



Overview of the County Executive's 2016 Recommended Budget

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COUNTY OF MILWAUKEE INTER-OFFICE COMMUNICATION

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Attached is the Comptroller Research Services Staff's overview of the County Executive's 2016 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 Canges** for each Organizational Unit, comparing the 2016 Recommended Budget with the 2015 Adopted Budget.
3. Section 3 provides a summary of **Major Changes**, proposed by the County Executive in the 2016 Recommended Budget.
4. Section 4 is the **Capital Improvements** section, which summarizes the capital improvement projects proposed by the County Executive.

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

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

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SECTION 1 – GENERAL OVERVIEW

SUMMARY ANALYSIS

Annual budget surpluses in excess of \$21.0 million since 2012, as well as a sizable surplus projected this year, have helped the County tackle structural deficit challenges and improve the outlook on County finances. Indeed, at first glance the 2016 Recommended Budget gives the impression that the fiscal challenges of recent years have evaporated as the perennial cost-cutting measures are largely missing in the 2016 spending plan. Almost all departments receive cost to continue budgets with few significant cuts and even new investments in some areas. But a closer look reveals a budget that was aided by a sizable contribution from reserve funds, major savings in health care costs, and a large undefined cut to the Office of the Sheriff. These three actions allowed the Recommended Budget to fund a \$22.4 million higher pension contribution, absorb a \$4.0 million cut to State shared revenue for the Milwaukee Sports Arena, and provide a hiatus from broader cost-cutting measures. All of this is accomplished while freezing the tax levy at the 2015 level.

The 2016 Recommended Budget presents some of the decisions that have been before policymakers in recent years, such as the proper (and affordable) role of the Sheriff in a fully incorporated area, assessing the County's infrastructure needs, and reforming employee compensation to align with common pay practices. The Recommended Budget proposes few new outsourcing initiatives and actually reverses the downward trend by *increasing* the number of funded full-time equivalent (FTE) employees.

The theme of the 2016 Recommended Budget is largely the continuation of existing budget levels while centralizing oversight in the Department of Administrative Services and Human Resources. This is evidenced by continuing efforts to right size the County's space needs into buildings that are more cost efficient, preparing surplus properties for disposition, and strengthening employee evaluation and training programs. There are several new positions sprinkled throughout the budget, including positions to help garner new grant funding, bolster the district attorney's operations, and to realign current staffing needs. 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 *less* than this year's and still almost \$7.0 million under the legal limit.

The budget narrative also continues recent practices of not including detailed personnel tables and employee fringe benefit plan design specifics, which may be efficient budget presentation or simply related to authority over personnel matters. The passage of Act 14 in 2013, as well as recent legislation related to the disposition of property, has clearly changed the County's governance structure. That structure will likely continue to evolve in 2016 as a newly elected County Executive and part-time County Board begin new terms and the roles and responsibilities for each are better defined.

The County has made considerable progress in the last several years reducing its structural deficit, in no small part due to Act 10 which allowed significant changes to employee wage and fringe benefit costs. Many of the past budgets were balanced with permanent cuts, not one-time revenues such as land sales to fund ongoing operations. But stagnant state and federal revenues, strict limits (state or self-imposed) on tax levy increases and past budget cutting have made the task of closing future budget gaps even more challenging. The prospect of significant budget surpluses in 2016 and beyond to help cover structural shortfalls is less likely since the health care budget – which has fueled the surpluses in recent years – has been ratcheted down.

The use of reserves is an appropriate way to ease the transition to a higher annual pension contribution. But policymakers may wish to better understand how the 2016 draw down from the reserves will impact future budgets, especially if large annual surpluses and sizable reserves are not available to meet those challenges.

Later in this section more information is provided about the major items used to balance the 2016 Budget, including:

- The use of \$14.25 million in debt service reserve funds to reduce debt service costs and free up additional sales tax revenues to fund the operating budget. (See page 6)
- The use of \$3 million in pension stabilization reserve funds to help offset a \$22.4 million increase in the annual pension contribution. (See page 6)
- An lump sum expenditure reduction of \$9.8 million that reduces the Office of the Sheriff’s budget by approximately \$8 million compared to 2015. This undesignated expenditure decrease will force sizable budget cuts that may not be achieved and does not appear to limit the Office of the Sheriff’s ability to spend funds. (See page 9)
- Cost savings of \$12.4 million from employee/retiree health care costs. (See page 13 for more information on employee benefit changes)

FIVE-YEAR FINANCIAL FORECAST - STRUCTURAL IMPACT

In August 2015, 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 a structural deficit (shortfall) of \$26.2 million for 2016 with the gap growing to \$74.7 million in 2020 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 2016 projected shortfall of \$26.2 million, then the projected shortfall for 2017 would be \$12.5 million, not the \$38.7 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 2016 Recommended Budget, unlike the past several budgets, addresses the budget shortfall using fewer permanent fixes and more contributions from reserve funds. This will make it more difficult in subsequent budgets to close the structural deficit because of the use of “one-time” reserve funds.

Major Expenditure/Revenue Changes in the 2016 Budget

The following table highlights several of the major budget drivers that impacted the 2016 Recommended Budget. Although not intended to be a comprehensive list of budget changes, the items shown below provide a high level view of accounts that helped shape the final budget.

Notable Expenditure Changes		Notable Revenue Changes	
County Pension Contribution	\$22.4 M	Debt Service Reserve Contrib.	\$7.9 M
Employee/Retiree Health Costs	(\$12.4 M)	State Shared Revenue - Arena	(\$4.0 M)
Employee Salary Costs	\$11.2 M	Employee Pension Share	\$3.6 M
Sheriff Lump Sum Increase	(\$8.0 M)	POB Stabilization Reserve Contrib.	\$3.0 M
Approp. For Contingencies	(\$3.6 M)	Sales Tax Revenue	\$3.6 M
Election Commission	\$0.7 M	Transit	(\$2.3 M)
		Other Misc. Revenue	(\$1.8 M)
		O’Donnell Parking	\$1.5 M
		Unclaimed Funds	(\$1.2 M)
Total:	\$10.3 M	Total:	\$10.3 M

Use of Debt Service Reserve and POB Stabilization Fund

The 2016 Recommended Budget proposes to use \$14.25 million from the Debt Service Reserve (DSR) and \$3 million from the Pension Obligation Bond Stabilization Fund to balance the budget. By increasing the contribution from the Debt Service Reserve by \$7.9 million (\$6.3 million was used in 2015), the projected balance in the Debt Service Reserve at the end of 2016 will be \$16.8 million (see chart below for more detail.)

The Recommended Budget also proposes using \$3 million from the Pension Obligation Bond Stabilization fund that was established at the time the pension obligation notes were issued in 2009. Although annual contributions to the stabilization fund ceased shortly after the reserve was created, no draws on the funds have been made to date. The monies in this fund are earmarked to be only used to fund pension liabilities. The balance of the Pension Obligation Bond Stabilization fund is approximately \$6.9 million, leaving \$3.9 million in the fund if the 2016 Recommendation is approved.

It should be noted that, by increasing the contribution from the Debt Service Reserve, the funds needed to pay debt service tax levy decrease. 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 chart below outlines the recent history of the Debt Service Reserve and the projected impact on using \$14.25 million in 2016 to fund the budget.

Debt Service Reserve Recent Activity & Projection			
	Balance	Outflows	Inflows
Balance As of December 31, 2014	\$40,237,774		
2015 Budget Contribution		(\$6,327,873)	
Election Machines	CB Res 15-403	(\$1,861,975)	
Transit Signal Project	CB Res 15-526	(\$1,500,000)	
Parks Major Maintenance	CB Res 15-526	(\$1,000,000)	
Parks High Priority Projects	CB Res 15-526	(\$4,000,000)	
Menomonee River Parkway (Sept Transfer)	Sept Transfer	(\$1,695,521)	
October - 2015 Projected Surplus Funds Available for Contribution to DSR			\$14,700,000*
Pending Request to Increase 2015 Pension Contribution		(\$7,500,000)	
Projected Balance As of December 31, 2015	\$31,052,405		
2016 CEX Budget Contribution		(\$14,250,000)	
Projected Balance as of December 31, 2016	\$16,802,405		

*This amount reflects the current projected 2015 budget surplus of \$19.7 million, less \$5 million for 2017 budget. The pending request to raise the 2015 pension contribution is anticipated to go before the County Board in October of 2015. It includes an additional \$10 million contribution, less \$3.5 million for Airport, Family Care, and BHD offsets.

Budget Fiscal Synopsis

The 2016 Budget calls for total expenditures of \$1,374,746,605, an increase of \$37,017,586, or 2.8 percent, compared to the 2015 Adopted County Budget. The recommended property tax levy is \$282,985,125, the same as the 2015 adopted levy. The recommended tax levy is comprised of two components: debt service levy of \$26,271,779 and operating levy of \$256,713,346. The recommended tax levy is \$2.9 million under the estimated tax levy cap, and perhaps as much as \$8.3 million under if other factors are considered. (See Tax Levy Cap below)

The Recommended Budget allocates \$82.7 million in expenditures for capital improvements with \$22.2 million for the airport and \$60.5 million for general government. General obligation bonding is \$39.7 million and is approximately \$20,000 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 2016. The estimated tax levy limit for 2016 is an increase of \$2,866,726, or 1.01 percent. The majority of the increase is derived from the percentage increase in Net New Construction.

Beyond the \$2,866,726 identified above, an additional amount is available under one of two different carryover options. For purposes of this calculation, a net carryover amount of \$446,915 is assumed¹ which is available under Wis. Stat (3) (f) 1. Adding the carryover amount to the 2016 amount above, the total amount available is \$3,313,641, or 1.17 percent.

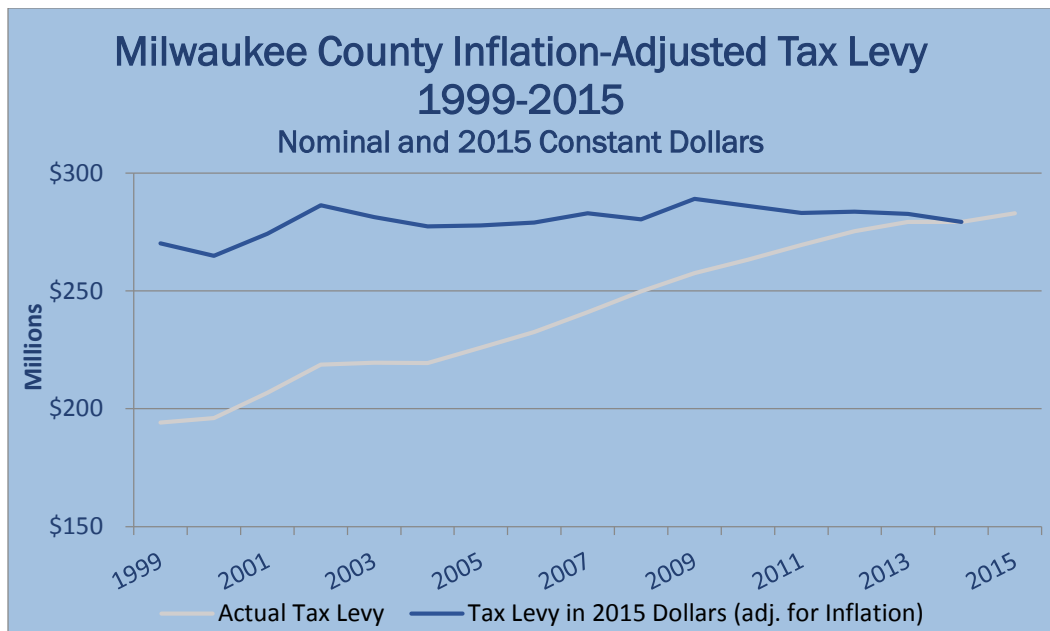
In addition to this limit, the County may increase the levy for all or part of the levy associated with a County-wide Emergency Management (EMS) program and for payments to the Federated Library System. The 2016 Recommended Budget includes tax levy of \$4,970,111 for EMS (\$4,903,611) and the Federated Library System (\$66,500). In 2013, the County used \$2,974,301 of this exemption in the adoption of the final tax levy. However, the exemptions were “repaid” in 2015. Therefore, the County has an additional \$4,970,111 in tax levy exemptions capacity if it chooses to use it. Combined with the allowable limit explained in the previous paragraphs, the County could increase its tax levy by as much as \$8,283,752, or 2.93 percent.

Tax Levy History

The average increase in the County property tax levy since 1999 is 2.4 percent per year. Through 2015², the average annual inflation since 1999 has been 2.0 percent. The following chart shows the changes in the tax levy from 1999 through 2015 as adjusted for inflation:

1 A new carryforward provision was adopted in 2015 under Wis. Stat. 66.0602 (3) (fm). This option could provide the County additional levy of \$629,348 for 2016 Budget instead of the \$446,915 under the other carryforward option. The overall levy limit calculation assumes this carryforward option is not used since it can be “saved” for a future budget year.

2 The 2015 inflation figure is based on annualizing the CPI-U Milwaukee/Racine figure based on data through June 30, 2015.



Budget Narrative Changes

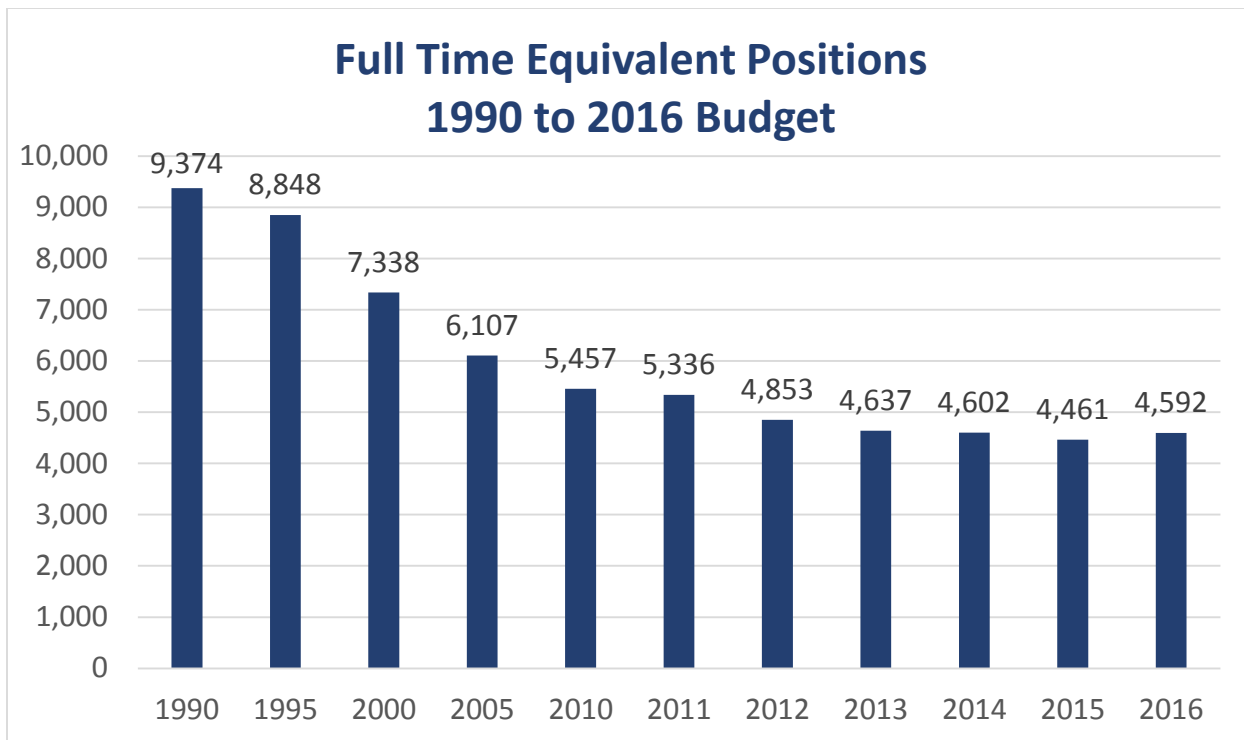
At its meeting in July 2013, the Committee on Finance, Personnel and Audit reviewed a PowerPoint presentation from the DAS Fiscal and Budget Administrator related to a new format for the 2014 Budget narrative. The goal of the new format was to create a more uniform budget presentation that exhibits “best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

The format was used for the 2014 Budget, but was altered for the 2015 budget year to remove personnel summary tables. The 2016 Recommended Budget narrative again excludes the personnel summary tables. The narratives do not provide specific information about each position action. The absence of the personnel summary tables make it more difficult to identify position actions proposed as part of the Recommended Budget. In addition, the narratives are typically updated each year to reflect position actions (abolish, creates, reclassifications, etc.) that occur outside of the budget process for historical purposes.

Funded Full Time Positions (FTEs)

The 2016 Recommended Budget reverses the downward trend in the number of funded positions. The 2016 Recommended Budget includes 4,592 funded FTEs, an increase of 131, or 2.9 percent, from the 4,461 FTEs in the 2015 Adopted Budget. The FTE reduction is net of position creates, abolishments and unfunding. It should be noted that the 2016 mid-year salary adjustments proposed in the budget are converted to FTEs in departmental budgets, which makes it appear as though positions have increase in departments across the County. The salary adjustment increases results in an additional 110.5 FTEs compared to the 2015 Adopted Budget. Therefore, reducing the total FTE count of 131 by the salary adjustment FTE count of 110.5 reduces the overall increase in FTE or those attributable to additional staff positions to 20.5 FTE.

The Department of Administrative Services indicated to Research Services staff that approximately ten positions are “at-risk” of layoff. The actual number of layoffs that may occur is determined by further attrition, retirements, and job transfers to either other County positions or hired by the vendor. The chart below provides a historical summary of the number of FTEs within the County.



MAJOR INITIATIVES

Office of the Sheriff

The 2016 Recommended Budget maintains the same tax levy for the Office of the Sheriff as the 2015 Adopted Budget at \$70.7 million. A lump sum expenditure reduction of \$9.8 million is included in an effort to maintain a zero tax levy increase. Of that lump sum amount, \$4.0 million is attributable to increased centralized costs allocated to the Sheriff including legacy fringe benefits, IMSD charges, and Courthouse Space rental. Itemized expenditure reductions were not made in recognition of the Sheriff's constitutional and statutory authority to deploy resources as the Sheriff sees fit. However, the expectation of the Recommended Budget is that the Sheriff will make expenditure decreases to achieve the lump sum reduction.

The Recommended Budget adds ten Deputy Sheriff 1 positions to provide services at the Milwaukee Regional Medical Center based on an anticipated contract with the hospitals that will fully pay the cost of the new Deputies. The Sheriff's Command staff is funded and all other positions are maintained, although the lump sum expenditure reduction noted below will adversely impact the Sheriff's ability to fill positions. All unfunded positions are abolished.

