,626,000	\$0	\$9,626,000	

In CIC Recommended -Changed in CEX Recommended

REQ DEPT	DEPT RANK	Project Number	Project Name	2017 Total Project Cost (CEX Rec)	2017 Reimburs. Revenue/Priv Cntrb (CEX Rec)	2017 County Financing (CEX Rec)	CIC Grading	CIC Recommended Amount	Change From CIC Rec. Amount
MPM	1	WM02701	MPV-North Wing Air Handling Unit	\$524,000	\$0	\$524,000	B2	\$487,000	\$37,000
DAS-FM-FM	1	WC14801	Courthouse Complex Planning - Phase III	\$500,000	\$0	\$500,000	F1	\$1,312,500	(\$812,500)
DOT-FLEET	1	WO11201	Fleet General Equipment	\$3,480,000	\$0	\$3,480,000	B2	\$2,751,000	\$729,000
DOT-FLEET	3	WO11203	Sheriff Fleet Equipment	\$1,000,000	\$0	\$1,000,000	B3	\$800,000	\$200,000
DOT-FLEET	2	WO11205	Fleet Parks Equipment	\$3,051,000	\$0	\$3,051,000	B3	\$2,100,000	\$951,000
DAS-OPD	1	WO16502	Countywide ADA Repairs	\$125,000	\$0	\$125,000	B3	\$500,000	(\$375,000)
DAS-IMSD	6	WO21801	Infrastructure Replacement	\$300,000	\$0	\$300,000	B3	\$360,000	(\$60,000)
EMERGENCY MNGT	1	WO30301	Public Safety Data Interoperability	\$275,000	\$0	\$275,000	C3	\$952,000	(\$677,000)
				\$9,255,000	\$0	\$5,504,000		\$9,262,500	\$1,104,500

Not In CIC Recommended - In CEX Recommended

REQ DEPT	DEPT	Project	Project Name	2017 Total Project Cost	2017 Reimburs. Revenue/Prv Gntb	2017 County Financing	CIC Grading
DOT-HWY	9	WH09101	Short Term CTH Rehabilitation-Maint. Projects	\$500,000		\$500,000	C2
DOT-HWY	12	WH09501	W Rawson Ave- S. 27th St to S. 20th St.	\$150,000	\$120,000	\$30,000	C1
DOT-HWY	14	WH22801	North Shop Improvements	\$1,279,000		\$1,279,000	C1
DOT-HWY	11	WH24001	W Rawson (CTH BB) UH 45 to Hawthorne	\$250,000		\$250,000	C1
DOT-HWY	10	WH24101	N Oakland Ave Bridge Deck Mill and Overlay	\$180,000		\$180,000	F1
DOT-TRANSIT	2	WT02601	New Flyer Buses	\$7,500,000	\$5,800,000	\$1,700,000	B2
DOT-TRANSIT	3	WT07601	KK Garage HVAC System	\$2,000,000	\$1,600,000	\$400,000	C1
DOT-TRANSIT	4	WT07701	FDL Garage Roof Replacement	\$2,700,000	\$2,160,000	\$540,000	C1
DOT-TRANSIT	1	WT08301	Bus Rapid Transit	\$43,775,000	\$36,000,000	\$7,775,000	F1
PARKS	14	WP32301	Menomonee River Streambank Stabilization	\$300,000		\$300,000	C2
PARKS	15	WP52301	Lark Park Steel Arch Bridge	\$100,800		\$100,800	C2
DAS-FM-FM	11	WC09501	Courthouse Campus Masonry - Basement Wall	\$506,000		\$506,000	B2
DAS-FM-FM	6	WC10202	Courthouse HVAC Replacement	\$250,000		\$250,000	D2
SHERIFF	3	WC14001	CIF Pod 4B Food Chutes	\$142,000		\$142,000	C1
DAS-FM-FM	7	WC14301	Courthouse Lightout Per. Vert. Access	\$50,000		\$50,000	B2
DOT-FLEET	4	WO11204	House of Correction Fleet Equipment	\$141,000		\$141,000	B3
DAS-OPD	1	WO16502	Countywide ADA Repairs	\$500,000		\$500,000	B3
DAS-IMSD	4	WO17601	Mainframe Retirement	\$691,500		\$691,500	B3
DAS-IMSD	2	WO18001	Information Technology Security*	\$1,140,000		\$1,140,000	B3
DAS-IMSD	6	WO21801	Infrastructure Replacement	\$360,000		\$360,000	B3
EMERGENCY MNGT	1	WO30301	Public Safety Data Interoperability	\$952,000		\$952,000	C3
SHERIFF	5	WO46501	Training Academy- Boiler System Heat/Cool	\$188,000		\$188,000	D2
		Total		\$63,655,300	\$45,680,000	\$17,975,300	

