



COUNTY OF MILWAUKEE
INTER-OFFICE COMMUNICATION

DATE : October 3, 2008
TO : Milwaukee County Board of Supervisors
FROM : County Board Research Division
SUBJECT: **Overview of County Executive's 2009 Recommended Budget**

Attached is the County Board Research Division's overview of the County Executive's 2009 Recommended Budget. This overview consists of the following five sections:

- 1) **Section 1** is a **General Overview** of the Recommended Budget.
- 2) **Section 2** consists of a spreadsheet that shows **Tax Levy Changes** for each Organizational Unit, comparing the 2009 Recommended Budget with the 2008 Adopted Budget.
- 3) **Section 3** provides a summary of **Major Changes**, including policy changes, proposed by the County Executive in the 2009 Recommended Budget.
- 4) **Section 4** is a listing and brief description of **Additional Issues/Concerns/Questions** noted by County Board staff regarding the proposed budget.
- 5) **Section 5** is the **Capital Improvements** section, which summarizes the capital improvement projects proposed by the County Executive.

This overview should not be construed as a complete and thorough analysis of the Recommended Budget. Although changes in departmental appropriations and revenues are generally clear, the corresponding impact on programs and services is not always as apparent. This overview has been prepared as an initial analysis that highlights the major policy and budget changes proposed by the County Executive and it is intended solely to assist County Board members and other interested parties in their understanding of the budget. The Finance and Audit Committee will begin its formal review of all budgets as a full committee beginning October 6th.

County Board Research Staff

Steve Cady, Fiscal and Budget Analyst
Glenn Bultman, Research Analyst
Rick Ceschin, Research Analyst
Julie Esch, Research Analyst
Martin Weddle, Research Analyst
Carol Mueller, Committee Clerk
Nancy Sebastian, Support Services
Terrence Cooley, Chief of Staff



SECTION 1 –GENERAL OVERVIEW 2009 RECOMMENDED BUDGET

Fiscal Synopsis

The County Executive's 2009 Recommended Milwaukee County Budget calls for total expenditures of \$1,426,815,877, an increase of \$82,875,638, or 6.2%, over the 2008 Adopted County Budget. The recommended property tax levy is \$249,889,950, the same as the 2008 levy. The recommended tax levy is comprised of two components: debt service levy of \$59,869,209 and operating levy of \$190,020,741.

The equalized tax rate for Milwaukee County is \$3.83 per \$1,000, a decrease of 5 cents from the 2008 Adopted Budget.

The Recommended Budget uses \$30.6 million in General Obligation bonds for non-Airport projects, a \$750,000 increase from the 2008 Adopted Budget amount. This amount is at the debt management goal established as part of the 2003 debt restructuring, based on a not-to-exceed amount of \$30.6 million for the 2009 budget. *(See Capital Improvements later in Section 1 of the Overview.)*

Tax Levy/Rate Caps

The State-imposed tax levy cap approved three years ago is still in effect for the 2009 Budget. This more restrictive tax levy cap is in addition to the existing tax levy rate cap that was imposed in 1993, and is still in effect. The tax levy rate cap imposed in 1993 was the 1992 actual tax rate adopted for the 1993 budget. For Milwaukee County, this resulted in a combined rate of \$5.508 per \$1,000 of equalized value, which includes an operating rate of \$4.084 and a debt levy rate of \$1.424. The tax levy rate cap adjustment is related to changes in equalized values that are published by the State in August of each year. Based on calculations provided by the Department of Administrative Services (DAS) – Fiscal Affairs, and reviewed by County Board staff, the estimated operating levy for the 2009 Recommended Budget is \$75,639,284 under the 1993 tax levy rate cap that is still in effect.

The new, more restrictive tax levy cap, effective July 27, 2005 with passage of the State 2005-07 Biennial Budget, limits the levy increase to the political subdivision's valuation factor. The valuation factor means a percentage equal to the percentage change in the political subdivision's January 1 equalized value due to new construction less improvements removed ("net new construction") between the previous year and the current year but not less than 2%, plus the terminated tax incremental district (TID) percentage of .04 percent. In other words, Milwaukee County is permitted to increase its tax levy a maximum of the percentage increase of net new construction or 2.04%, whichever is higher. The percentage change in value for the terminated TID is added to each calculation. The 2005 tax levy cap statute language combines debt and operating tax levies and provides some specific exceptions: one exception excludes the change in debt service attributable to debt issued prior to July 1, 2005 from the new cap, and debt issued after July 1, 2005 is also excluded.