Policymakers may wish to consider the following observations about the 2016 Sheriff's budget:

- The 2016 Recommended Budget funds all of the Sheriff's command staff; however, the 2015 Adopted Tax Levy did not fund command staff. This is a cost of approximately \$1.7 million annually.
- A fund transfer was approved by the County Board mid-year 2015 to transfer \$1.5 million from the Appropriation for Contingencies to cover the Sheriff's estimated deficit for 2015 (in part due to the unfunded command staff) as well as to allow a class of 30 deputy-trainees to start on or about July 1, 2015.
- While tax levy remains at the 2015 level in the 2016 Recommended Budget, the lump sum expenditure reduction increases by \$8.0 million from the 2015 levels to a total lump sum expenditure reduction of

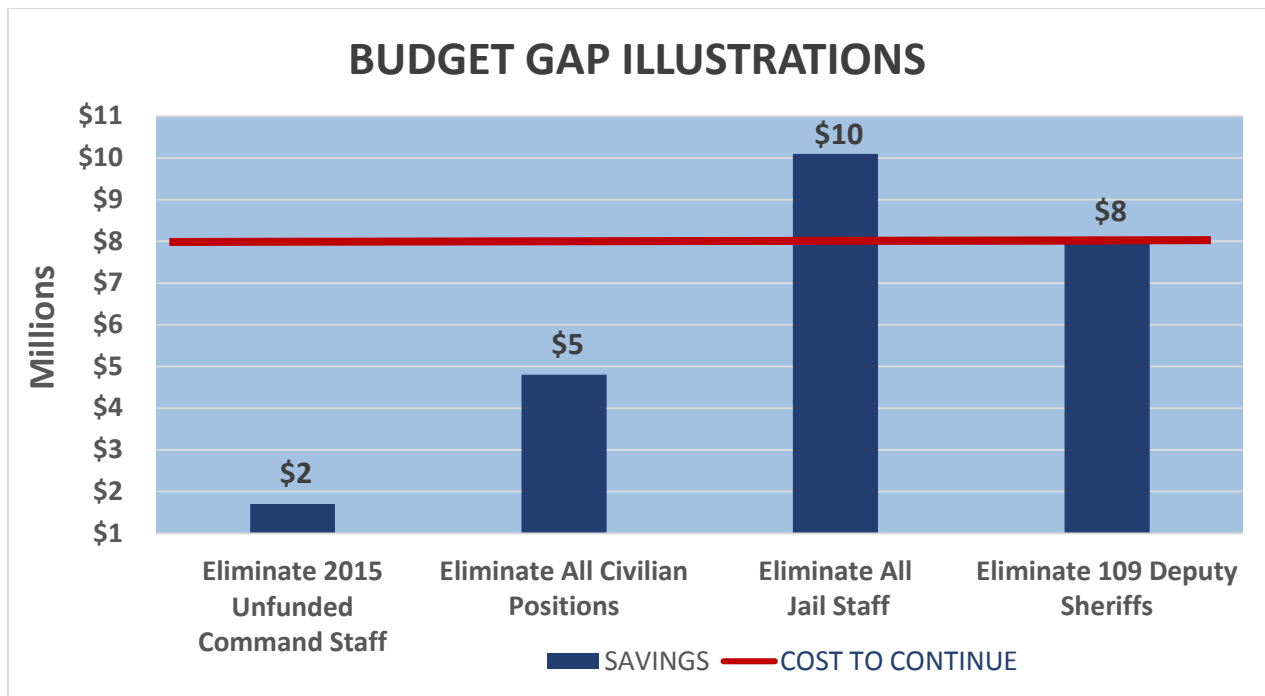
\$9.8 million in 2016. In other words, the Office of the Sheriff has approximately \$8.0 million less in funds available to manage its department in 2016 than it did in 2015. Over \$4.0 million of the lump sum expenditure reduction is due to increased centralized costs not within the control of the Sheriff including: legacy fringe benefits, IMSD technology charges, and courthouse space charges. See the chart below for a breakdown of the major expenditure increases that led to the increase in the lump sum expenditure reduction.

- Revenue from the proposed contract with Children’s Hospital was overstated by \$540,000.
- The 2016 Recommended Budget includes citation revenue that is approximately \$400,000 more than the projected collections for 2015.

The chart below outlines the changes in the 2016 Recommended Budget compared to the 2015 Adopted Budget and the cost to continue current operations.

2016 Major Expenditure Increases from 2015 Levels	
Salaries for Existing Staff (incl. 2015 new Deputies)	\$3.2 M
Legacy Fringe Benefits	\$1.9 M
IMSD Technology Charges	\$1.1 M
Courthouse Space Charges	\$1.6 M
Remaining Operating Costs	\$1.2 M
Total Expenditure Increase in 2016 Budget	\$9.0 M
Increased Revenue for 2016 for a tax levy savings	(\$1.0 M)
Net Expenditure increase from 2015 to 2016	\$8.0 M
2016 Total Lump sum Expenditure Reduction Increase	(\$8.0 M)
2016 Tax Levy Change	\$0 M

The Office of the Comptroller, based on data submitted by the Office of the Sheriff, projects a balanced budget for the Sheriff in 2015. For 2016, the increase in the lump sum expenditure reduction to the Office of the Sheriff of \$8.0 million makes it unlikely that the Sheriff’s Office will achieve a balanced budget without a significant reduction in staffing and/or other expenditure reductions. The chart below provides policymakers with illustrations on the size of the potential budget shortfall. It does not reflect any recommendations of the Office of the Sheriff or Office of the Comptroller in how to address budget gap. It is provided to help illustrate the magnitude of the measures that would be needed to balance the Sheriff’s budget.



BEHAVIORAL HEALTH DIVISION (BHD)

A little over a year has 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.

The Department of Health and Human Services administration presented the 2016 Requested Budget to the MHB at its meeting in June. On July 9, 2015, the MHB heard public comment on the budget and took up amendments. The MHB approved an amendment to provide third-shift coverage at both Crisis Resource Centers for a cost of \$346,000. The Recommended Budget modifies this amendment to instead provide \$150,000 to run a third-shift pilot program at the Northside Crisis Resource Center to evaluate the demand, effectiveness, and fiscal feasibility of providing 24/7 services.

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 BHD 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 \$286,370 from the 2015 Adopted amount to \$58,812,971.

INPATIENT SERVICES (ADULT AND CHILDREN)

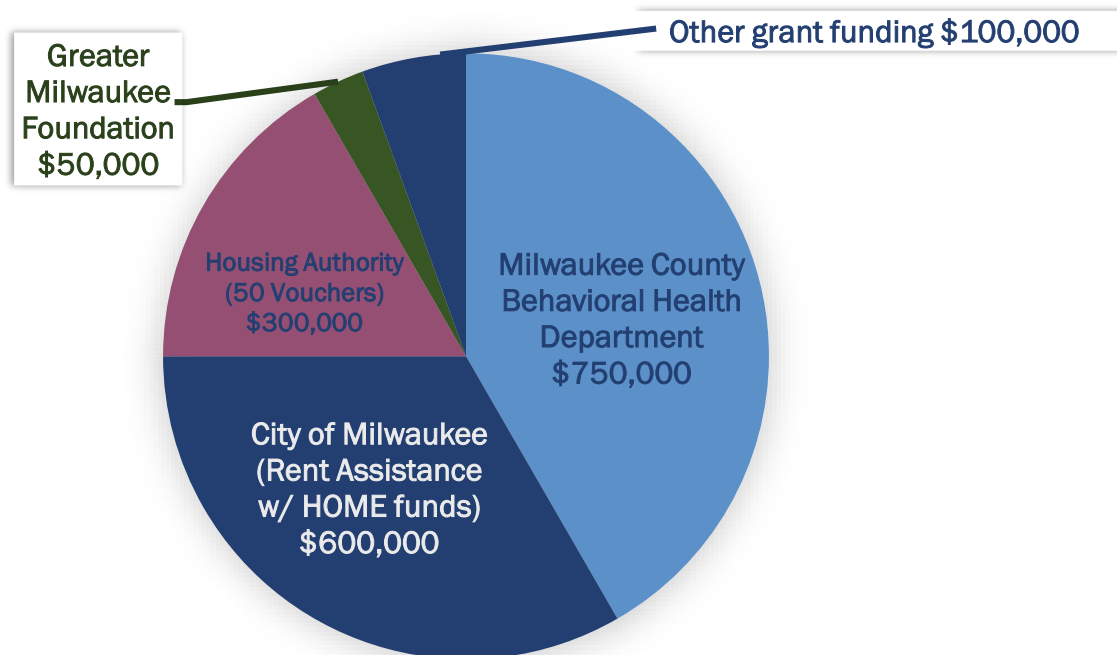
A major initiative by BHD Administration was the issuance of a Request for Proposal (RFP) for provision of acute inpatient care for adults and children, a 24-hour psychiatric emergency service, and observation services. The request was looking for a provider to provide services for twenty years beginning in 2018. While two companies responded to the RFP, both respondents’ primary experience is in forensic pathology so it was determined by BHD officials that neither company was a good fit for Milwaukee County. On October 2, 2015, the RFP was withdrawn by the Department of Health and Human Services.

CLOSURE OF LONG-TERM CARE FACILITIES, HILLTOP AND CENTRAL, TO COMPLETE COMMUNITY PLACEMENTS

The MHB continued the initiative to find community placements for individuals placed at Hilltop and Central. Hilltop completed its closure January 2015 and Central is on target to close by the end of 2015. Advocates report that the County has been successful in developing capacity to ensure appropriate placements of all residents.

CONSOLIDATED FACILITIES PLANNING FOR BHD

2016 Funding to End Chronic Homelessness



In April 2013, C.B. Richard Ellis (CBRE) completed a comprehensive review of Milwaukee County’s facilities and provided the County with a Comprehensive Facilities Planning Consulting Report. Two BHD facilities outlined in the report are scheduled for demolition in the 2016 Recommended Budget; the Day Hospital and the Food Service Building. The 2013 report recommended vacating both buildings. The Day Hospital located at 9201 Watertown Plank Road and the Food Service Building located across the street from BHD at 9150 Watertown Plank Road are slated for demolition at a cost of \$3 million and \$750,000, respectively (See Facilities Assessment Planning later in Section 1).

INITIATIVE TO END CHRONIC HOMELESSNESS

The BHD budget includes \$750,000 to continue funding the Initiative to End Chronic Homelessness. The overall cost of the initiative is \$1.8 million with \$600,000 from the City of Milwaukee through rent assistance through their HOME funding, approximately \$300,000 from the City of Milwaukee Housing Authority in the form of 50 housing vouchers, \$50,000 committed by the Greater Milwaukee Foundation, and the remainder from other grant and private funds. This initiative is centered on providing housing first to homeless individuals and families and then working to address other issues the individuals or families face.

Funds contributed to this initiative by BHD in 2015 allowed the Department of Health and Human Services – Housing Division to hire four positions for homeless outreach. The outreach positions include two Housing Navigators, one Program Evaluator, and one Manager. All four positions assist with street outreach. Street outreach entails finding homeless individuals or families and providing them with food, water, sleeping bags, hygiene kits, resource information, and immediately determining if they qualify for the Initiative. A portion of the 2016 funding for the Initiative is dedicated to the continuation of the four positions in Housing.

Employee Compensation

Compared to recent years, the 2016 Recommended Budget increases salaries with modest raises and investments in training offset by higher employee pension contributions, modifications to the flexible spending account, and minor changes to the health care plan design. The budget funds the 1.5 percent raise authorized for most employees in mid-2015 for all of 2016. The fiscal note at that time estimated the 2016 full-year cost of the 1.5 percent raise to be \$1.94 million. In addition, the 2016 Recommended Budget includes a proposed one percent raise for employees in good standing³ effective Pay Period 14 (June 19, 2016). On top of the one percent raise, departmental budgets include a half-percent “one-time” bonus for employees in good standing. These funds are expected to be distributed at the time of the one percent raise and will not increase base pay. Beginning January 1, 2016, most employees will pay more toward their pension benefits. Most general employees will pay 6.5 percent of pay, up from the 5 percent current contribution. Public Safety employees’ contributions are still subject to collective bargaining, but based on current agreements, will increase to 7.9 of pay on January 1, 2016. The table below describes the major changes in salary budgets on a County-wide basis.

Salary Change	Amount	Description
Salary Adjustments	\$5.2 million	Continuing 1.5% increase adopted in 2015, additional increase in July 2016 of 1.0%, and pay range adjustments for new compensation plan, and other personnel changes.
Employee Merit Awards	\$1.0 million	One-time payment of 0.5%
Equity Adjustment	\$1.0 million	Segregated funds to adjust compensation.
Other Personnel Changes	\$4.0 million	Departmental changes and position actions.
Total	\$11.2 million	

Employee Health Care and Other Fringe Benefit Changes

Surpluses in the fringe benefit account have propelled the County to sizable budget surpluses since 2012. For 2016, the total increase in fringe benefit costs for the County is \$6.4 million. The budget reduces gross employee/retiree health costs by \$12.4 million. This reduction was key in helping offset the County’s gross pension cost increase of \$22.4 million. The gross pension cost is also partially offset by increased employee’s contributions of \$3.6 million.

There are some changes to the prescription drug coverage and health care preauthorization requirements for certain surgical procedures that are expected to impact a few employees. In addition, the flexible spending account contribution by the County is reduced to provide a \$1 dollar match for every \$2 dollars (versus \$1 to \$1) that an employee contributes up to a maximum match of \$1,275. The employee would be required to contribute the legal limit of \$2,550 to qualify for the \$1,275 employer contribution, for a total of \$3,825. (See Section 3 – Major Changes, Org. 1950 – Employee Fringe Benefits for further information).

Investments in employee training and education are also included in the 2016 Recommended Budget. A total of \$300,000 is provided for a new tuition reimbursement program and more staff and resources are allocated to the Learning Management System (LMS) hosted by Human Resources. Funding is also provided to increase employee engagement and improve manager performance. (See Section 3 – Major Changes, Org. 1140 – Human Resources for further information).

³ According to the Director of Human Resources, an employee in good standing is defined as one not subject to a written warning within the past six months.

Facilities Assessment and Planning

The 2016 Recommended Budget continues to fund the consolidated facilities planning (CFP) process to “right size” Milwaukee County’s facility footprint. In 2015, City Campus (27th & Wells) was successfully repurposed and a plan was adopted for the former Community Correctional Center (CCC). These efforts are expected to save the County millions of dollars in capital cost avoidance and decreased operating costs. The 2016 Recommended Budget continues these efforts in both the Capital Improvement and Operating Budgets. The Capital Improvement Budget calls for the demolition of two buildings at the Milwaukee County Grounds: the Day Hospital Building and Building D-18 (Food Service). The demolition of these buildings is projected to save the County hundreds of thousands of dollars in annual operating costs, and allow the land to be repurposed. The Capital Improvement Budget also includes many other projects that have been identified by the Facility Division as critical deferred maintenance, as well as \$500,000 for Americans with Disabilities Act (ADA) compliance in County facilities.

The 2016 Recommended Budget continues the Consolidated Facilities Planning (CFP) process by continuing contracted services, but also building in-house capacity for facilities planning. In recent years, \$750,000 has been allocated annually for outside assistance on the CFP process. The 2016 Recommended Budget includes \$500,000 for the same purpose, and three new positions are added: Community Planner Supervisor, and two Space Planners. These resources will allow the DAS - Facilities Division to better manage and escalate the early successes of the CFP process. Finally, these efforts also include the consolidation of eight disconnected County work order systems into one efficient software tool so deferred maintenance can be tracked and minimized going forward in the Asset and Work Order System contained in the 2016 Recommended Capital Improvements Budget.

Capital Improvements Program

The 2016 Recommended Budget allocates \$82.7 million in expenditures for capital improvements, with \$22.2 million for the airport and \$60.5 million for general government. These expenditures will require \$39.7 million in general obligation bonds and \$10.5 million in sales tax revenues (cash) as well as other revenues that are shown in the chart below. No new Airport Revenue bonding is proposed, as the spending plan is covered with reimbursement revenue and Passenger Facility Charge (PFC) revenue. The 2016 Capital Improvements Program allocates funding for 88 new projects; 15 airport and 73 non-airport projects.

Notable non-airport projects include funding to purchase 30 forty-foot replacement buses (\$14.5 million), demolish the BHD Day Hospital (\$3 million) and BHD Food Service building (\$750,000), complete the Marcus Center HVAC upgrade (\$3.6 million), reconstruct a 1.2 mile portion of Mill Road (\$6.4 million), and replace the Sherman Park Boys and Girls Club HVAC (\$2 million). Major Airport projects include replacing the skywalk glass (\$5.5 million), updating the Part 150 noise study (\$3.5 million), reconstructing Taxiway F (\$2.5 million), and constructing of a Firehouse addition (\$2 million).

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 \$13.3 million have been allocated to Project WO517 War Memorial Renovations.

The County Executive’s Recommended Budget includes approximately \$2.0 million for War Memorial Project and the Recommended Five Year Plan includes an additional appropriation of \$1.3 million in 2017. Assuming approvals of the 2016 and 2017 amounts, the total appropriations for the Project would be \$16.6 million.

Overall, funding for Parks capital improvements total \$6 million, which is in addition to the \$5 million appropriated for Parks infrastructure in July 2015 in File No. 15-526 and specified in File No. 15-601. A summary of the financing of the 2016 Capital Improvement Program is as follows:

	Non-Airport	Airport	Combined
Total Number of Projects	73	15	88
Total Expenditures	\$ 60,493,133	\$ 22,158,500	\$ 82,651,633
Total Reimbursement Revenues	\$ 9,426,497	\$ 10,493,875	\$ 19,920,372
Net County Financing	\$ 51,066,636	\$ 11,664,625	\$ 62,731,261
<i>Financed as follows:</i>			
General Obligation Bonds	\$ 39,728,678	\$ -	\$ 39,728,678
Airport Revenue Bonds		\$ -	\$ -
Passenger Facility Charges (PFC)	\$ -	\$ 1,873,625	\$ 1,873,625
Sales Tax Revenue (cash financing)	\$ 10,451,068	\$ -	\$ 10,451,068
Misc. Revenue/Sale of Asset	\$ -		\$ -
Airport Capital Improvements Reserve	\$ -	\$ 9,791,000	\$ 9,791,000
Private Donations	\$ 886,890	\$ -	\$ 886,890
Total Financing	\$ 51,066,636	\$ 11,664,625	\$ 62,731,261