\* The requested amount for Project WO18001 - Information Technology Security is \$1,465,800, the amount was modified during the CIC review process.

2016 Transfer Request - October Cycle (Not In CIC or CEX Recommended)

REQ DEPT	DEPT	Project	Project Name	2017 Total Project Cost	2017 Reimburs. Revenue/Prv Gntb	2017 County Financing	CIC Grading
PARKS	7	WP22501	Oakwood Golf Course Cart Paths	\$777,000	\$0	\$777,000	F
		Total		\$777,000	\$0	\$777,000	

Not In CIC Recommended - Not In CEX Recommended

REQ DEPT	DEPT	Project	Project Name	2017 Total Project Cost	2017 Reimburs. Revenue/Priv Cntb	2017 County Financing	CIC Grading
DHHS-BHD	3	WFO4001	BHD Roof Repair	\$452,000		\$452,000	D1
HOC	2	WOJ7901	HOC New Parking Outside Secure Perimeter	\$881,000		\$881,000	C3
HOC	3	WII0501	HOC Rubber Sports Flooring Replacement	\$192,000		\$192,000	C2
HOC	4	WII0601	HOC Carpeting Replacement	\$161,000		\$161,000	C2
MPM	3	WMO03501	New Passenger Elevator	\$2,234,500		\$2,234,500	F1
MPM	4	WMO03601	Air Handling Unit Frequency Drive Replace.	\$349,000		\$349,000	F1
MPM	2	WMO03701	Dome Planetarium Roof	\$848,000		\$848,000	F1
DOT-TRANSIT	6	WO00101	Asset Manage. & Workflow Sys.-Fleet/Trans	\$1,289,614		\$1,289,614	D2
DOT-FLEET	5	WO10701	Fleet Window Replacement	\$231,000		\$231,000	D2
DAS-FM-FM	8	WO11411	Courthouse Complex Improvements	\$1,500,000		\$1,500,000	C1
CAVT	3	WO12401	Charles Allis Window and Door Replace.	\$432,000		\$432,000	D2
MC HIST SCTY	1	WO13501	Trimborn Farm Silo Repair and Inspection	\$231,000		\$231,000	B2
MC HIST SCTY	2	WO16002	Window Restoration (Kilbourntown House)	\$51,000		\$51,000	F1
MC HIST SCTY	3	WO16101	Masonry Wall Repairs (Jeremiah Curtain House)	\$85,000		\$85,000	F1
SHERIFF	4	WO16801	Training Academy HVAC-Plumbing Replace.	\$115,000		\$115,000	D2
SHERIFF	2	WO17801	MCSO Rugged Modems	\$120,000		\$120,000	C1
SHERIFF	6	WO17901	MCSO Voice Analytics	\$124,800		\$124,800	C1
SHERIFF	7	WO49101	Lakefront Cameras & Video Analytics	\$139,434		\$139,434	F1
PARKS	9	WP03904	Washington Park Bridge Replacements	\$950,000		\$950,000	B3
PARKS	7	WP22501	Oakwood Golf Course Cart Paths	\$777,000		\$777,000	F
PARKS	16	WP24711	Greenfield Park Shelter RR #5 Replacement	\$100,600		\$100,600	D1
PARKS	13	WP30202	Playground Resurface - Hoyt, Gordon, Cool Waters	\$361,000		\$361,000	F1
PARKS	11	WP32001	North Point Parking Lot	\$142,600		\$142,600	F1
PARKS	3	WP52501	Point of Sale Replacement	\$1,200,000		\$1,200,000	D3
PARKS	8	WP60802	Systemwide Building Demolition	\$450,000		\$450,000	B2
PARKS	18	WP62501	Dretzka Golf Clubhouse Parking Lot	\$101,000		\$101,000	C2
PARKS	17	WP62601	Cool Waters Overflow Parking Lot	\$92,000		\$92,000	C2