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 2015 that provided rankings (high or low priority) of requested capital projects for consideration by the County Executive in the development of his 2016 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 2016 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 2016 is \$43,857,599. A total of \$39,728,678 of general obligation bonding is included in the 2016 Recommended Capital Improvements Budget, or \$128,921 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>Unit</u>	<u>Org. Name</u>	<u>2015 Adopted</u>	<u>2016 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
DEPARTMENTAL					
<i>Legislative & Executive</i>					
1000	County Board	\$ 3,487,085	\$ 2,607,474	\$ (879,611)	-25.22%
1011	County Exec. - General Office	\$ 1,474,535	\$ 1,605,874	\$ 131,339	8.91%
1020	County Exec. - Intergovernmental Relations	\$ 413,701	\$ 531,843	\$ 118,142	28.56%
1021	County Exec. - Veterans Service	\$ 305,915	\$ 339,529	\$ 33,614	10.99%
<i>Legislative & Executive Subtotal</i>		\$ 5,681,236	\$ 5,084,720	\$ (596,516)	-10.50%
<i>Staff Agencies</i>					
1120	Personnel Review Brd /Civil Service Comm	\$ 403,660	\$ 425,523	\$ 21,863	5.42%
1130	Corporation Counsel	\$ 1,904,972	\$ 2,196,156	\$ 291,184	15.29%
1140	Human Resources	\$ 5,713,223	\$ 6,758,658	\$ 1,045,435	18.30%
1905	Ethics Board	\$ 93,739	\$ 107,053	\$ 13,314	14.20%
<i>Staff Agencies Subtotal</i>		\$ 8,115,594	\$ 9,487,390	\$ 1,371,796	16.90%
<i>Staff Agencies-Consolidated DAS</i>					
1019	DAS - Office For Persons with Disabilities	\$ 860,778	\$ 761,859	\$ (98,919)	-11.49%
1150	DAS - Risk Management	\$ -	\$ -	\$ -	0.00%
1185B	DAS - Fiscal Affairs	\$ 1,431,536	\$ 1,486,591	\$ 55,055	3.85%
1186B	DAS- Administrative Group	\$ 1,313,065	\$ 1,938,357	\$ 625,292	47.62%
1152	DAS - Procurement Division	\$ 918,156	\$ 1,529,598	\$ 611,442	66.59%
1040	DAS - Community Business Dev. Partners	\$ 1,002,698	\$ 1,023,756	\$ 21,058	2.10%
1160	DAS - Information Mgt Services Division	\$ 80,000	\$ -	\$ (80,000)	0.00%
1168B	DAS-IMSD Central Purchases	\$ 1,756,430	\$ -	\$ (1,756,430)	100.00%
1192	DAS - Economic Development	\$ 75,619	\$ 525,635	\$ 450,016	595.11%
5500	DAS - Water Utility	\$ -	\$ -	\$ -	0.00%
5700	DAS - Facilities Management	\$ 521,214	\$ (978,271)	\$ (1,499,485)	-287.69%
<i>Consolidated DAS Subtotal</i>		\$ 7,959,496	\$ 6,287,525	\$ (1,671,971)	-21.01%
<i>General Government</i>					
3010	Election Commission	\$ 637,981	\$ 1,332,083	\$ 694,102	108.80%
3090	County Treasurer	\$ (3,221,078)	\$ (3,009,554)	\$ 211,524	6.57%
3270	County Clerk	\$ 895,755	\$ 896,626	\$ 871	0.10%
3400	Register of Deeds	\$ (568,798)	\$ (616,513)	\$ (47,715)	-8.39%
3700	Office of the Comptroller	\$ 7,103,414	\$ 7,546,316	\$ 442,902	6.24%
<i>General Government Subtotal</i>		\$ 4,847,274	\$ 6,148,958	\$ 1,301,684	26.85%
<i>Courts & Judiciary</i>					
2000	Combined Court Related Operations	\$ 32,211,204	\$ 35,181,132	\$ 2,969,928	9.22%
2900	Courts - Pre-Trial Services	\$ 4,026,645	\$ 4,417,480	\$ 390,835	9.71%
2430	Department of Child Support Services	\$ 1,800,194	\$ 2,007,277	\$ 207,083	11.50%
<i>Courts & Judiciary Subtotal</i>		\$ 38,038,043	\$ 41,605,889	\$ 3,567,846	9.38%

SECTION 2 - TAX LEVY CHANGES

<u>Unit</u>	<u>Org. Name</u>	<u>2015 Adopted</u>	<u>2016 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
Public Safety					
4000	Office of the Sheriff	\$ 70,786,507	\$ 70,786,507	\$ -	0.00%
4300	House of Correction	\$ 57,609,149	\$ 57,515,490	\$ (93,659)	-0.16%
4500	District Attorney	\$ 12,977,555	\$ 14,891,489	\$ 1,913,934	14.75%
4800	Emergency Preparedness	\$ 8,864,690	\$ 8,512,603	\$ (352,087)	-3.97%
4900	Medical Examiner	\$ 2,917,575	\$ 3,200,777	\$ 283,202	9.71%
<i>Public Safety Subtotal</i>		\$ 153,155,476	\$ 154,906,866	\$ 1,751,390	1.14%
Public Works and Transportation					
5040	DOT - Airport	\$ -	\$ -	\$ -	0.00%
5100	DOT - Highway Maintenance	\$ 1,262,795	\$ 1,262,965	\$ 170	0.01%
5300	DOT - Fleet Maintenance	\$ (854,575)	\$ (735,859)	\$ 118,716	13.89%
5600	Milwaukee County Transit/Paratransit System	\$ 20,018,159	\$ 22,449,705	\$ 2,431,546	12.15%
5800	DOT - Director's Office	\$ -	\$ -	\$ -	0.00%
<i>Public Works and Transportation Subtotal</i>		\$ 20,426,379	\$ 22,976,811	\$ 2,550,432	12.49%
Health and Human Services					
6300	DHHS - Behavioral Health Division	\$ 59,099,341	\$ 58,812,971	\$ (286,370)	-0.48%
7900	Department on Aging	\$ 1,101,577	\$ 1,014,170	\$ (87,407)	-7.93%
7990	Department of Family Care	\$ -	\$ -	\$ -	0.00%
8000	Dept. of Health and Human Services	\$ 20,305,158	\$ 20,342,514	\$ 37,356	0.18%
<i>Health & Human Services Subtotal</i>		\$ 80,506,076	\$ 80,169,655	\$ (336,421)	-0.42%
Recreation & Culture					
9000	Parks, Recreation and Culture	\$ 27,494,600	\$ 28,854,788	\$ 1,360,188	4.95%
9500	Zoological Dept.	\$ 7,835,189	\$ 8,035,785	\$ 200,596	2.56%
9910	University Extension Service	\$ 418,759	\$ 440,959	\$ 22,200	5.30%
<i>Recreation & Culture Subtotal</i>		\$ 35,748,548	\$ 37,331,532	\$ 1,582,984	4.43%
Cultural Contributions					
1908	Milwaukee Cty. Historical Society	\$ 306,167	\$ 206,167	\$ (100,000)	-32.66%
1914	War Memorial Center	\$ 486,000	\$ 486,000	\$ -	0.00%
1915	Villa Terrace/Charles Allis Museums	\$ 225,108	\$ 225,108	\$ -	0.00%
1916	Marcus Center for the Performing Arts	\$ 1,088,000	\$ 950,000	\$ (138,000)	-12.68%
1917	Milwaukee Art Museum	\$ 1,100,000	\$ 1,100,000	\$ -	100.00%
1900	Federated Library System	\$ 66,650	\$ 66,650	\$ -	0.00%
1900	Fund for the Arts	\$ 321,035	\$ 321,035	\$ -	0.00%
9700	Public Museum	\$ 3,500,000	\$ 3,500,000	\$ -	0.00%
<i>Cultural Contributions Subtotal</i>		\$ 7,092,960	\$ 6,854,960	\$ (238,000)	-3.36%
Debt Service					
9960	General County Debt Service	\$ 33,957,244	\$ 26,271,779	\$ (7,685,465)	-22.63%
<i>Debt Service Subtotal</i>		\$ 33,957,244	\$ 26,271,779	\$ (7,685,465)	-22.63%

SECTION 2 - TAX LEVY CHANGES

<u>Unit</u>	<u>Org. Name</u>	<u>2015 Adopted</u>	<u>2016 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
Capital Improvements					
	Capital Improvements - Exp 1200-1876	\$ 475,500	\$ -	\$ (475,500)	-100.00%
<i>* Allocated from County Sales Tax Revenue</i>					
	<i>Capital Improvements Subtotal</i>	\$ 475,500	\$ -	\$ (475,500)	-100.00%
NON-DEPARTMENTAL					
Revenues					
1901	Unclaimed Money	\$ (1,250,000)	\$ -	\$ 1,250,000	100%
1933	Land Sales	\$ -	\$ -	\$ -	0.00%
1937	Potawatomi Allocation	\$ (4,026,477)	\$ (4,084,628)	\$ (58,151)	-1.44%
1993	State Shared Taxes	\$ (31,163,647)	\$ (27,229,789)	\$ 3,933,858	-12.62%
1994	State Exempt Computer Aid	\$ (4,182,667)	\$ (4,182,667)	\$ -	0.00%
1996	County Sales Tax Revenue	\$ (59,643,731)	\$ (62,133,032)	\$ (2,489,301)	-4.17%
1998	Surplus from Prior Year	\$ (5,000,000)	\$ (5,000,000)	\$ -	0.00%
1999	Other Misc. Revenue	\$ (2,278,000)	\$ (3,300,000)	\$ (1,022,000)	-44.86%
	<i>Non Departmental Revenues Subtotal</i>	\$ (107,544,522)	\$ (105,930,116)	\$ 1,614,406	1.50%
Expenditures					
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.	\$ (12,495,824)	\$ (14,033,950)	\$ (1,538,126)	-12.31%
1945	Appropriation - Contingencies	\$ 8,586,291	\$ 5,000,000	\$ (3,586,291)	-41.77%
1950	Employee Fringe Benefits	\$ -	\$ -	\$ -	0.00%
1961	Litigation Reserve Account	\$ 545,001	\$ 587,960	\$ 42,959	7.88%
1972	Wage and Benefit Modification	\$ (90,087)	\$ 1,000,435	\$ 1,090,522	-1210.52%
1975	Law Enforcement Grants	\$ 481,823	\$ 491,459	\$ 9,636	2.00%
1985	Capital Outlay/Depreciation Contra	\$ (2,512,383)	\$ (1,267,748)	\$ 1,244,635	49.54%
1987	Debt Issue Expense	\$ -	\$ -	\$ -	0.00%
	<i>Non Departmental Expenditures Subtotal</i>	\$ (5,474,179)	\$ (8,210,844)	\$ (2,736,665)	-49.99%
	GRAND TOTAL DEBT SERVICE	\$ 33,957,244	\$ 26,271,779	\$ (7,685,465)	-22.63%
	GRAND TOTAL OPERATING PURPOSE	\$ 356,572,403	\$ 362,643,462	\$ 6,071,059	1.70%
	GRAND TOTAL REVENUES	\$ (107,544,522)	\$ (105,930,116)	\$ 1,614,406	1.50%
	GRAND TOTAL	\$ 282,985,124	\$ 282,985,124	\$ -	0.00%

SECTION 3 – MAJOR CHANGES

DEBT SERVICE

9960 General County Debt Service

The property tax levy for the General Debt Service Fund Budget decreases by \$7.7 million mostly due to \$8 million more in revenues. The revenue increase is primarily due to a \$7,922,127 increase from the debt service reserve, from \$6,327,873 to \$14,250,000.

DEBT SERVICE EXPENDITURES

Total principal and interest expenses increase by \$29,604, from \$90,192,267 to \$90,221,871. This amount also includes \$33,142,644 for debt service costs for pension obligation notes issued in 2009 and 2013.

DEBT SERVICE REVENUES

The 2016 Recommended Budget includes a Contribution from the Debt Service Reserve (DSR) of \$14,250,000. This is an increase of \$7,922,127 compared to the 2015 Budget amount of \$6,327,873. As of September 2015, the projected year end DSR balance is \$31 million⁴. 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.

NON-DEPARTMENTAL – REVENUES

1901 Unclaimed Money

Unclaimed Money is budgeted at \$0, a decrease of \$1,250,000 from the amount budgeted in 2015. Every other year unclaimed funds are forfeited and recognized by the County. This revenue represents payments to vendors and individuals that go unclaimed.

1991 Property Taxes

Property Tax revenue is budgeted at \$282,985,125, the same as the 2015 Adopted Budget.

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 or lease land and to sell 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. As articulated in Corporation Council's memo of July 8, 2015, Act 55 delegates all power previously exercised by the County Board under State Statute 59.52 (6) to the County Executive, regarding county real estate and personal property.

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. The State legislation specifically includes the land that is known as O'Donnell Park. The only exception to this

⁴ This includes an assumed payment of \$10 million from the 2015 projected surplus to fund higher pension costs than originally anticipated in 2015.

authority is the parcel bounded by Lincoln Memorial Drive, E. Michigan Street, N. Van Buren Street and E. Clybourn Ave., which includes the Transit Center and which was made subject to the Executive's authority even though zoned as a park.

Finally, 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 2016 Recommended Budget includes \$4,084,628 in Potawatomi Revenue, which reflects an increase of \$58,151 from the 2015 Adopted Budget. This includes an allocation to DHHS in the amount of \$1,488,523. The DHHS location amount also remains unchanged from the 2015 levels, and shall be appropriated to the following areas:

BEHAVIOR HEALTH DIVISION (ORG. 6300)

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

DEPARTMENT OF HEALTH AND HUMAN SERVICES (ORG. 8000)

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

The City of Milwaukee's 2016 Proposed Budget includes \$5,400,000 in Potawatomi Revenue.

1993 State Shared Taxes

State Shared Taxes (Shared Revenue) decreases \$3,933,858, from \$31,163,647 to \$27,229,789. The decrease is due to a \$4 million 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. The utility aid portion of the shared revenue payment increases \$66,142, which accounts for the difference between the 2015 and 2016 amounts after subtracting 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.

Gross shared revenue payments are approximately \$51.3 million, with \$20.1 million intercepted by the State for the Child Welfare reallocation, for the eighteenth consecutive year. (County Community Aids are also reduced by \$38.8 million, for a total reallocation of \$58.9 million to the State Bureau of Milwaukee

Child Welfare). The Milwaukee Sports Arena contribution of \$4 million annually from 2016-2035 also reduces the actual amount of shared revenue received by the County.

1994 State Exempt Computer Aid

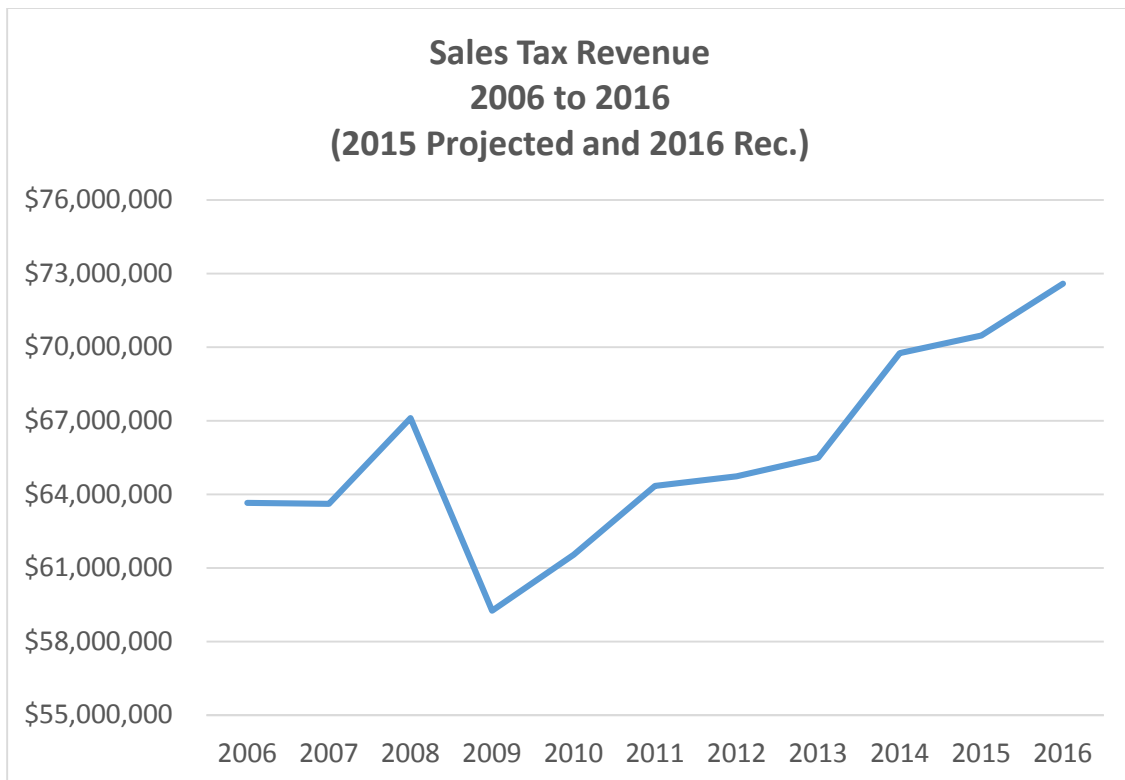
State Exempt Computer Aid is budgeted at \$4,182,667, the same as the 2015 amount. This State aid payment originated in the 2000 Budget as an offset to a State-enacted property tax exemption on business computers that went into effect that year. The annual payment is based on the equalized value of exempt computers, the Milwaukee County equalized value (excluding TID), and the property tax levy.

1996 County Sales Tax Revenue

Total County sales tax receipts are projected to increase by \$3,614,100 from \$69 million in 2015 to \$72.6 million in 2016. The 2016 recommendation reflects a 5.2 percent increase from the 2015 budgeted amount. The Comptroller, based on an August analysis, estimates that 2016 sales tax collections will be \$70,470,000, or \$1.5 million higher than budgeted. Therefore the proposed increase for 2016 is 3 percent higher than the amount currently projected for 2015. The 3 percent increase proposed for 2016 is equal to the growth rate projected for sales tax revenues by the Legislative Fiscal Bureau (LFB), however County sales tax collections have historically trailed the State's growth rate according to the Comptroller's analysis.

A total of \$26.3 million in net sales tax revenue is earmarked for debt service costs and \$10.5 million is dedicated to cash finance capital improvement projects. Net County sales tax revenue is projected to exceed debt service costs by \$35.9 million, an increase of approximately \$10.2 million from 2015. These monies are therefore available as revenues to offset general operating fund expenses. The Sales and Use Tax Ordinance, Section 22.04, was amended to allow 'surplus' sales tax revenue to cash-finance capital improvement projects, prepay outstanding bonds, fund employee benefit cost increases, or supplement the Appropriation for Contingencies.

Sales Tax collections are shown in the chart below. Please note that the 2015 amount is projected and the 2016 amount is recommended.



1998 Surplus (or Deficit) From Prior Year

The 2014 adjusted surplus applied to the 2016 budget is \$5 million, the same as 2015. 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 2014 surplus was \$24.6 million. The County Board approved (File No. 15-271) the transfer of \$19.6 million to the debt service reserve, Org. Unit 9960, to establish the “official” surplus as \$5 million for 2014.)

1999 Miscellaneous Revenue

Other miscellaneous revenue is budgeted at \$3,300,000, an increase of \$1,022,000 from 2015. This is primarily due to an anticipated \$3 million contribution from the Pension Obligation Reserve Fund to help offset the increase in pension costs for 2016. Also, \$285,000 in revenue is expected due to the closure of a Tax Increment Financing (TIF) district (District #44) 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

1950 Employee Fringe Benefits

Employee fringe benefits for 2016 are primarily driven by health and pension benefits provided to active and retired employees. Gross health and dental costs⁵ decrease by \$12.4 million, from \$113.8 million to \$101.4 million based primarily on experience. These anticipated budget savings are offset by gross

⁵ Gross health care costs are before employee and retiree premium payments, other minor program revenues, and departmental revenue offsets (e.g. Airport, Family Care, etc.) and do not reflect the net tax levy costs.

pension costs⁶, which increase \$22.4 million from \$73.6 million to \$96 million primarily due to the inclusion of retiree cost-of-living adjustments, which were omitted by the actuary in the calculation of the pension contribution, 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.

EMPLOYEE/RETIREE HEALTH CARE

For the first time in several years, there are 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 2016 health care costs include a five percent inflation factor based on anticipated cost trends. It should be noted that the County's health care actuary projects that the inflation trend for 2016 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.

Monthly premiums, deductibles, coinsurance, and office visit co-payments remain the same as 2015 and 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 2015, this included a dollar-for-dollar employer match of up to \$2,000 contributed per employee. For 2016, the Recommended Budget proposes to reduce the employer match to make it \$1 for every two contributed by the employee up to the employees' contribution limit of \$2,550. Therefore, if an employee contributed the maximum amount, \$2,550, the County would provide an additional \$1,275 for a total of \$3,825 available to the employee to use for eligible FSA expenses. This change would require an amendment to M.C.G.O. Section 17.14(7).

PRESCRIPTION DRUG COVERAGE

The Recommended Budget states that "there are minor changes to pharmacy coverage that are expected to impact a small percentage of plan participants." Based on information provided by the Director of Benefits, there are two initiatives planned for 2016. The first one is related to specialty prescription drugs that would require a 4th tier of prescription drug co-payments that would provide for a \$75 co-pay for a 30-day supply and limits dispenses to 30 days at a time. This change is based on the anticipation of a greater number of high-cost medications becoming available in future years and trying to encourage participants to first try a more conservative therapy. The anticipated savings in 2016 is relatively small, estimated to be approximately \$100,000 to \$150,000. This change would require an amendment to M.C.G.O. Section 17.14(7).

The second initiative related to prescription drug coverage would be to adjust the covered drug list to remove 39 medications that would place Milwaukee County on a more favorable tier for manufacturer rebates. According to the Director of Benefits, all 39 medications have a therapeutic alternative. If the patient's physician can provide a valid clinical reason why the patient cannot use the alternative medication, both Optum Rx and Milwaukee County have the ability to override this rule without risking the enhanced manufacturer's rebates. Approximately 2.4 percent of the health care plan participants would be affected by this change. The total savings of this initiative is \$1.4 million, although only \$700,000 is budgeted in 2016 due to the lag time in receiving rebates. This change would not require an amendment

⁶ Gross pension costs are before employee and state contributions and departmental revenue offsets and do not reflect net tax levy costs.

to M.C.G.O. 17.14(7) since formulary modifications are typically the responsibility of the Director of Benefits after consulting with the County's health care plan consultants and pharmacy vendor.

MEDICAL AUTHORIZATION

Another minor health care change for 2016 is moving from prior notice to prior authorization for certain, mostly surgical, procedures. This change is expected to be completely back-office between the physician and United Health Care's clinical team. The goal is to ensure correct treatment protocols are followed and to understand the rationales for deviating from the standard protocols. Savings of \$500,000 are expected in 2016 based on steering unnecessary procedures to more conservative therapy when appropriate. This change would not require an amendment to M.C.G.O. 17.14(7) since required authorizations are typically the responsibility of the Director of Benefits after consulting with the County's health care plan consultants and claims manager.

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 decreases \$136,000 to \$304,000. 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 \$21,705,568, from \$71,388,076 to \$93,093,644. The pension contribution includes a normal cost contribution of \$19,166,000, an unfunded actuarial accrued liability payment of \$40,785,000, and debt service costs on the pension obligation notes of \$33,142,644.

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 2016, the employee pension contribution rates for general employees increase to 6.5 percent from 5 percent, and public safety employees' contribution will be subject to collective bargaining. The contribution amounts are recalculated each year by the county's actuary.

The Recommended Budget includes a \$3 million contribution from the Pension Stabilization Fund that was established at the time the Pension Obligation Bonds were issued. Coupled with an increased contribution from the debt service reserve, these funds are earmarked to help the County step into the higher annual pension contribution. Currently the POB Reserve has a balance of \$6.9 million. (See *Section 1 – General Overview for more discussion*)

WAGE AND STEP INCREASES

The Recommended Budget, according to the DAS-Fiscal and Budget Administrator, includes funding in departmental budgets to: 1) provide full-year funding of the 1.5 percent COLA given to employees in mid-2015, 2) provide a one percent general raise to all employees in good standing beginning June 19, 2016, 3) provide a half-percent one-time bonus (not added to base salary) to employees in good standing at the same time as the general raise, and 4) \$1 million in Org. 1972 – Wages and Benefits Modification for internal equity adjustments approved by Human Resources. These funds would be transferred to individual departments after approval by the County Board. The 2016 Recommended Budget anticipates the approval of the proposed changes to the County Compensation System (File No. 15-238) that eliminates the current "step system" and establishes new pay ranges. Therefore, no funds are included for step increases.

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.

The 2016 Recommended Budget reduces tax levy contributions for the Historical Society and the Marcus Center by a total of \$238,000. All other cultural agencies maintain their 2015 funding levels.

STRATEGIC PROGRAM AREA 1: MILWAUKEE COUNTY FUND FOR THE ARTS

The County's contribution to the Milwaukee County Fund for the Arts (CAMPAC) remains at \$321,035 in tax levy for 2016.

CAMPAC FUNDING IS ALLOCATED AMONG THREE PROGRAM AREAS:

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

STRATEGIC PROGRAM AREA 2: MILWAUKEE COUNTY HISTORICAL SOCIETY

The County's contribution to the Historical Society decreases by \$100,000 to the amount of \$206,167 in tax levy for 2016. The Historical Society was given a one-time additional allocation of \$100,000 in 2015 to address inventory tracking of historical artifacts and the storage of archived documents.

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 2016. 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 \$138,000 to the amount of \$950,000 in tax levy. This amount represents a 13 percent reduction in levy support from recent years' levels.

2015 WISCONSIN ACT 60

It should be noted that Wisconsin Act 60 directly impacts the future of the Marcus Center as a County-owned asset. Enacted August 12, 2015, the legislation states that under Section 115 of Nonstatutory Provisions, the Marcus Center property located at 929 N. Water St. in Milwaukee can be transferred to the local exposition district (the Wisconsin Center District). This transfer shall take effect upon adoption of a resolution by the Wisconsin Center District Board requesting the transfer, at which point a written proclamation of support from the County Executive would be needed to complete the transfer of the property. This transfer process does not require approval of the County Board, nor do any established or forthcoming resolutions, ordinances, or adopted policies contrary to the transfer exert any authority to prevent this disposition.

STRATEGIC PROGRAM AREA 5: MILWAUKEE PUBLIC MUSEUM (MPM)

There is no change in the County's contribution of \$3,500,000 to MPM from the 2015 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 2016 tax levy contribution for operating support is \$3,500,000.

The 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 2016, the County’s contribution to the Charles Allis/Villa Terrace remains at the 2015 level of \$225,108 in tax levy

STRATEGIC PROGRAM AREA 7: WAR MEMORIAL CENTER

The 2016 County Operating contribution for WMC remains unchanged from the 2015 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 2016 County Operating contribution for MAM remains unchanged from the 2015 levels, with expenditures of \$1,100,000 in tax levy. Per the 2013 Lease and Management Agreement, County tax levy contributions for MAM will remain at this funding level annually through 2023.

1961 Appropriation for Contingencies

The Recommended Budget includes \$5 million, a decrease of \$3,586,291 from the \$8,586,291 provided in 2015.

The policy related to any unanticipated one-time revenues received during the year was modified in 2015 and remains the same for 2016. The policy is outlined in the Fiscal Management Policies section which states:

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

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

1. *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.*

2. *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.*
3. *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.*
4. *The remaining balance shall be utilized as follows:*
 - a. *Twenty-five percent (25%) shall be made available for economic development projects funded through the Economic Development Fund consistent with File Number 11-601.*
 - b. *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 shall issue an informational report to the County Executive and the relevant policy oversight committee no more than six months after funding is made available.*
 - c. *Fifty percent (50%) shall be deposited into the Appropriation for Contingencies.*

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 2016, 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 2016 are based upon the 2016 Cost Allocation Plan, which uses 2014 actual costs as its basis. There is no tax levy impact included in this budget, as the charges, and related tax levy, are allocated to other county departments.

1921 Human Resource and Payroll System

The non-departmental account established in 2006 for the implementation of the contracted Ceridian system continues. Operational costs of \$1.97 million are included for 2016. 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

Both appropriations and tax levy increased by \$9,636 from the 2015 Budget amount of \$491,459. This increase reflects a 2 percent increase in funding for the Milwaukee Police Department's support for 911 calls in the City of Milwaukee. As the three-year Memorandum of Understanding between the City of Milwaukee and the County expires on January 1, 2016, it is anticipated that a two-year extension will be agreed with a 2 percent cost escalator.

1985 Capital Outlay/Depreciation Contra

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

1913 Litigation Reserve

The Recommended Budget maintains \$500,000 in the litigation reserve for unanticipated legal expenses based on actual experience. An additional \$87,960 is also added to bring the total to \$587,960 of tax levy. The \$87,960 pays the second of four installments to the City of South Milwaukee as a part of a settlement between the City of South Milwaukee and Caterpillar Global Mining LLC (CGM). CGM filed a refund claim for excessive property taxes assessed and the portion that Milwaukee County mistakenly received is \$205,451 to be paid back over four years.

1940 Civil Air Patrol

There are no major changes in this program area.

DEPARTMENTAL

1000 County Board

Under 2013 Wisconsin Act 14, expenditures for the County Board are limited to a maximum of 0.4 percent of the County levy, plus other expenses including Board salary and fringe and legacy fringe prior to the beginning of the new term. The Recommended Budget includes \$2,607,474 in tax levy which is at or near the limit⁷.

The 2016 Recommended Budget significantly reduces the amount available for County Board staff, services, and commodities since the County Board's new part-time salaries beginning in the new term in April 2016 count against the legal expenditure limit. Based on a preliminary review, the budget as constructed would provide the department approximately \$318,000 for staff wages and active fringe benefit charges for the entire year. This assumes approximately \$148,000 is earmarked for service/commodity accounts and Supervisor wages in the new term are the maximum allowed by law. The budget does not abolish any of the 31 authorized positions to afford the County Board flexibility in determining which positions to fill.

1011 County Executive

The County Executive – General Office budget for 2016 is similar to the 2015 Adopted Budget with nine FTE positions. An appropriation of \$100,000 is again provided for security services.

1020 Government Affairs

The 2014 Budget established the Office of Government Affairs, and the department continues in 2016 with two positions of Government Affairs Liaisons (one each appointed by the County Executive and County Board Chairperson). Tax levy increases primarily due to legacy fringe benefits and the transfer in of Wisconsin Counties Association dues from the County Clerk's budget. The Fiscal and Budget Administrator confirmed that funding is included in Org. 1020 for the following members in 2016: Sister Cities International (\$1,800), Wisconsin Counties Association (\$42,331), National Association of Counties (\$18,955), and Center for International Health (\$20,000).

⁷ The actual limit is subject to the final adopted tax levy and changes to fringe benefits. Moreover, the limit may change slightly in 2016 as actual salary and fringe benefits for exempt costs are compared to the budgeted amount.

1021 County Executive - Veteran's Services

Service levels remain the same in 2016. As planned in the 2015 budget, the department added computer workstations to its office for local veterans to utilize when applying for benefits and employment opportunities. The Needy Veteran's Fund is sustained at \$30,000. The fund provides limited emergency assistance to veterans and/or their families.

3090 County Treasurer

The 2016 Recommended Budget for the County Treasurer is essentially a cost to continue budget. Earnings on funds decreases by \$66,000, from \$1,321,000 to \$1,255,000 based on experience. The anticipated return on investment remains at 0.53 percent.

3270 County Clerk

The County Clerk's budget includes the Election Commission. The County Clerk's office maintains the same levels of staffing and service for a negligible increase in tax levy of \$871. \$42,000 for the Wisconsin Counties Association (WCA) dues is transferred to the Government Affairs Department. Total tax levy for the County Clerk, including the Election Commission, is \$2,228,709 for a total tax levy impact of \$694,973.

ELECTION COMMISSION

Expenditures under the Election Commission increase \$711,802 due to four elections taking place in 2016 for a total tax levy of \$1,332,083. One additional Election Support Specialist is added while election clerks are reduced by .5 FTEs.

The 2015 Adopted Capital Budget included the purchase of uniform voting machines. The new machines are projected to realize savings in 2016 in two ways; first, programming will be handled by the City of Milwaukee so Milwaukee County will only pay actual costs for the programming and second, the new machines do not require the more expensive, thicker card stock that the old machines used. A Request for Proposals was just issued for ballots and several vendors have applied – savings should be realized, but are hard to estimate at this point. A comparable election year to 2016 was 2012; tax levy that year was \$1.56 million, so the 2016 Recommended Budget has, at a minimum, \$230,000 in savings, but more savings may be realized throughout the year. The savings in the Recommended Budget are \$75,000 more than the conservative savings estimated in the Requested Budget.

3400 Register of Deeds

The Register of Deeds maintains all services and staffing at 2015 levels. Direct Revenues total \$4,202,500 the majority of which comes from indexing and scanning public real estate documents. Indirect revenues of \$113,805 come from the cross charge of 1.0 FTE in Land Records Modernization to the Milwaukee County Automated Mapping and Land Information System (MCAMLIS) program in the Economic Development Division. Total expenditures increase \$171,094 to \$3,699,792. Total tax levy impact is negative \$616,513.

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 2016 Recommended Budget reflects a cost to continue budget with changes mostly due to higher legacy fringe benefits.

ADMINISTRATIVE

1120 Personnel Review Board and Civil Service

Staffing and service levels remain the same. 2.2 FTE's and 10 Hourly FTE positions continue in 2016. Tax levy increases \$21,863 mainly due to legacy healthcare/pension costs. Total tax levy is \$425,523.

1905 Ethics Board

The Recommended Budget maintains the same level of service and staffing for an increase in tax levy of \$13,314 to a total tax levy of \$107,053.

1130 Corporation Counsel

Service levels are maintained with no change in staffing. Tax levy increases by \$291,184 for a total tax levy of \$2,196,156. The increase in tax levy is mainly due to increased legacy healthcare/pension costs and a reduction in interdepartmental charges.

1140 Department of Human Resources

The 2016 Recommended Budget for the Department of Human Resources has several new initiatives related to employees and staffing. Overall, tax levy for Human Resources increases \$1,045,435, from \$5,713,223 to \$6,758,658. Almost \$228,000 of this increase is due to a higher legacy fringe allocation. New initiatives include:

360 FEEDBACK PROGRAM

An appropriation of \$25,000 is provided for a vendor to train participants on the program to help rate departmental management leaders and provide the portal for web-based assessments. Results will be used to help provide coaching and development plans. At this time, the program is focused on just the County Executive's direct reports but may be expanded to include others if funding is available. Independently elected department heads would determine participation for their departments.

EMPLOYEE ENGAGEMENT STRATEGY

One new position of HR Generalist is created and \$80,000 appropriated for an employee engagement strategy. The goal is to develop a baseline of the degree to which employees are psychologically invested in the organization and motivated to contribute to its success. An outside vendor will provide project management, survey administration, data reporting, and management coaching around action plans. The goal will be to use the data to help managers improve employee engagement, which includes working with employee groups to understand the most important areas to focus on first.

TUITION REIMBURSEMENT PROGRAM

An appropriation of \$300,000 is included for a tuition reimbursement program for regular appointment employees in good standing. Employees would be eligible for up to \$2,500 annually, with no lifetime limit. Seasonals, interns, hourly, and temporary employees would not be eligible. Courses from an accredited institution must be pre-approved and relate back to an existing position in the County. Conferences and seminars are not eligible. Employees would be required

to work for one year or be forced to repay the tuition grant. The current tuition loan program is used by approximately 20 people per year.

LMS TRAINING SPECIALIST

The Learning Management System (LMS) is a web-based system to assist employees in finding relevant training or to assign required training to staff. The training is either on-line or in a class setting. For 2016, Human Resources will be working with departments to develop training needs for their areas (e.g. eProcurement, Workplace Injuries and Reporting, etc.). One position of LMS Training Specialist is added at a salary cost of \$56,142 to help meet the needs of the expanding program.

1151 Department of Administrative Services

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. For accounting purposes, Risk Management, Water Utility, and a portion of the Information Management Services Division (IMSD) will remain separate since they are internal service funds with different reporting requirements. A listing of the divisions under DAS includes:

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

1156/1186 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. The 2016 Budget creates two new positions: a Grants Writer/Coordinator to coordinate a countywide effort to identify grant opportunities and a Contracts Coordinator to help coordinate Architecture and Engineering contracts. The full year salary costs are \$59,572 for the Grants Writer and \$54,778 for the Contracts Coordinator. In addition, one position of Administrative Coordinator is transferred in from DAS-ECD and one Clerical Specialist in from DAS-IMSD. One position of Accountant 1 is transferred in from the Office of Emergency Management and one position is transferred to DAS-Facilities.

1152 DAS – Procurement Division

The Procurement Division funds for the full year an existing Contracts Administrator position. This increases the FTE in the Division to eight. The new e-Procurement initiative is expected to be fully operational in 2016. This initiative will centralize the procurement process with a new paperless online e-procurement system. The system is aimed at steering purchases to lower cost contracts from preferred vendors. It will also provide better control and oversight of procurement decisions. For 2016, total savings of \$700,000 are budgeted within services and commodity accounts countywide.

1040 DAS – Community Business Development Partners

The Recommended Budget slightly increases the tax levy by \$21,058 for a total levy of \$1,023,756. This levy increase is primarily due to increases in legacy costs and crosscharges. To offset operating costs, the Recommended Budget eliminates one vacant position. Additionally, two positions are unfunded, and two new positions are created to better reflect the department's needs. As in 2015, Community Business Development Partners (CBDP) is funded solely by tax levy.

In 2016, CBDP will implement 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. The program was piloted in departments in March of 2014 and 2015. CBDP will work with departments in the early stages of the RFP/BID development process to better ensure DBE goals are met.

1185 DAS – Fiscal Affairs

Fiscal Affairs includes seven positions in the Office of Performance, Strategy and Budget (DAS-PSB) and one position in the reimbursement area. Staffing changes include the addition of \$20,000 for an internship program to support future staffing needs. The division focuses on long-range fiscal service, strategic development, and budget development.

1160 DAS – Information Management Services Division

The DAS-IMSD Division is part of the combined DAS department with portions of its budget in the General Fund, while the remainder stays as an Internal Service Fund and fully charged out to departments. The 2016 Budget includes the creation of an IT Project Manager at a salary cost of \$92,520 to analyze contracts and produce service level agreements. A Business Analyst position is created at a salary cost of \$85,184 to better cover the duties of two Project Analyst – Human Resource Information Systems positions that are abolished.

In 2016, IMSD will be launching two new applications: CityWorks, an asset and work order management system and ProPhoenix, a public safety dispatch and records management solution. Three new positions are created to support these systems, including one for CityWorks and two for ProPhoenix. It is hoped that the ProPhoenix Correctional Management solution will replace the County's Criminal Justice Information System (CJIS) which is a legacy application. The ProPhoenix suite supports programs that serves the Office of Emergency Management, Sheriff's Office, House of Correction, Children's Court, and District Attorney. To help offset the cost of the new staff, funding for outside consultants is reduced \$202,000. An appropriation of \$75,000 is included in the 2016 for security assessment. The County Board adopted File 15-495 in July that provides for an audit of the County's cybersecurity.

Expenditures for IMSD – Technical Services increases by \$1.4 million primarily due to \$810,000 for the annual maintenance for the Microsoft Office Enterprise Agreement, \$300,000 for offsite hosting of the data center, and \$190,000 to create a reserve for future personal computer and laptop replacement needs. The costs for the Microsoft Agreement were formally paid through the Capital Improvement Budget (Desktop Transformation Project) but are now included in the IMSD operating budget.

In 2015, the Division formed two new areas: Copier and Printer Management and Software Management. The new areas will provide centralized control and command to manage copier and printer leases and maintenance agreements. For 2016, expenditures increase by \$236,628, from \$531,002 to \$767,630, for copier and printer management as additional departments are centralized in the program. The vendor, Xerox, will conduct an assessment of the existing copiers and printers and recommend devices best suited to meet departmental needs. Also centralized in 2015 was the Software Management area, with expenditures of \$6.9 million which are charged to user departments. These funds were previously contained in departmental budgets but are transferred to DAS to better track, manage, and support

computer software and related IT equipment. Some of the expenditures will be charged back to departments and some of the funds will be made available for departmental requests.