Not In CIC Recommended - Not In CEX Recommended (continued)

REQ DEPT	DEPT RANK	Project Number	Project Name	2017 Total Project Cost	2017 Reimburs. Revenue/Pv Gntb	2017 County Financing	CIC Grading
AGING	1	WS05001	McGovern Senior Center Access Lighting	\$62,000		\$62,000	C2
AGING	3	WS05002	Washington Senior Center Access Lighting	\$95,000		\$95,000	D1
DHHS	1	WS06601	DHHS Case Management and Software Converst.	\$1,094,500		\$1,094,500	C3
DHHS	2	WS10101	ProPhoenix Medical Module	\$72,000		\$72,000	F1
DOT-TRANSIT	5	WT07801	KK Garage Roof Replacement	\$2,400,000	\$1,920,000	\$480,000	C1
DOT-TRANSIT	7	WT07901	Replace MCTS Fleet Maintenance Roof	\$1,500,000	\$1,200,000	\$300,000	C1
DAS-FM-EE	2	WV02101	Oak Creek Streambank Stabilization	\$792,000		\$792,000	B3
DAS-FM-EE	5	WV03801	Dretzla Park Lift Station	\$479,000		\$479,000	B3
DAS-FM-EE	3	WV04601	Warrimont Park Gun Club Remediation	\$292,000		\$292,000	C2
DAS-FM-EE	4	WV04701	Freemming Park Pavilion Water & Sanitary	\$375,000		\$375,000	D2
ZOO	4	WZ13501	ARC Structural Repairs	\$645,000		\$645,000	C2
ZOO	3	WZ16901	Primates Mesh Renovation	\$204,000		\$204,000	F1
			Total	\$21,621,048	\$3,120,000	\$18,501,048	

In CIC Recommended - Department Addressing in 2016 Operating Budget

REQ DEPT	DEPT RANK	Project Number	Project Name	2016 Total Project Cost	2016 Reimburs. Revenue/Pv Gntb	2016 County Financing	CIC Grading
DHHS-BHD	4	WE05701	Stairwell Sprinkler Protection System	\$38,000	\$0	\$38,000	C1

Not In CIC Recommended - Department Addressing in 2017 Operating Budget

REQ DEPT	DEPT RANK	Project Number	Project Name	2017 Total Project Cost	2017 Reimburs. Revenue/Pv Gntb	2017 County Financing	CIC Grading
DHHS-BHD	5	WE60301	Replace Fire Dampers	\$115,000		\$115,000	F1
MPM	1	WM02701	MPM-North Wing Air Handling Unit	\$487,000		\$487,000	B2
DAS-FM-FM	1	WC14801	Courthouse Complex Planning - Phase III	\$1,312,500		\$1,312,500	F1
DOT-FLEET	1	WO11201	Fleet General Equipment	\$2,751,000		\$2,751,000	B2
DOT-FLEET	3	WO11203	Sheriff Fleet Equipment	\$800,000		\$800,000	B3
DOT-FLEET	2	WO11205	Fleet Parks Equipment	\$2,100,000		\$2,100,000	B3