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

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

The Director of DAS – IMSD recommended to the County Board in 2015 that the \$500 threshold be increased to \$50,000.

5700 DAS – Facilities Management – Director’s Office

In 2016, the tax levy for the Director’s Office is \$0, as all costs are distributed across Facilities Management. For this reason, overall expenditures (\$471,777) are net to \$0. One Assistant Administrative position is transferred to the Facilities Management – Facilities Maintenance area to better reflect the needs of the division.

DAS – Facilities Management – Architecture & Engineering

The Recommended Budget increases the tax levy by \$474,375 for a negative tax levy of \$406,087. The primary reasons for the tax levy increase include: a reduction in Vacancy & Turnover, a rise in personnel costs, a rise in Legacy fringe costs, and increases in crosscharges.

Expenditures increase by \$552,292 for a total of \$4,773,406 due to increases in Personnel Services by \$538,773 as well as an Interdepartmental Charge increase of \$27,491. These expenditure increases are partially offset by a reduction in Operating Costs of \$13,972. Revenue increases \$77,917 for a total of \$5,179,493, due to charges to capital projects and technical services provided to other County departments.

The Facilities Assessment section is transferred to the Architecture and Engineering Program Area from the Facilities Maintenance Program Area. This transfer reflects a budgetary change, and does not change the substantive work of the section. According to Facilities Management staff, Facilities Assessment’s priorities currently include the Courthouse, followed by the Criminal Justice Facility.

Two positions, Coordinator Assessment and Clerk Records Management are transferred from the Facilities Management – Facilities Maintenance area to the Facilities Management – Architecture & Engineering area.

DAS – Facilities Management – Environmental Services

The Recommended Budget decreases the tax levy by \$28,489 for a total levy of \$715,420. Overall expenditures increase slightly by \$48,713 for a total of \$1,298,552. This increase in expenditures is

primarily attributed to an increase of \$50,459 in Interdepartmental Charges. The rise in expenditures is offset by increases in revenue of \$77,202 as a result of increased charges to capital projects as well as charges for environmental services provided to other County departments and non-County agencies.

DAS – Facilities Management – Facilities Maintenance

The Recommended Budget further reduces the tax levy by \$1,945,371 for a total levy of a negative \$1,287,604. The primary driver of this decrease in levy are revenue increases totaling 28,494,860, decreases in Interdepartmental Charges of \$387,214, and reductions in Capital Outlay of just over \$46,000.

Overall expenditures increase by \$685,268 for a total of \$4,761,361. This increase is primarily due to an increase in housekeeping costs from \$1,780,918 for 2015 to \$1.92 million in 2016, which reflect the County's living wage ordinance, an increase of Personnel Service costs of \$1,071,639, an allocation of \$500,000 to support ongoing implementation of the Consolidated Facilities Plan (CFP) for county-owned facilities to improve operational efficiencies and reduce ongoing costs, and an increase in Operating costs of \$46,872. Increases in revenue of \$2,630,639 for a total of \$28.5 million, offset these increases in expenditures. Revenue increases are largely attributed to space rental charges to other County departments within the Courthouse and office space leased at the 633 Wisconsin Office Building.

The Facilities Assessment section is transferred to the Facilities Management – Architecture & Engineering program area to better align resources, and reflect existing work practices. There are also several position changes within Facilities Management – Facilities Maintenance, which include:

- One position of Assistant Administrative is transferred to the Facilities Management – Facilities Maintenance area from the Facility Management – Director's Office area.
- One position of Executive Assistant CHP is transferred to the Facilities Management – Facilities Maintenance area from the Central Business area
- One position of Community Planner Supervisor and two positions of Space Planner are created.
- One Painter position is abolished and one Maintenance Services Coordinator position is created.
- One Carpenter position is abolished.
- One Facility Worker 4 position is abolished.

In December 2014, the County Board adopted a resolution (File No. 14-939) granted an option to purchase St. Anthony's by Heartland Housing, Inc. for supportive housing. If the option is not exercised in accordance with the resolution, the building will be demolished by Milwaukee County.

In January 2015, Milwaukee County vacated City Campus building at 27th & Wells. Per County Board resolution (File No. 14-937) local property developer Rick Wiegand was granted an option to purchase City Campus. If the option is not exercised in accordance with the resolution, the campus buildings will be demolished by Milwaukee County. After demolition, the property will be transferred to the Redevelopment Authority of the City of Milwaukee for disposition.

5500 DAS – Facilities Management – Water Utility

The Recommended Budget increases the expenditures and revenues by \$98,929, expenditures increase due to an increase of \$798,000 in Capital Outlay, however Interdepartmental Charges, Debt & Depreciation, and Operating Costs decrease by 699,371 for a total Expenditure of \$4,761,361. All remaining expenditures are offset by fees paid by users of the water system.

The fire protection charge will continue to be budgeted in the Water Utility and charged out to all County Grounds users of the water system. There continues to be challenges in collecting payments from some non-County users. However, the County will continue to pursue payment of these charges.

1150 DAS – Risk Management

DAS-Risk Management is an internal service fund that charges its expenses to other County departments. In 2015, approval was granted to transition from self-administration of medical leaves under the Family Medical Leave Act (FMLA) to a third party administrator. This results in the abolishment of two positions. The FMLA function is transferred to Human Resources where it was located prior to moving to Risk Management a few years ago. Risk Management is moving towards a centralized safety management model to oversee safety programs, policies and claims investigation. Two positions are transferred from the Airport and MCDOT but will still be dedicated to these areas.

One new position of Claims Manager is created mid-year at an annualized salary cost of \$65,225. The Division will be exploring the commercial market for property insurance. The State's Local Government Property Insurance Fund has raised premium rates and, due to its financial challenges, may be discontinued by the State at some point in the future. Premiums for other insurance coverages remain stable.

1191/1193 DAS – Economic Development / Real Estate Services

The Recommended Budget combines Economic Development and Real Estate Services into one program area. Expenditures increase by \$857,142 for a total of \$2,139,035. This increase is broadly attributed to increases in expenses for appraisal fees, advertising, and related activities as the division will be responsible for overseeing an abnormally high volume of tax-deeded foreclosed properties in 2016, as well as, an increase in the revenue shared with the State of Wisconsin related to parking lot rental under 794.

Expenditures are partially offset by increases in revenue of \$407,126 for a total revenue of \$1,613,400. Increases in revenue are attributed to improvements in the effectiveness of transactions, increases in the volume of transactions, increase in parking lot rental revenue, and the amount of revenue generated from sales.

The tax levy increases by \$450,016 for a total levy of \$525,635 to offset the remaining expenditure increases for the division.

Finally, one position of Administrative Coordinator is transferred to the DAS Business Office.

Economic Development – MCAMLIS

The Recommended Budget decreases the Milwaukee County Automated Mapping and Land Information System (MCAMLIS) expenditures and revenues to \$842,000, the same as 2015. MCAMLIS is non-tax levy funded and derives much of its revenue from document recording fees.

1151 DAS – Office for Persons with Disabilities

One position is transferred to Human Resources to assist with administering the FMLA program. To ensure no loss of services in this division the position transferred to HR will continue to assist with job accommodations and the Disabled Expanded Certification Appointment (DECA) program. Additionally, Milwaukee County Transit System (MCTS) is taking over the transit companion program, which assists in transportation accommodation. Tax levy is lowered by \$98,919 for a total levy impact of \$761,859.

COURTS AND JUDICIARY

2000 Combined Court Related Operations

Combined Court Related Operations includes the Chief Judge, Family Court Commissioner, Register in Probate, and County-funded State Court Services/Clerk of Circuit Court. The budget is mainly a cost to continue budget with the majority of the increase in expenditures coming from increased legacy healthcare/pension expenses and increased interdepartmental charges. Expenditures increase by \$3,258,650 to \$46,762,152, revenues increase by \$288,722 to \$11,581,020, for a total tax levy impact of \$35,181,132. Staffing levels are adjusted within the Divisions to reflect the needs of the Divisions and 1 FTE is added to provide additional support in the Criminal Division.

The Wisconsin Department of Justice ceased funding for the Metro Milwaukee Foreclosure Mediation Program in 2015. This service was created in 2009 in response to the foreclosure crisis in Milwaukee County. In June, the Milwaukee County Board unanimously supported an appropriation from contingencies transfer of \$56,000 to continue the program through 2015. The cost to run the program is \$300,000 for the year. Tax levy support in the amount of \$150,000 is included in the Recommended Budget to continue the program in 2016 with the expectation that the remaining \$150,000 will be secured by Metro Milwaukee Foreclosure Mediation Services, Inc. through donations from other entities.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval during the budget process rather than in 2016.

CONTRACTS		
DESCRIPTION	VENDOR	AMOUNT
<i>Copy Services</i>	Midwest Medical Records, Inc.	\$21,000
<i>Legal Resources Center</i>	State of Wisconsin	\$174,829
<i>Group Moderator</i>	Meta House	\$5,000
<i>Evaluator</i>	Planning Council	\$45,000
<i>Coordinator</i>	Rebecca Foley	\$65,000
<i>Sustainability Consultant</i>	Jan Wilberg	\$10,000
<i>Foreclosure Mediation</i>	Metro Milwaukee Foreclosure	\$150,000
Total		\$681,829

2900 Pre-trial Services

One position currently employed by Justice Point is brought in-house at an increased cost of \$25,709. The Department reports that moving the Adult Drug Court Coordinator in house will improve administration, coordination, and reporting.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval during the budget process rather than in 2016.

CONTRACTS		
DESCRIPTION	VENDOR	AMOUNT
<i>Universal Screening</i>	JusticePoint	\$1,024,432
<i>TAD Grant Operating</i>	JusticePoint	\$371,200
<i>OWI/Scram Program</i>	Wisconsin Community Services	\$432,599
<i>Pre-trial Drug Testing</i>	Wisconsin Community Services	\$170,500
<i>GPS Monitoring/Release Preparation</i>	JusticePoint	\$1,702,666
<i>Early Interventions Central Liaison Unit</i>	JusticePoint	\$300,000
<i>BJA DTC Grant-Trauma Informed Care/CBT</i>	JusticePoint	\$54,000
TOTAL		\$4,055,397

2430 Child Support Services

Child Support Services (CSS) continues the work that began with the County Innovation Grant in 2014. The grant allowed CSS to hire Xerox State and Local Solutions, a consulting firm, to evaluate CSS and make recommendations to improve performance. The first recommendation was to transfer call center services to the Wisconsin Child Support Trust Fund. This change was approved by the County Board and County Executive and was completed approximately four months ago. The Department reports positive performance impacts including, zero customers bounced into the “callback cue” (this happened after the customer was on hold for ten minutes) and wait times have decreased from ten minutes to three.

The second recommendation was a Performance Geographic Pilot (PGP), which is instituted in the 2016 budget. The PGP is a small team of 18-22 staff members who focus holistically on their assigned cases, from start to finish, in a specific geographic location. The goal is to focus on neighborhoods that struggle most with poverty and where child support collection is most difficult. Improving performance in these neighborhoods will provide better support and services for the families leading to improved Child Support performance county-wide. The Department reports that “improved performance = improved funding” because besides the federal 2:1 match (every dollar spent on child support services brings in two dollars of federal money), the Department can also increase its share of federal funding by improving performance. The cost for the program is \$126,226 and is matched 2:1 with federal dollars.

CSS applied for a five year renewal of the federal Pathways to Responsible Fatherhood grant on July 7, 2015. On September 29, 2015, it was announced that CSS is a recipient of the grant. CSS will receive two million dollars a year for the next five years to be the lead agency for the New Pathways for Fathers and Families federal grant. Of the two million, approximately \$470,000 stays with CSS to fund grant related positions and the rest goes to community partners, such as Next Door Foundation, My Father's House, UMOS, Milwaukee Fatherhood Initiative, Wisconsin Regional Training Partnership, and Centro Legal. A large amount of services are provided with an emphasis on serving low income, younger, African American fathers. Services include, relationship and parenting education, peer to peer counseling, driver's license recovery, alcohol and drug treatment, domestic violence treatment, and job training and placement. The goal is to remove stumbling blocks to employment and connect fathers to their kids. No grant money directly supports child support services, but the indirect goal is that having employed fathers connected with their children will indirectly increase child support payments.

One vacant CSS position is unfunded. Intergovernmental revenue increases by \$414,890 to \$17,964,922 and expenditures increase \$601,973 to \$19,972,199 for a tax levy increase of \$207,083 for a total tax levy of \$2,007,277.

PUBLIC SAFETY

4000 Office of the Sheriff

In 2015, the Office of the Comptroller, based on reports from the Office of the Sheriff, anticipates that the Sheriff will have a balanced budget at the end of 2015. For 2016, the Recommended Budget maintains the total tax levy for this Department at 2015 levels; however, the abatement is increased by approximately \$8 million, which means that in order to maintain a balanced budget the Department will need to make major cuts to services and/or staff. See page 9 for more information.

As with the 2015 budget the Recommended Budget gives the Sheriff a lump sum amount to acknowledge the Sheriff's constitutional and statutory authority to run the department as the Sheriff sees fit.

The Budget creates a Criminal Justice Facility Workgroup (CJF Workgroup) consisting of the Comptroller, the Department of Administrative Services, and the Sheriff's Office to analyze the overtime usage at the CJF and provide optimum staffing levels based on required services while minimizing labor costs.

The Budget adds 10 Deputy Sheriff 1 positions in anticipation of a contract to provide higher levels of protective services to the Milwaukee Regional Medical Center. The Deputies are provided on a cost recovery basis. The Recommended Budget also includes all current Command Staff and the incoming class of 30 Deputies. It is important to note that the Sheriff's Office does expect several Deputies to retire in 2016. Over 50 deputies are eligible to retire; however, the Sheriff's Office reports the number will probably be closer to ten.

4300 House of Correction

All staffing and service levels remain the same. Total expenditures in the Recommended Budget decrease by \$293,931 to \$63,758,768. Total revenue decreases by \$200,272 to \$6,243,278 mainly due to a reduction in Huber revenue. Total tax levy impact is \$57,515,490, a decrease of \$93,659 from the 2015 Adopted Budget.

In the 2015 Adopted Budget, the program area of Inmate Medical and Mental Health eliminated the remaining 91 county staff positions and Armor Correctional Health Services, Inc., began fully providing medical and mental health services to the inmates. Oversight is provided by HOC Administration resulting in zero FTE in this area. The contract with Armor results in a decrease in expenditures of \$2,598,243, which is mainly due to lower legacy and IMSD cross charges that are redistributed across the county and do not represent county-wide cost savings.

The following contracts are subject to separate review and approval by the County Board and are being submitted for approval during the budget process rather than in 2016.

CONTRACTS		
DESCRIPTION	VENDOR	AMOUNT
<i>SCRAMx and GPS ES Programs</i>	Wisconsin Community Services	\$711,000

<i>Inmate Food Services</i>	Aramark	\$3,320,000
TOTAL		\$4,031,000

4500 District Attorney

Expenditures increase by \$1,785,447 to \$20,907,702 with \$577,008 coming from increased Legacy Healthcare/Pension. Revenues decrease by \$128,487 to \$6,016,213. Tax levy increases by \$1,913,934 for a total tax levy of \$14,891,489.

The 2016 Recommended Budget provides a net increase of 3.5 FTE positions. One Victim Witness Advocate, two paralegals (Public Integrity Unit and General Crimes unit), and one investigator (Public Integrity Unit). .5 FTE of a secretarial assistant and 1.0 FTE of a Senior District Attorney Assistant were eliminated. In addition, the 2016 budget includes funding for one Sensitive Crimes Witness Advocate that was previously funded with Violence Against Women Act grant dollars; these grant funds end October 15, 2015, with no possibility of renewal. The Department reports a need for the added positions due to an increased workload in the following areas: crime investigations, witness protection needs, violent crimes (drug and firearm), domestic violence, and prosecution requirements.

4800 Emergency Management

The Office of Emergency Management was created in the 2015 Adopted Budget to integrate emergency systems. For 2016, the Department's expenditures increase \$120,297 to \$11,153,853 and revenues increase \$472,384 to \$2,641,250 for an overall decrease in the tax levy of \$352,087 to a total tax levy of \$8,512,603.

The Department adjusts Program Areas and staffing from 2015 to better reflect the core mission of each division. There are five Program Areas in 2016 including, OEM Director's Office, Emergency Management, 911 Communications, Radio Services, and Emergency Medical Services (EMS). In total the Department decreases 2.9 FTEs for a total of 56.1 FTEs.

The Department reports that two positions in Emergency Medical Services are slated for layoff and that both employees are aware of the change. EMS is focusing on implementing a Mobile Integrated Health (MIH) program. The program focuses on client-centered care to reduce overall health care costs by allowing individuals to be transported to alternative care centers instead of the emergency room. The program also educates patients on chronic disease management to prevent unnecessary 9-1-1 calls and emergency room visits. The Department reports this practice aligns with national health care reform.

4900 Medical Examiner

The Department expects an increase in Revenues of \$296,142 based on an increase in fees charged and actuals from prior years for referral work. The revenues are offset with expenditures of \$579,344 in part due to a legacy healthcare/pension increase of \$167,808. To assist with the increase in referral work one Forensic Assistant position is added. A .5 FTE Lead Forensic Investigator is added to better manage staff on overnight shifts at a half-year salary cost of \$27,390. A .5 FTE is included in the Recommended Budget for an Assistant Medical Examiner. To save money this position was created in the Adopted Budget with a start date of July 1, 2015. The Department reports the position is needed full-time for the increased referrals. The salary cost to increase the funding by half a year in 2016 is \$100,208.

DEPARTMENT OF TRANSPORTATION

5040 DOT – Airport – General Mitchell International Airport

The Recommended Budget increases expenditures by \$3,002,271 for a total of \$90,645,349. The increase is primarily due to \$1,400,000 in personnel costs related to employee salary and benefits, depreciation cost increases of \$2,000,000 due to the completed baggage claim building renovations, the completed airfield safety and improvement projects, and the in-line baggage security screening building. Further, \$200,000 is allocated for consulting services related to Timmerman Airport. According to DOT staff, this money is allocated for a master plan, which will undertake a comprehensive review of the operations at Timmerman Airport, and explore all potential options for the future.

THE RECOMMENDED BUDGET OUTLINES SEVERAL AIRPORT REVENUE ENHANCEMENTS, WHICH INCLUDES:

- A slight increase in car rental concession revenues by \$301,288 from \$9,164,400 to \$9,465,688;
- A minor increase in parking revenue by \$159,847 from \$29,366,750 to \$29,526,597. Parking rates charged to the public are unchanged;
- A projected increase for landing fees charged to airlines of \$2,188,636, based on projected increases in air service from \$21,209,164 to \$23,397,800;
- Modest increases in terminal rent by \$188,680 from \$9,261,597 to \$9,380,277. However, it is noted that due to the de-hubbing of Frontier Airlines, and subsequently the decreased space rented by Frontier, the total rented terminal spaced is projected to decrease.

THERE ARE ALSO SEVERAL EXPENDITURE REDUCTION INITIATIVES OUTLINED, INCLUDING:

- Vacancy and Turnover rate remains at 4 percent. This reflects the amount of time needed to recruit and fill specialized positions;
- As a result of the centralization of the safety management functions countywide, The Emergency and Safety Program Manager is transfer from the Department of Transportation – Airport to DAS – Risk Management. Although this position will report to Risk Management, it will serve the needs of the DOT – Airport;
- As in prior years, the division will engage in strategies and opportunities to reduce expenditures in commodities and services where possible on an ongoing basis to offset costs that are more fixed, such as costs associated with salaries and benefits;
- The airport will continue to coordinate with County Fleet Management for the lease-to-own or purchase of airport specific vehicles and/or equipment.

PASSENGER FACILITY CHARGE (PFC)

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

AIRPORT SECURITY

Consistent with last year there is a mix of Sheriff and HSS providing security to the Airport.

DOT – Airport – MKE Regional Business Park

The Recommended Budget decreases the airport contribution by 122,796 for a total contribution of \$359,468 due to increased revenue. Operating costs increase by \$31,153 for repair, maintenance, and the operation of facilities. However, these expenditures are offset by an increase in building rental revenue of \$153,949 for total revenue of \$1,101,494. This revenue is expected to increase for the next several years as more buildings are occupied.

DOT – Airport – LJ Timmerman General Aviation

The Recommended Budget increases the airport contribution by \$5,179 for a total of \$304,612, due to flat revenue streams, and a minor increase in expenditures by \$5,058 for total of \$554,994.

5100 DOT – Highway Maintenance

The Recommended Budget increases the tax levy designated for Highway Maintenance by \$91,235 for a total levy of \$1,069,947. Expenditures increase by \$925,753 for a total of \$21,049,188 in expenditures. This increase in expenditures can be overtly attributed to a \$771,433 increase in personnel costs from \$11,116,988 in 2015 to \$11,888,421 in 2016. This rise in personnel costs is primarily due to increases in salaries, overtime, and legacy costs. Additionally, interdepartmental Charges from other County departments providing services to Highway Maintenance increase by a net of \$326,070. Revenue increases by \$834,518 for a total of \$19,979,241, spurred by an increase of \$821,118 in State revenues.

The Recommended Budget creates two part time student intern positions. The interns are responsible for geotagging transportation assets after the full implementation of the Highway Billing Replacement capital project. One position of Senior Analyst – GIS is transferred from DOT–Highway Maintenance to DOT – Director’s Office. The GIS function is now housed in the DOT – Director’s Office due to broader scope.

Highway Maintenance – Transportation Engineering

The Recommended Budget decreases the tax levy by \$91,065 for a total levy of \$193,018. Expenditures increase \$112,718 for a total of \$2,162,112. This increase is primarily due to increases in personnel costs, while revenues increase \$203,783 for a total revenue of \$1,969,094. The Resident Contract Manager-Highway position is funded, which was previously unfunded.

5300 DOT – County Fleet Maintenance

Expenditures increase slightly by \$21,781 for a total of \$11,170,870. This increase is related to increases in Personnel and Legacy costs. Personnel Costs of \$111,852 are offset by increase of legacy costs totaling \$117,567. Personnel and legacy increases total \$229,416, these increases are offset by decreases in Debt & Depreciation costs of \$265,000 as well as a reduction in Operation Costs of \$3,446 for a total decrease of \$268,446. Consistent with the 2015 Budget level, outside service repair costs remain at \$300,000 and cost for repair parts are \$1,345,550. Debt service on vehicles decreases by \$265,000 from \$3,985,000 to \$3,720,000. This amount reflects the debt repayment for equipment previously purchased.

According to DOT staff, the Fleet Replacement program seeks to institute an updated equipment schedule of 4, 7, and 12 years. This updated schedule would begin in 2016, as a result of equipment lasting longer than initially anticipated based upon actual usage. Previously, there was a fleet replacement schedule of 3, 5, and 8 years.

Currently, auction revenue for sale of equipment that predates the current fleet replacement program decreases to \$0 from \$100,000 in 2015. However, as the new equipment is purchased under the new purchasing program, the auction revenue will be utilized towards purchasing new vehicles. According to DOT staff, the new purchasing program continues to look at multiple uses of fleet when purchasing vehicles and equipment, to lessen costs.

Beginning in 2016, Fleet Maintenance will charge user departments for their individual department’s preventable accidents. Each department will be responsible for absorbing the costs of avoidable accidents.

5600 DOT – Transit – Paratransit

The Recommended Budget increases the overall tax levy for paratransit by \$329,582 for a total levy of \$1,439,128. This increase is primarily due to a \$1 million decrease in trip subsidies paid to the program by the MCO's. The tax levy increase is partially offset by a 3 percent reduction in van rides based on usage, and a 5 percent reduction in cost per ride as a result of the recent RFP process.

The Recommended Budget notes that 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, with the goal of continuing to expand mobility and reducing the need for paratransit service. Additionally, the Go Pass program provides free fixed route rides for those with disabilities as well as for those 65 years or older.

The paratransit cash fare for 2016 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).

5600 DOT – Transit – Fixed Route

In 2016 fixed-route service increases by 119,195 miles (0.7 percent) and 11,270 hours (0.7 percent). Included in fixed-route service is two Metro Express routes (Gold and Purple) funded with \$5.7 million in Congestion Mitigation and Air Quality (CMAQ) funds and Routes 6, 61 and 279, which are funded with \$2.9 million in Zoo Interchange litigation funds. Additionally, Route 51 is extended south into St. Francis to the new FBI headquarters building for a six-month trial basis at a net cost of \$150,000 to determine ridership levels and long-term financial sustainability.

Total operational costs for fixed-route service increase slightly and wages and salaries increase by \$1.4 million due to anticipated labor contract increases and the addition of ten bus operators. These increases are offset by a decrease in fuel expenses by \$1.8 million for a decrease in expenditures of \$1,491,227.

For 2016, the fare structure remains at 2015 levels. M-Card Lite is introduced in 2016 as a new fare form, which is only available to social service agencies and non-profit organizations. Previously, these organizations distributed paper tickets to clients, whereas the M-Card Lite is a limited use smartcard and serves as an alternative to the MCTS M-CARD. The M-Card Lite will not be made available to the general public due to high administrative costs.

Agencies and non-profits can purchase M-Card Lite for:

- \$2.00 for one 90-minute pass
- \$4.00 for two 90-minute passes.

The Recommended Budget increases the tax levy by \$2,101,964 for a total levy of \$21,010,577. The increase in tax levy is primarily due a decrease in passenger fare revenues of \$2.7 million, which may be related to increases in GO Pass ridership. An analysis will be conducted in 2016 with participation from the Department of Administrative Services, the Department of Transportation, and the Comptroller's Office to understand recent revenue trends and the impact of the GO Pass. A report of the study's findings will be presented to the County Board at or about the end of the 2nd quarter. Further, \$100,000 is allocated to the study in case a transit industry consultant is needed.

Finally, funding of \$300,000 is provided for professional services related to planning for the Bus Rapid Transit (BRT) initiative, and \$200,000 is provided for professional services to oversee building and

grounds management for Transit facilities. This service will be overseen by the DOT Director's Office with costs charged to the Transit system.

5800 DOT – Director

The Recommended Budget continues to allocate no tax levy to this program. Expenditures and revenues remain at \$240,000, the same level as 2015. Two positions are transferred from the Director's Office and one new position is created. First, the position of Emergency and Safety Program Manager is transferred from the DOT-Director's Office to DAS – Risk Management as part of Risk Management's centralization of the Safety Management function. Although, this position will report to Risk Management, it will serve the DOT-Highway Division and DOT – Fleet Maintenance. Second, the position of Senior Analyst – GIS is transferred from DOT – Highway Maintenance to DOT-Director's Office, as the GIS function is now housed in the DOT – Director's Office due to its broader application. Finally, one position of Transportation Analyst is created to provide research on transportation related policy items.

HEALTH AND HUMAN SERVICES

8000 Department of Health and Human Services

Overall the Recommended Budget for the Department has an increase in expenditures of \$1,167,563, an increase in revenues of \$1,130,207, for a increase in tax levy of \$37,356 to a total tax levy of \$20,342,514.

DIRECTOR'S OFFICE & MANAGEMENT SERVICES DIVISION

This division of DHHS sees a decrease in expenditures of \$581,330 and a decrease in revenue of \$554,410 for a tax levy decrease of \$26,920, bringing the total tax levy to \$455,548. One position of Senior Analyst Budget and Management transfers to the Housing Division and one position of Fiscal Assistant 2 is abolished. The Quality Assurance unit created in the 2015 Adopted Budget is continued in 2016 and adds 1.0 FTE Quality Assurance Specialist at a cost of \$154,684.

DELINQUENCY & COURT SERVICES (DCSD)

The Milwaukee County Accountability Program (MCAP) was unanimously approved by the Milwaukee County Board of Supervisors and the County Executive in July 2012, File No. 12-564. MCAP was created to allow juveniles to remain in the community instead of being sent to the Juvenile Correctional Institution located in Irma, WI, a four hour drive from Milwaukee.

MCAP is currently located in Milwaukee's juvenile detention center, which does not align with the Juvenile Detention Alternative Initiative's best practices. Best practices indicate that high-risk youths in diversion programs are more successful when they are not in jail/pod settings. The budget recommends, in partnership with BHD's Wraparound program, to move MCAP into a Type II secure residential facility in the community. This move will close one 11 bed pod at the detention center and abolish 4.5 Juvenile Correction Officers. Operation of the facility will cost \$2,288,550 of which \$1,000,000 will be funded by State reimbursement revenue and the remainder will be funded in Youth Aids.

Wisconsin State Statute 938.38(5) requires that generally juveniles with a permanency plan must have their plan regularly reviewed. DCSD plans to enter into a Memorandum of Understanding with the Milwaukee County Circuit Courts to provide a Court Coordinator to assist with these reviews at a cost of \$117,529. Courts will reimburse DCSD for the Court Coordinator position.

DCSD will also expand its current re-entry program by soliciting requests for proposals to find a community provider that can include youth returning to the community from the State of Wisconsin's Department of Corrections. This expansion will include more slots in the Targeted Monitoring Program as well as two human service workers to work directly with the DOC and help transition high risk youths back into the community.

Youth Aids revenue increases \$2,229,592, in part due to a reduction in the Average Daily Population of youth sentenced to incarceration in the State Juvenile Correctional Institution from 135 to 125. Tax levy in this division decreases by \$172,568 to a total tax levy of \$12,776,066.

Disability Services Division

Staffing remains the same. A 2015 Adopted Budget initiative to create a crisis resource center for individuals with Intellectual/Developmental Disabilities and co-occurring mental illness was contingent upon receipt of State revenue or an alternative funding source for \$400,000, which the Division was unable to acquire. After assessing the needs of the community the Division determined that the 24-hour Crisis Mobil Team is a better alternative to the Crisis Resource Center. Discontinuation of the Crisis Resource Center creates a decrease in expenditures of \$1,131,411 and revenues of \$1,179,970. Tax levy increases \$48,559 for a total tax levy of \$2,730,472.

The Department reports that the General Assistance Burial Program will continue at \$310,000, the same funding level of 2015.

HOUSING DIVISION

FTE's increase by five for a total of 35 FTEs (the Recommended narrative has a scrivener's mistake, so the correct number of FTE's is 35). Four positions are continued for homeless outreach and other housing services including, one Outreach Services Manager at a salary of \$74,092, two Housing Navigators at \$48,012 each, and one Housing Program Evaluator at \$56,868. These positions were reclassified and filled in DHHS earlier this year. The Department reports that funding for these positions is included in the \$750,000 that BHD is contributing to the initiative to End Chronic Homelessness.

The abolishment of the positions will result in no tax levy savings to the general county fund due to the funds coming from the BHD budget.

Expenditures increase by \$843,511 to \$24,201,038 and total tax levy increase is \$188,285 to \$4,380,428.

6300 Milwaukee County Health Board - Behavioral Health Division

A little over a year has 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 a group of mental health professionals 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.

The Department of Health and Human Services administration presented the requested budget for 2016 at the meeting of the MHB on July 9, 2015. The MHB amended the Requested Budget to provide third-shift coverage at both Crisis Resource Centers for a cost of \$346,000. The Recommended Budget modifies this amendment to provide \$150,000 (instead of the \$346,000) to run a third-shift pilot program at the Northside Crisis Resource Center to evaluate the demand, effectiveness, and fiscal feasibility of providing 24/7 services. The tax levy is reduced by \$286,370 to \$58,812,971. Between the MHB Requested Budget and the 2016 Recommended Budget, changes include; the aforementioned amendment, a decrease of \$540,000 in Legacy Healthcare/Pension, an increase in crosscharges of approximately \$250,000, and a decrease in operation costs of approximately

\$200,000. Aside from the change to the MHB's amendment the additional changes do not effect overall services provided.

ADULT CRISIS SERVICES

The Crisis Assessment Response Team (CART) continues. CART is a mobile crisis response team provided through a partnership between BHD and the Milwaukee Police Department (MPD). BHD and advocates report that this has been a successful partnership and a third CART team is being added with funding coming from MPD and BHD.

INPATIENT SERVICES (ADULT AND CHILDREN)

A major initiative by BHD Administration was the issuance of a Request for Proposal for a "Provider of Crisis (Emergency Department), Observation and Inpatient Care (Acute Adult and Child and Adolescent) Services for the Behavioral Health Division – Including High Acuity and Involuntary Detention Services". The request was for a provider to enter into a twenty yearlong contract to begin services in 2018. Two companies responded to the RFP - both respondents primary experience was in forensic pathology and it was determined by administration that neither company was a good fit for Milwaukee County. On October 2, 2015, the RFP was withdrawn by the Department of Health and Human Services. BHD is continuing to move forward with Joint Commission Accreditation for the Hospital, although BHD officials are hoping to close the hospital within the next few years.

CLOSURE OF LONG-TERM CARE FACILITIES, HILLTOP AND CENTRAL

The MHB continued the initiative to find community placements for individuals placed at Hilltop and Central. Hilltop did complete its close in January of 2015 and Central is on target to close by the end of 2015 – approximately 14 residents remain. Advocates report that the County has been successful in developing capacity to ensure placements of all residents.

COMMUNITY ACCESS TO RECOVERY SERVICES DIVISION (CARSD)

The End Chronic Homelessness initiative is supported in part by \$750,000 from BHD. The overall cost of the initiative is \$1.8 million, which is funded by Milwaukee County, the City of Milwaukee, the City's Housing Authority, and other grant funding (see chart on page 12).

7900 Department on Aging

The 2015 recommended budget maintains existing services with a few minor changes. One grant funded dementia care specialist created in 2015 will continue to be grant funded in 2016. All other staffing levels remain the same. Overall tax levy decreases by \$87,407 for a total of \$1,014,170 in tax levy. Total expenditures are \$18,699,752 and total revenues are \$17,685,582.

The Center for Urban Population Health completed its demographic study to consolidate meal sites to provide more meals in more densely populated and demographically appropriate areas. The Milwaukee County Commission on Aging Service Delivery Committee will make its recommendations for two meal site closings at the Friday, November 13, 2015, Commission on Aging meeting. The Department reports that they have developed a plan for notification and transitioning procedures to ensure continuity of services, that the number of meals served will be going up, and that savings from the closing of meal sites will be reinvested into the other meal site locations.

7990 Department of Family Care

The Department of Family Care (DFC) has 2016 expenditures of \$303,966,489 and revenues of \$299,720,301 for an impact on reserves of \$4,246,188 and a tax levy impact of zero. This estimate is based on the 2015 capitation rate (the capitation rate is the payment made to the MCO each month for

each enrolled member) because the 2016 capitation rate will not be known until sometime in December 2015.

The State of Wisconsin in the 2016-2017 Biennium Budget proposes a change to the Family Care program requiring the program to move from a Managed Care Organization (MCO) to an integrate care model, i.e., an Integrated Care Agency (IHA). In anticipation of this change Family Care received approval from the County Board to form a new entity called My Choice Family Care. The move to an IHA will require substantial investments in technology and human capital to meet the IHA programming requirements.

The State requires a minimum balance in reserves of \$12.2 million; however, with the move to the IHA the minimum reserve balance for an IHA is almost double the current \$12.2 million reserve. If reserves drop below the state required minimums one of two things will happen; the State will either discontinue the program through the Department of Family Care, or the State will agree that Milwaukee County can use tax levy to maintain the program. In 2014 there was a draw on reserves of \$3,666,437. As of June 30, 2015, the Department reports the minimum reserve balance was exceeded by \$23 million and the Department expects to make a contribution of over \$3 million to reserves by the end of 2015. \$2.1 million of the contribution is due to one-time reimbursements from the State and the remaining amount is due to an unusually high number of vacancies in the Department in 2015.

PARKS, RECREATION AND CULTURE

9000 Department of Parks, Recreation and Culture (DPRC)

The Parks Department will see a tax levy increase of \$1,360,188 in 2016. Total FTEs increase by three positions, including two new positions within the Administration division. Increases in operational costs and revenue are due to the full budgeting of O'Donnell Park in 2016, as opposed to partial funding that only covered the first quarter of 2015. Increases in crosscharges, legacy fringe benefits, and the new employee pay-for-performance merit program also account for the higher expenditures.

ADMINISTRATION

The Parks Amenities Matching Fund (PAMF) returns in 2016 with some new modifications. The DPRC has consistently expressed the desire to reinstate the PAMF that was established in the 2013 Adopted Budget, but went defunct during the recommendation process of the Milwaukee County Innovation Fund that was created in the 2014 Adopted Budget. For 2016, \$250,000 is restored to the trust account created for the PAMF, with modifications made to the previous criteria for project eligibility. There will no longer be a cap of \$75,000 per project, as was previously required in the 2013 version, and the funds for the projects are no longer provided by land sale revenues, but instead budgeted directly within the DPRC's operating account.

Two new positions have been created in 2016 for a Volunteer Coordinator and a Development Officer, each with a budgeted salary amount of \$56,870. The roles of these positions will be to build a countywide network of volunteers from friends groups and other organizations, and to seek partnerships, grants, sponsorships, and additional funding sources and mechanisms outside of the County's established resources.

PARK OPERATIONS AND REGIONS

A major change within DPRC for 2016 includes transitioning parks that have previously been included in the department's now eliminated Downtown unit to the newly created Parks Operations-Central Org Unit No. 9136. This transition includes O'Donnell Park, which will see a \$10 monthly parking fee increase in 2016, presumably to align with the standards of other downtown parking venues.

Increased Park Fees for 2016	New Park Fees for 2016
Organized Sports Fields: \$1.00-\$9.00 increase	Jacobus Park Summer Rental: \$85.00
Boerner Botanical Garden Rentals: \$10.00-\$50.00 increase	Falk Park Summer Rental: \$85.00
Building Rentals (Sports Complex, park pavilions): \$10.00-\$20.00 increase	Greenfield Park Summer Rental: \$85.00
Aquatic Centers (Cool Waters/Schulz): \$.50-\$20.00 increase	Boxing Room Set-Up (King Center): \$40.00
Parking (O'Donnell): \$10.00 increase	Outdoor Farmer's Market: \$150.00

GOLF

Golf expenditures appear to increase by \$633,154 and revenues increase by \$108,382, resulting in \$524,772 of increased tax levy in 2016. The expenditure increase is a result of moving certain expenditures from the Concessions program area to the Golf program area, to better align the expenses and revenues. Staff expenditures for the PGA Golf Professionals and Golf Starters are being moved from the Concessions Org Unit No. 9035 to the Golf Operations Org Unit No. 9036 in 2016. Historically, Golf staff expenditures were coded within the Concessions Org, while the revenues generated were separately coded within the Golf area. This transition of aligning the expenditures and revenues within the same org unit will reflect a more accurate record of the costs and revenues generated by County golf areas. As a result, expenditures within the Concessions area have been correspondingly decreased in 2016.

PARK FEE CHANGES FOR 2016

As in the 2015 Adopted Budget, fees for certain park facilities and services increase in 2016. These increases are mainly applied to some building/space rentals, team sports permits, and aquatic center admissions. In addition to the increases of existing fees, some new fees have been added to existing services that were previously offered at no cost. Services such as setting up the Boxing Room at the King Community Center and summer rentals at Jacobus, Greenfield, and Falk parks will have new fees implemented in 2016. There will also be new permitting fees for the outdoor farmer's market. As a result, revenues for the Public Services program area have been increased by \$167,616 for 2016. At the time of the overview, the DPRC did not provide a response as to whether or not the revenue increase is solely due to the newly proposed fee changes, or if other factors contribute as well. The chart below illustrates a broad snapshot of some of the proposed fee changes for 2016.

9500 Zoological Department (Zoo)

ADMINISTRATION & FINANCE

As in 2015, reductions in revenues continue in 2016 within the Administration and Finance Division in association with the Zoo Interchange construction and its impact on the Zoo's accessibility to patrons. In 2015, the new West parking lot was completed with a portion of \$8.5 million in revenue received from

the State of Wisconsin's Department of Transportation (WisDOT) in 2014. A new entrance will be completed in the spring of 2016 with the remaining WisDOT revenue funds allocated from 2014. Another portion of those same funds is allocated to the newly proposed point-of-sale system included in the 2016 Recommended Capital Improvements. Tax levy support will increase by \$358,401 to address the operation of the new entrance, as well as offset the continued reduction in revenue.

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 2016. In lieu of these circumstances, admission gate and parking fees at the Zoo will not increase in 2016, 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 2016 is the continuation of the new Adventure Africa Exhibit, which includes the African Plains Exhibit project being proposed as a part of the 2016 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 planning phase was completed in 2015, while the entire exhibit is anticipated to be completed in 2018. The County's capital appropriation for this project in 2016 is proposed at approximately \$1.7 million.

MARKETING AND COMMUNICATIONS

This area was formerly known as the Public Affairs and Services Division, but was restructured in 2015 to align better with the marketing and communications environment. As a result, in 2016 one new FTE position with a salary of \$38,402 is created for a Special Events Assistant to increase revenues and Zoo patronage. In addition, the creation of a new Marketing and Special Events Coordinator position was offset by abolishing a former Special Events Coordinator FTE, to better align with the mission of the newly restructured program area.

9910 UW-Extension

Total expenditures and tax levy support equally increase by \$22,200 as a result of increased crosscharges and a position reclassification.

SECTION 4 - RECOMMENDED CAPITAL IMPROVEMENTS BUDGET

	Non-Airport	Airport	Combined
Total Number of Projects	73	15	88
Total Expenditures	\$ 60,493,133	\$ 22,158,500	\$ 82,651,633
Total Reimbursement Revenues	\$ 9,426,497	\$ 10,493,875	\$ 19,920,372
Net County Financing	\$ 51,066,636	\$ 11,664,625	\$ 62,731,261
<i>Financed as follows:</i>			
General Obligation Bonds	\$ 39,728,678	\$ -	\$ 39,728,678
Airport Revenue Bonds		\$ -	\$ -
Passenger Facility Charges (PFC)	\$ -	\$ 1,873,625	\$ 1,873,625
Sales Tax Revenue (cash financing)	\$ 10,451,068	\$ -	\$ 10,451,068
Misc. Revenue/Sale of Asset	\$ -		\$ -
Airport Capital Improvements Reserve	\$ -	\$ 9,791,000	\$ 9,791,000
Private Donations	\$ 886,890	\$ -	\$ 886,890
Total Financing	\$ 51,066,636	\$ 11,664,625	\$ 62,731,261

HIGHWAYS (WH)

COUNTY HIGHWAY IMPROVEMENT PROGRAM (CHIP)

WH01021 W. St. Martins Rd. S. North Cape Rd. to S. Lovers Lane Rd

Expenditure: \$3,418,000

Revenue Reimbursement: \$835,200

Net County Commitment: \$2,582,800 to be financed by general obligation bonds.

Funding is budgeted for the construction phase for the W. St. Martins Rd. (CTH MM) project from S. North Cape Rd. to S. Lovers Lane Rd. in the County Highway Improvement Program (CHIP).

The project is financed with \$768,294 in State revenue, \$2,582,800 in general obligation bonds, and \$66,906 in Local revenue.

WH09001 West Ryan Road (CTH H) – S. 96th St to S. 112th St

Expenditure: \$90,000

Revenue Reimbursement: \$20,625

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

Funding is budgeted for the design and right-of-way acquisition of a county highway improvement program project at West Ryan Road (CTH H) from South 96th Street to South 112th

Street. The project is financed with \$20,625 in State revenue and \$69,375 in general obligation bonds.

HIGHWAY SHORT-TERM CAPITAL PROGRAM (HSTCP)

WH09101 Short Term CTH Rehabilitation-Maintenance Projects

Expenditure: \$450,000

Revenue Reimbursement: \$0

Net County Commitment: \$450,000 to be financed by Sales Tax revenue.

Funding is budgeted for the design and construction phases for short-term county trunk highway rehabilitation projects. The projects will extend the life of pavement for an additional three to seven years until grant funding is available. The projects are financed with \$450,000 in Sales Tax revenue.

LOCAL BRIDGE PROGRAM (LBP)

WH03014 W. Vienna-Menomonee River Bridge #771

Expenditure: \$150,000

Revenue Reimbursement: \$120,000

Net County Commitment: \$30,000 to be financed by general obligation bonds.

Funding is budgeted for the design phase for the W. Vienna-Menomonee River Bridge #777. The project is financed with \$120,000 in Federal revenue and \$30,000 in general obligation bonds.

WH09701 E. North Ave. Bridge B-40-0502 over Oak Leaf Bike Trail

Expenditure: \$200,000

Revenue Reimbursement: \$160,000

Net County Commitment: \$40,000 to be financed by Sales Tax revenue.

Funding is budgeted for the design phase of the E. North Ave. Bridge B-40-0502 over the Oak Leaf Bike Trail. The project is financed with \$160,000 in Federal revenue and \$40,000 in Sales Tax revenue.

SURFACE TRANSPORTATION PROGRAM

WH01002 W. Mill Rd. (CTH S) N. 43rd St. to N. Sydney Place

Expenditure: \$5,350,000

Revenue Reimbursement: \$4,290,000

Net County Commitment: \$1,060,000 to be financed by general obligation bonds.

Funding is budgeted for the construction phase of W. Mill Rd. (CTH S) from N. 43rd St. to N. Sydney Place. The project is financed with \$4,240,000 in Federal revenue, \$50,000 in Local revenue, and \$1,060,000 in general obligation bonds.

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 general obligation bonds.

Funding is budgeted for the continuation of the design and right-of-way acquisition phases for S. 13th St. (CTH V) from W. Drexel Ave. to W. Rawson Ave. The project is financed with \$400,000 in Federal revenue and \$100,000 in general obligation bonds.

WH01022 S. 13th St. (CTH V) W. Puetz Rd. to W. Drexel Ave

Expenditure: \$300,000

Revenue Reimbursement: \$240,000

Net County Commitment: \$60,000 to be financed by general obligation bonds.

Funding is budgeted to begin the design phase for S. 13th St. (CTH V) from W. Drexel Ave. to W. Rawson Ave. The project is financed with \$240,000 in Federal revenue and \$60,000 in general obligation bonds.

WH01008 S. 92nd St. (CTH N) W. Forest Home Ave. to W. Howard Ave.

Expenditure: \$250,000

Revenue Reimbursement: \$200,000

Net County Commitment: \$50,000 to be financed by general obligation bonds.

Funding is budgeted for the start of the design phase for S. 92nd St. (CTH N) from W. Forest Home Ave. to W. Howard Ave. The project is financed with \$200,000 in Federal revenue and \$50,000 in general obligation bonds.

MASS TRANSIT (WT)

WT02601 New Flyer Buses

Expenditure: \$14,450,000

Revenue Reimbursement: \$2,300,000

Net County Commitment: \$12,150,000 to be financed by general obligation bonds.

Funding is budgeted for the replacement of 30 buses at a cost of approximately \$475,000 per bus for the Milwaukee County Transit System. The project is financed with \$2,300,000 in Federal Section 5339 revenue, and with \$12,150,000 in general obligation bonds.

AIRPORT (WA)

WA12501 GMIA Security and Wildlife Deterrent Perimeter

Expenditure: \$309,000

Revenue Reimbursement: \$270,375

Net County Commitment: \$38,625 to be financed with the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for continuation of Security & Wildlife Deterrent Perimeter Fencing work at General Mitchell International Airport (GMIA). The project is financed with \$231,750 Federal Aviation Administration (FAA) Airport Improvement Program (AIP) funding, \$38,625 in State revenue, and \$38,625 in Passenger Facility Charge (PFC) revenues.

WA17701 GMIA Parking Structure Repairs

Expenditure: \$610,000

Revenue Reimbursement: \$0

Net County Commitment: \$610,000 to be financed by the Airport Reserve.

Funding is budgeted for the next phase of the Parking Structure Repairs at General Mitchell International Airport (GMIA). The project is financed with the GMIA Capital Improvement Reserve Account (CIRA).

WA18901 LJT Airfield Pavement Rehabilitation

Expenditure: \$225,000

Revenue Reimbursement: \$213,750

Net County Commitment: \$11,250 to be financed by the Airport Reserve.

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

WA19001 LJT Perimeter Security Fencing

Expenditure: \$225,000

Revenue Reimbursement: \$213,750

Net County Commitment: \$11,250 to be financed by the Airport Reserve.

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

WA19101 GMIA Airfield Pavement Rehabilitation

Expenditure: \$1,120,000

Revenue Reimbursement: \$980,000

Net County Commitment: \$140,000 to be financed with the Passenger Facility Charge (PFC) revenues.

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

WA19201 GMIA Airfield Safety Improvements

Expenditure: \$500,000

Revenue Reimbursement: \$437,500

Net County Commitment: \$62,500 to be financed by the Passenger Facility Charge (PFC) revenues.

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

WA19401 GMIA Taxiway Re-cabling and Re-lighting

Expenditure: \$1,760,000

Revenue Reimbursement: \$1,540,000

Net County Commitment: \$220,000 to be financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for Taxiway Re-cabling and Re-lighting at General Mitchell International Airport (GMIA). The project is financed with \$1,320,000 FAA AIP funding, \$220,000 in State revenue and \$220,000 in Passenger Facility Charge (PFC) revenues.

WA19501 Taxiway F Reconstruction

Expenditure: \$2,500,000
Revenue Reimbursement: \$2,187,500
Net County Commitment: \$312,500 to be financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for Taxiway F Reconstruction at General Mitchell International Airport (GMIA). The project is financed with \$1,875,000 in FFA AIP revenue, \$312,000 in State revenue, and \$312,500 in Passenger Facility Charge (PFC) revenues.

WA19601 GMIA Replace Skywalk Glass

Expenditure: \$5,500,000
Revenue Reimbursement: \$0
Net County Commitment: \$5,500,000 to be financed by the Airport Reserve.

Funding is budgeted to Replace Skywalk Glass at General Mitchell International Airport (GMIA). The project is financed with the GMIA Airport Development Fund (ADF).

WA20401 GMIA Part 150 Noise Study Update

Expenditure: \$3,500,000
Revenue Reimbursement: \$3,150,000
Net County Commitment: \$350,000 to be financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for Part 150 Noise Study Update at General Mitchell International Airport (GMIA). The project is financed with \$2,800,000 FAA AIP funding, \$350,000 in State revenue and \$350,000 in Passenger Facility Charge (PFC) revenues.

WA20501 GMIA Firehouse Addition

Expenditure: \$1,995,500
Revenue Reimbursement: \$0
Net County Commitment: \$1,995,500 to be financed by the Airport Reserve.

Funding is budgeted for Firehouse Addition at General Mitchell International Airport (GMIA). The project is financed with the GMIA Capital Improvement Reserve Account (CIRA).

WA20601 GMIA Ground Transportation Lot and Restroom

Expenditure: \$1,584,000
Revenue Reimbursement: \$0
Net County Commitment: \$1,584,000 to be financed by the Airport Development Fund account.

Funding is budgeted in 2016 for the Ground Transportation Lot and Taxi Cab staging area Restroom at General Mitchell International Airport (GMIA). The project is financed with the GMIA Airport Development Fund (ADF) account.

WA20701 GMIA Landside Roadway Rehabilitation

Expenditure: \$350,000

Revenue Reimbursement: \$0
Net County Commitment: \$350,000 to be financed by the Passenger Facility Charge (PFC) revenues.

Funding is budgeted for Landside Roadway Rehabilitation at General Mitchell International Airport (GMIA). The project is financed with the Passenger Facility Charge (PFC) revenues.

WA20801 LJT Runway 15L 33R Pavement Resurface

Expenditure: \$1,580,000
Revenue Reimbursement: \$1,501,000
Net County Commitment: \$79,000 to be financed by the Airport Reserve.

Funding is budgeted for Runway 15L-33R Pavement Resurface at Lawrence J Timmerman Airport (LJT). The project is financed with \$1,422,000 FAA AIP funding, \$79,000 in State funding, and \$79,000 in contributions from the GMIA Capital Improvement Reserve Account (CIRA).

WA20901 GMIA Sustainability Management Plan

Expenditure: \$400,000
Revenue Reimbursement: \$0
Net County Commitment: \$400,000 to be financed by the Passenger Facility Charge (PFC) revenues

Funding is budgeted for a Sustainability Management Plan at General Mitchell International Airport. The project is financed with the Passenger Facility Charge (PFC) revenues.

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.

WV02201 Franklin Landfill Infrastructure

Expenditure: \$1,151,000
Revenue Reimbursement: \$0
Net County Commitment: \$1,151,000 to be financed by general obligation bonds.

Funding is budgeted for the third phase of a multi-phase project to reconstruct the landfill gas control system at Franklin Landfill. Construction will continue through 2017.

WV02202

Doyne Landfill Infrastructure

Expenditure: \$305,000

Revenue Reimbursement: \$0

Net County Commitment: \$305,000 to be financed by Sales Tax revenue.

Funding is budgeted for the ongoing design phase of the reconstruction of the landfill gas control system at Doyne Landfill to take place over multiple years. In the 2015 Adopted Capital Improvements Budget, \$70,000 was allocated for a study of this gas control system. The current repair plans may be realigned to comply with the results and suggestions contained within the study.

PARKS (WP)

WP24501

LaFollette Park Play Area Replacement

Expenditure: \$264,200

Revenue Reimbursement: \$0

Net County Commitment: \$264,200 to be financed by general obligation bonds.

Funding is budgeted for the replacement of the play area at LaFollette Park. LaFollette is currently equipped with a Class 2 children's play environment (CPE), which are most commonly found within the county's moderately-sized Community Parks. The existing equipment is over 20 years old, which will be replaced with new equipment, rubber surfacing, fencing, drainage, walkways, and additional improvements.

WP25501

Sherman Park Boys and Girls Club HVAC System Replacement

Expenditure: \$1,943,208

Revenue Reimbursement: \$0

Net County Commitment: \$1,943,208 to be financed by general obligation bonds.

Funding is budgeted for the replacement of the HVAC system at the Sherman Park Boys and Girls Club.

WP279

Park Walkway Replacement

Expenditure: \$500,000

Revenue Reimbursement: \$0

Net County Commitment: \$500,000 to be financed by general obligation bonds.

Funding is budgeted for the replacement of the worst ranked walkways within the park system. Park walkways are assessed and ranked on a scale of 0-100. Pavement sections with a score of less than 32 are recommended for replacement. In the 2016 Recommended Capital Improvements, five walkways are proposed for replacement based on their surface condition rating determined within the last three years. The 2016 appropriation for this project is \$500,000 in general obligation, with a total anticipated project cost of \$2,000,000. The following walkways are due to be replaced for the corresponding amounts pavement ranking:

WP27918 Algonquin Park: \$72,244 Rating: 24

WP27919 Bay View Park:	\$158,902	Rating: 24
WP27941 Big Bay Park:	\$72,012	Rating: 29
WP27914 Gordon Park:	\$29,899	Rating: 22
WP27923 Kosciuszko Park:	\$166,943	Rating: 30

WP290 Kinnickinnic Parkway Reconstruction

Expenditure: \$847,500
 Revenue Reimbursement: \$0
 Net County Commitment: \$847,500 to be financed by general obligation bonds.

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 2016 appropriation:

- WP29001** 68th to Cleveland: \$68,000
- WP29002** 76th to 68th: \$62,000
- WP29003** 31st to 35th: \$44,000
- WP29004** 22nd to Oklahoma: \$27,000
- WP29005** S. 43rd to S. 51st: \$70,000
- WP29006** 58th to Cleveland: \$124,000
- WP29007** 29th to 31st: \$25,000

WP36809 Brown Deer Clubhouse Roof Replacement

Expenditure: \$271,000
 Revenue Reimbursement: \$0
 Net County Commitment: \$271,000 to be financed by general obligation bonds.

Funding is budgeted for the full replacement of the roof at the Brown Deer Clubhouse.

WP49101 East Side OLT Reconstruction-Prospect to Bellview

Expenditure: \$700,000
 Revenue Reimbursement: \$0
 Net County Commitment: \$700,000 to be financed by general obligation bonds.

Funding is budgeted for replacing 3,700 feet of the Oak Leaf Trail on the east side of Milwaukee. This portion of the trail has sustained a considerable amount of deterioration due to flooding in recent years, and has therefore made it unsafe for travelers.

WP49201 Root River Oak Leaf Trail Extension

Expenditure: \$1,075,840
 Revenue Reimbursement: \$860,672
 Net County Commitment: \$215,168 to be financed by general obligation bonds.

Funding is budgeted to extend the Oak Leaf Trail through Root River Parkway. Although the total appropriation is \$1,075,840 for 2016, \$860,672 is provided by the Transportation Alternative

Grant (TAP) received in 2015. This extension will provide access between the Rock Sports Complex and surrounding commercial and residential areas.

WP51201 McKinley Marina Parking Lots

Expenditure: \$365,000

Revenue Reimbursement: \$0

Net County Commitment: \$365,000 to be financed by general obligation bonds.

Funding is budgeted in 2016 for the planning, survey, design, specifications, and construction documents for the renovation of the McKinley Marina parking lot. The full scope of the project is phased through to 2020, with an anticipated total cost of \$7,365,000.

MUSEUM (WM)

WM00301 Electrical Distribution Replacement

Expenditure: \$1,119,355

Revenue Reimbursement: \$0

Net County Commitment: \$1,119,355 to be financed by general obligation bonds.

Funding is budgeted for the second phase of a two-phased project to replace the Museum's electrical distribution system. This will replace obsolete equipment and be completed in 2016.

ZOO (WZ)

WZ11401 Zoo Life Support Emergency Generators

Expenditure: \$318,448

Revenue Reimbursement: \$0

Net County Commitment: \$318,448 to be financed by general obligation bonds.

An appropriation in the amount of \$318,448 is budgeted for one emergency life support generator for the Aviary and Flamingo Holding buildings. 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: \$1,774,000

Revenue Reimbursement: \$887,000 in private contributions

Net County Commitment: \$887,000 to be financed by general obligation bonds.

Funding is budgeted to begin the initial site preparation and 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 2016 appropriation includes \$887,000 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.

WZ15005 Point-of-Sale Replacement

Expenditure: \$469,516

Revenue Reimbursement: \$0

Net County Commitment: \$469,516 to be financed by Sales Tax revenue.

Funding is budgeted for replacing the Zoo's outdated point-of-sale (POS) system. In preparation for the new entrance set to be constructed in 2016, a new POS is necessary to cover and integrate the visitor transaction data with new technology, as the existing system is already operating at its maximum and cannot handle the new entrance's transactions. \$638,917 in funding has been earmarked for the purchase of a new POS system from an appropriation of \$8.5 million received from WisDOT in 2014. An RFI conducted by the Zoo in 2015 determined that a new POS system would have a total estimated cost of \$1,108,433. The County's 2016 commitment of \$469,516 would supplement the WisDOT allocation and fully fund the project. The Zoo initially planned to issue an RFP for a new POS system in August 2015, however newly implemented procurement procedures have delayed that issuance until early October 2015, with proposals expected to be received on or around November 10, 2015. The new POS system will need to be implemented and fully operating by Memorial Day 2016, in time for the opening of the new west entrance.

WZ15101 Aviary Boiler Replacement

Expenditure: \$291,000

Revenue Reimbursement: \$0

Net County Commitment: \$291,000 to be financed by general obligation bonds.

Funding is budgeted to replace the three boilers in the Aviary Building that are in extremely poor condition.

WZ16101 Aquatic and Reptile Center Ozone Replacement System and Chiller

Expenditure: \$200,000

Revenue Reimbursement: \$0

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

Funding is budgeted to repair structural elements and replace life support systems within the Aquatic and Reptile Center. The systems are between 20 to 45 years old, and some cannot be repaired and therefore must be replaced.

WZ16301 Aquatic and Reptile Center Exhibit Heating System Rehabilitation

Expenditure: \$102,000

Revenue Reimbursement: \$0

Net County Commitment: \$102,000 to be financed by general obligation bonds.

Funding is budgeted to rehabilitate the underfloor heating systems in the Aquatic and Reptile Center, as 50 percent of the existing heating rods in the floor are no longer working, causing hot and cold spots in the surface that is harmful to the animals.

HUMAN SERVICES (WS)

WS04010 McGovern Park Senior Center Fire System

Expenditure: \$69,030

Revenue Reimbursement: \$0

Net County Commitment: \$69,030 to be financed by Sales Tax revenue.

Funding is budgeted to replace the existing fire alarm system, which is obsolete, not addressable, and often inoperable. It is no longer possible to find replacement parts to bring the system up to date.

COURTHOUSE COMPLEX (WC)

WC05901 Courthouse Complex Electrical Upgrade – Phase 1

Expenditure: \$50,000

Revenue Reimbursement: \$0

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

Funding is budgeted for the first phase of a multi-phased project to address the Courthouse's electrical systems and their efficiency. Phase 1 includes the planning and design to update the systems' efficiency by upgrading lighting fixtures, analysis of overloaded circuit panels, and develop repair plans. The overall total project cost is estimated at \$437,000.

WC06201 Criminal Justice Facility Roof Replacement

Expenditure: \$100,000

Revenue Reimbursement: \$0

Net County Commitment: \$100,000 to be financed by general obligation bonds.

Funding is budgeted for the planning and design phase of replacing the roof at the Criminal Justice Facility, as the existing roof is beyond its useful life. The total project cost is estimated at \$2,100,000.

WC089 Courthouse Elevator Renovation Phase 2

Expenditure: \$242,212

Revenue Reimbursement: \$0

Net County Commitment: \$242,212 to be financed by Sales Tax revenue.

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

WC11601 Courthouse Cooling Coil Replacement

Expenditure: \$242,000

Revenue Reimbursement: \$0

Net County Commitment: \$242,000 to be financed by general obligation bonds.

Funding is budgeted to replace a failing cooling coil that could cause major leakage and subsequently result in no cooling in the upper level of the Courthouse.

WC12001 Criminal Justice Facility Hot Water Heater Replacement

\$401,000

Revenue Reimbursement: \$0

Net County Commitment: \$401,000 to be financed by general obligation bonds.

Expenditure:

Funding is budgeted to upgrade the hot water heaters in the Criminal Justice Facility. The existing hot water heaters are beyond their useful life, and will be replaced with two new ones.

HOUSE OF CORRECTION (WJ)

WJ06801 House of Correction Roadway and Sidewalk Replacement

Expenditure: \$221,000

Revenue Reimbursement: \$0

Net County Commitment: \$221,000 to be financed by Sales Tax revenue.

These funds will be utilized to provide lighting, improve sidewalks, and provide a security gate and paved access/egress at the House of Correction to meet administrative codes of the Department of Corrections. Currently, EMS, fire, and law enforcement personnel can only access one route to and from the HOC because the other roadway is unpaved and cannot be easily traversed.

WJ07401 House of Correction Master Control

Expenditure: \$804,000

Revenue Reimbursement: \$0

Net County Commitment: \$804,000 to be financed by Sales Tax revenue.

Funding is budgeted for replacements and upgrades in the HOC's Master Control. Master Control is where all surveillance occurs for the HOC. Updates will allow staff in Master Control to properly survey the entire facilities to determine when egress or regress requests should be allowed, and/or when all or portions of the facility should be locked down. DAS - Facilities Management Division will be responsible for overall project management with help from IMSD and specialized consultants as needed.

WJ08601 House of Correction Visiting Center Safety / Security Improvements

Expenditure: \$340,000

Revenue Reimbursement: \$0

Net County Commitment: \$340,000 to be financed by Sales Tax revenue.

Funding is budgeted to update the HOC's Visiting Center. The Visiting Center is outdated and needs replacements and upgrades, including a barrier and bullet proof glass for staff assigned to the area. Currently, any person entering the main lobby has unfettered access to staff. Hostile inmate family and friends may or may not be armed, and this project will help protect personnel staffing the visitation lobby.

OTHER AGENCIES (WO)

MARCUS CENTER FOR THE PERFORMING ARTS

WO03801 Marcus Center HVAC Upgrade

Expenditure: \$3,618,868

Revenue Reimbursement: \$0

Net County Commitment: \$3,618,868 to be financed by general obligation bonds.

Funding is budgeted for the fifth and 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 four heat exchangers and other upgrades.

MILWAUKEE COUNTY HISTORICAL SOCIETY

WO24701 Milwaukee County Historical Society Exterior Grate Restoration

Expenditure: \$150,000
Revenue Reimbursement: \$0
Net County Commitment: \$150,000 to be financed by Sales Tax revenue.

Funding is budgeted for restoring the window wells and new window grates at the Milwaukee County Historical Society, which is required to ensure public safety at the building and park.

WAR MEMORIAL

WO517 War Memorial Renovations

Expenditure: \$1,975,351
Revenue Reimbursement: \$0
Net County Commitment: \$1,975,351 to be financed by general obligation bonds.

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

- WO51710** ADA Restroom Renovation (\$333,000 in general obligation bonds)
- WO51711** Electrical System Upgrade (\$564,000 in general obligation bonds)
- WO51712** Sub-Basement Structural (\$703,000 in general obligation bonds)
- WO51714** Elevator Update and Restoration (\$375,351 in general obligation bonds)

Per the separate Development and Lease & Management agreements between Milwaukee County and the War Memorial Corporation in 2013, the War Memorial Center and the Milwaukee Art Museum are to be operated and treated as separate entities/organizational units as of 2014. These agreements obligate the County to a capital funding contribution of \$10,000,000 to the War Memorial Center facility for calendar years 2014-2017.

DEPARTMENT OF ADMINISTRATIVE SERVICES – OFFICE FOR PERSONS WITH DISABILITIES

WO16501 Countywide Americans with Disabilities (ADA) Repairs

Expenditure: \$500,000
Revenue Reimbursement: \$0
Net County Commitment: \$500,000 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.

WO24601 Grant Wil-O-Way Stage Improvements

Expenditure: \$62,000
Revenue Reimbursement: \$0
Net County Commitment: \$62,000 to be financed by Sales Tax revenue.

Funding is provided to eliminate the wheelchair lift and provide an ADA compliant ramp to allow use of the stage. Currently, the stage is blocked off due to a broken lift, but when it was open it was used weekly by renters, during summer camp, and by the general public on weekends.

DEPARTMENT OF ADMINISTRATIVE SERVICES – FACILITIES MANAGEMENT

WO16601 Mental Health Complex – Day Hospital Demolition

Expenditure: \$3,000,000
Revenue Reimbursement: \$0
Net County Commitment: \$3,000,000 to be financed by Sales Tax revenue.

The Day Hospital is located at 9201 Watertown Plank Road. The building was built in 1968 and has a footprint of 129,433 square feet. This building was addressed in the 2013 Comprehensive Facilities Planning Consulting Report to Milwaukee County by CBRE, a real estate consulting group. The recommendation was to move private service providers who currently use the building to another location and eventually selling the complex. The report notes that the overall building is in good condition, but it is outdated and needs major capital upgrades of HVAC components and fire protection.

WO16701 Mental Health Complex – Building D-18 Demolition

Expenditure: \$750,000

Revenue Reimbursement: \$0

Net County Commitment: \$750,000 to be financed by Sales Tax revenue.

This is the Food Service Building located at 9150 Watertown Plank Rd. The building was built in 1957 and has 35,028 square feet of space. The 2013 Comprehensive Facilities Planning Consulting Report to Milwaukee County included this building and stated that, depending on the status of the Mental Health Complex, it should be a candidate for sale or replacement. The report states that many of the features and systems have reached the end of their useful life, and that the building is much too large for its current usage.

DEPARTMENT OF ADMINISTRATIVE SERVICES – INFORMATION MANAGEMENT SERVICES

WO21701 Phone and Voicemail System Replacement

Expenditure: \$250,000

Revenue Reimbursement: \$0

Net County Commitment: \$250,000 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 \$900,000.

WO60201 Enterprise Platform Modernization

Expenditure: \$480,000

Revenue Reimbursement: \$0

Net County Commitment: \$480,000 in Sales Tax revenue.

This appropriation will be used to continue to develop the strategic plan to migrate off the County's mainframe production environment. Programs such as Advantage, which provides general ledger and accounts payable functions, needs to be updated since legacy applications are no longer supported and functions are moving to server and web-based platforms. The 2016 appropriation will help ready a Request for Proposal (RFP) for products and solutions. Total appropriations for this effort are expected to be approximately \$12 million between the years 2017-2020.

WO61901 Disaster Recovery

Expenditure: \$425,000

Revenue Reimbursement: \$0

Net County Commitment: \$425,000 in Sales Tax revenue.

Funding is budgeted for the planning and design of a computing solution for disaster recovery services. IMSD previously reported that this includes the retention of an outside vendor to manage critical data due to the cost-prohibitive nature of building and maintaining data centers. The 2016 scope of work includes a new backup and recovery solution. Due to a recent equipment failure, the County Board approved IMSD's request to transfer funds to begin the 2016 work in the fourth quarter of 2015.

W063201 Milwaukee County Internet/Intranet Redesign - Rebuild
Expenditure: \$450,000
Revenue Reimbursement: \$0
Net County Commitment: \$450,000 in Sales Tax revenue.

This appropriation will be used to redesign and rebuild the Milwaukee County Internet and Intranet to address many issues that are expected to improve the experience for employees and the public. This includes promoting uniformity amongst departmental sites and improving search functions to assist in finding information.

W094801 Asset and Work Order System (formerly Master Property Inventory)
Expenditure: \$620,000
Revenue Reimbursement: \$0
Net County Commitment: \$620,000 in Sales Tax revenue.

Funding is continued for implementation of an asset management/work order system. This project was initiated with \$170,000 in land sales proceeds from the sale of Innovation Park (File No. 13-916) and supplemented with \$432,830 from the Economic Development Reserve. The 2016 appropriation will continue efforts to integrate the management of property with various work order programs into a single, efficient system. It is anticipated that the project will be implemented by the end of 2016.

DEPARTMENT OF TRANSPORTATION – FLEET MANAGEMENT

W011201 Fleet General Equipment
Expenditure: \$3,197,000
Revenue Reimbursement: \$0
Net County Commitment: \$3,197,000 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.

W011203 Sheriff Fleet Equipment
Expenditure: \$710,000
Revenue Reimbursement: \$0
Net County Commitment: \$710,000 to be financed by general obligation bonds.

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

W011204 House of Corrections Fleet Equipment
Expenditure: \$259,000
Revenue Reimbursement: \$0
Net County Commitment: \$259,000 to be financed by general obligation bonds.

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

WO11205 Parks Fleet Equipment

Expenditure: \$2,257,000

Revenue Reimbursement: \$0

Net County Commitment: \$2,257,000 to be financed by general obligation bonds.

Funding is budgeted for vehicle and equipment replacement. This allocation aligns with the 2013 and 2014 adopted budgets. The project is financed with general obligation bonds.

OFFICE OF EMERGENCY MANAGEMENT

WO61401 Build Out Ten Sites to Digital

Expenditure: \$1,559,183

Revenue Reimbursement: \$0

Net County Commitment: \$935,873 finance by general obligation bonds and \$623,310 in Sales Tax revenue.

This is a multiphase project that was created in the 2010 Adopted Capital Improvement Budget in order to replace the aging radio infrastructure that had reached the end of its useful life. Total cost for the project is \$17,750,699 and it will be completed in 2016. Office of Emergency Management – Radio Services Division will take over the project from IMSD.

OFFICE OF THE SHERIFF

WO45201 Training Academy Firing Range Ventilation

Expenditure: \$339,494

Revenue Reimbursement: \$0

Net County Commitment: \$339,494 financed by general obligation bonds.

An appropriation is budgeted to upgrade the ventilation system at the firing range. Mold abatement was performed in 2011 due to the poor ventilation and the problem persists.

WO45501 Training Academy Controlled Turning Target System

Expenditure: \$335,928

Revenue Reimbursement: \$0

Net County Commitment: \$335,928 financed by general obligation bonds.

Funding provided to replace the controlled targeting system at the training academy. Currently, the system is completely non-functional. Sheriff staff stated that an updated firing range may bring in revenue from other law enforcement entities that may also need more advanced firearm training. State Statute requires officers to annually complete handgun qualification courses from curricula based upon model standards.

DEPARTMENT OF PARKS, RECREATION, AND CULTURE

WO07701 Oak Creek Parkway-RR Track E to Chicago Ave

Expenditure: \$80,000

Revenue Reimbursement: \$0

Net County Commitment: \$80,000 to be financed by general obligation bonds.

Funding is budgeted for the first planning and design phase of a two-phased project to reconstruct a section of the Oak Creek Parkway that was determined to need immediate renovation based on a poor asphalt condition assessment rating conducted in 2014. The total cost of this project is estimated at \$975,000.

Capital Improvement Committee (CIC) and County Executive (CEX) 2016 Recommended Project Comparison

In CIC Recommended - Not In CEX Recommended									
Item #	REQ DEPT RANK	DEPT RANK	Project Number	Project Name	2016 Total Project Cost	2016 Reimbursement Revenue/Prv Cntb	2016 County Financing	CIC Grading	
70	DOT-HWY	12	W087001	County Special Assessments	\$20,000	\$0	\$20,000	D3	
In CIC Recommended - Changed In CEX Recommended									
Item #	REQ DEPT RANK	DEPT RANK	Project Number	Project Name	2016 Total Project Cost (CEX Rec)	2016 Reimbursement Revenue/Prv Cntb (CEX Rec)	2016 County Financing (CEX Rec)	CIC Grading	Change From CIC Recommended Amount
9	DOT-TRAN	1	WT02601	New Flyer Buses	\$14,450,000	\$2,300,000	\$12,150,000	B3	\$1,350,000
12	PARKS	3	WP25501	Sherman Park B&G Club HVAC System Repl.	\$1,943,208	\$0	\$1,943,208	A1	(\$200,000)
47	DOT-FLEET	1	W011201	Fleet General Equipment	\$3,197,000	\$0	\$3,197,000	C2	\$1,547,000
58	DOT-FLEET	3	W011203	Sheriff Fleet Equipment	\$710,000	\$0	\$710,000	D1	\$210,000
59	DOT-FLEET	4	W011204	House of Correction Fleet Equipment	\$259,000	\$0	\$259,000	D1	\$109,000
51	DOT-FLEET	2	W011205	Fleet Parks Equipment	\$2,257,000	\$0	\$2,257,000	C2	\$757,000
					\$22,816,208	\$2,300,000	\$20,516,208		\$16,743,208
Not In CIC Recommended - In CEX Recommended									
Item #	REQ DEPT RANK	DEPT RANK	Project Number	Project Name	2016 Total Project Cost	2016 Reimbursement Revenue/Prv Cntb	2016 County Financing	CIC Grading	
4	PARKS	11	WP29007	Kinnickinnic Parkway-S. 29th St. to S. 31st St.	\$50,500	\$0	\$50,500	F	
N/A	Marcus Ce	1	W003801	Marcus Center HVAC Upgrade	\$3,618,868	\$0	\$3,618,868	A1	
N/A	DAS-OPD	N/A	W016501	Countywide ADA Repairs	\$500,000	\$0	\$500,000	N/A	
N/A	BHD	N/A	W016601	Mental Health Complex - Day Hospital Demo	\$3,000,000	\$0	\$3,000,000	N/A	
N/A	BHD	N/A	W016701	Mental Health Complex Food Service Bldg Demo	\$750,000	\$0	\$750,000	N/A	
N/A	DAS-IMSD	N/A	W094801	Asset and Work Order System (formerly Master Real Property Inventory)	\$620,000	\$0	\$620,000	N/A	
					\$8,539,368	\$0	\$8,539,368		

Capital Improvement Committee (CIC) and County Executive (CEX) 2016 Recommended Project Comparison

2015 Transfer - October Cycle			2016		CIC Grading	
Item #	REQ DEPT RANK	DEPT Project Number	Project Name	2016 Reimbursement Revenue/Prv Cntrtb	2016 County Financing	CIC Grading
		MCDOT - Highways	WH09401 W Rawson Ave Int w/ 10th St. & 6th St.	\$0	\$16,480	B3
		MCDOT - Highways	WH10501 Bridge Exp Joint Repair E North Ave & N. Oak Ave	\$0	\$105,080	F
		DAS-FM-FM	WC11901 CH Complex Honeywell Hardware/Software	\$0	\$157,140	D3
		DAS-OPD	W022801 Wi-O-Way Underwood Exterior Wall Rehab	\$0	\$65,000	C2
		Medical Examiner	W024101 Medical Examiner Autopsy Carts	\$0	\$51,000	D3
		DAS-FM-FM	W024501 Villa Terrace Roof Repair	\$0	\$50,000	F1
			Total	\$0	\$444,700	
Not In CIC Recommended - Not In CEX Recommended						
Item #	REQ DEPT RANK	DEPT Project Number	Project Name	2016 Reimbursement Revenue/Prv Cntrtb	2016 County Financing	CIC Grading
2	EMERGEN 2	WO49701	OEM Consolidation and Relocation*	\$0	\$250,000	F
3	MC HIST SK 5	W016001	Basement Entrance & Exterior Improvements	\$0	\$17,449	F
4	SHERIFF 4	W044901	Automated License Plate Readers	\$0	\$324,797	F
			Total	\$0	\$592,246	
Not In CIC Recommended - Move to CEX Recommended Operating						
Item #	REQ DEPT RANK	DEPT Project Number	Project Name	2016 Reimbursement Revenue/Prv Cntrtb	2016 County Financing	CIC Grading
36	DAS-FM-FM 6	WG03101	North Reservoir & Piping/overflow repairs	\$0	\$375,600	C2