The Department of Revenue recently reported that the net new construction percentage for Milwaukee County did not exceed 2% (1.68%), therefore the allowable tax levy limit increase is 2% plus the debt levy adjustment. DAS-Fiscal Affairs staff, with review by the County's bond counsel and financial advisor, has calculated the estimated maximum tax levy permitted under current law to

be \$32.6 million, or 13% above the 2009 Recommended Budget amount. However, this calculation is based on the assumption that pension obligation bond debt service is approved as recommended. If the borrowing for pension costs is not authorized, the allowable increase in the tax levy is estimated to be \$9.6 million, or approximately 3.8% more than the 2009 Recommended amount.

Overall Analysis

The last two budgets presented by the County Executive have focused on a potential overall “fiscal crisis” (2007) and “traditional” fiscal challenges of compensating for unfunded State mandates and covering the cost of pension and health care benefits (2008). While these issues continue to be prevalent in the 2009 budget as well, one of the main themes this year seems to be a departure from county-provided to privately provided services. The County Executive refers to these efforts as “bold reforms” and “transform[ing] the way we deliver services so we can sustain important programs far into the future.” Lead examples of privatization “transformations” include: contracting for all fleet maintenance services, replacing former Facilities Management workers with time and material contracts, contracting out the call center in the Department of Health and Human Services (DHHS) Economic Support Division, and contracting out targeted case management, maintenance, skilled trades, housekeeping, dietary, admissions and billing services at the DHHS Behavioral Health Division (BHD). The BHD actions purportedly are offered to free up money to increase the number of crisis group home beds in the community and increase funding for the BHD crisis resource center. Corresponding to these initiatives, the County Executive also proposes (as he did in the 2008 Recommended Budget) to abolish Parks Department maintenance positions in favor of seasonal and hourly positions, said to reduce costs and increase total park worker hours.

Under this Recommended Budget, examples of reorganization include placement the House of Correction and the Huber Work Release Center under the jurisdiction and responsibility of the Sheriff’s Department. Also the DAS - Economic and Community Development Division is dissolved and its real estate functions delegated to a new DAS – Property Management Division and Community Development Block Grant responsibilities to DAS- Fiscal Affairs.

Looking at these initiatives in their totality, they seem to represent a general transfer of services away from the County to the private sector and, in the case of the House of Correction and Huber Work Release Center, out of the executive branch to the control of a Constitutional officer.

Policy makers will need to review these proposals individually, but also collectively, to determine a plan for the future delivery of services. If it is determined that it is not the route they wish to go, they may need to decide which are the highest priority programs and services to continue to be provided by County employees, or a combination of employees and others, since there will not be sufficient resources available to reverse all of these initiatives. Such determination could be made part of a larger plan to address the long-term future of county service delivery.

It is worth repeating that the County Executive has again submitted a budgeted tax levy that is the same as that established by the County Board with the adoption of the 2008 Budget, rather than presenting a budget at the level of his previous budget recommendation. The County Executive has done this every year he has submitted a recommended budget, recently saying it is a no tax levy increase from the previous year. To put it in historical perspective, however, the County Executive’s 2009 Recommended Budget actually includes a property tax levy increase of \$22,339,322, or 10.2%, compared to the 2002 Adopted Budget he assumed after taking office. The County Executive is also

recommending total expenditures of \$1.42 billion for 2009, which is \$360 million, or 34%, higher than the \$1.06 billion in expenditures in the 2002 Adopted Budget.

The 2009 Recommended Budget contains significant borrowing to fund pension liabilities, along with numerous program and service eliminations and reductions, and the abolishment or unfunding of hundreds of County positions.

A more in-depth analysis of the major fiscal policy initiatives recommended by the County Executive follows:

Reduction in Positions

The 2009 Recommended Budget continues the trend of reducing the number of funded positions in order to reduce tax levy. While mostly tied to outsourcing initiatives, other positions are simply abolished or unfunded. The 2008 Adopted Budget included 5,707 funded full-time equivalent (FTE) positions. The 2009 Recommended Budget includes 5,456 funded FTE's, a reduction of 251, or 4.4% from the 2008 amount. The Department of Administrative Services indicates that 339 employees are at-risk of layoff at the time this overview was published. (The FTE reduction is net of position creates, abolishments and unfunding.) The actual number of layoffs that may occur is determined by further attrition and retirements, and may be subject to rules governing represented employees contained in various labor agreements. More detailed information regarding the impact of proposed position actions will be presented by DAS during the County Board's budget deliberations this month.

Privatization Initiatives

A May 2004 report from County Board and Department of Audit staff defined privatization as a process that transfers services that had previously been performed by the government to the private sector. The private sector entity can be either a for-profit or a not-for-profit entity. The purpose of privatization is to provide services at a better value to the taxpayers. In many cases, the availability of privatization opportunities may focus on "commercial activities." This is sometimes referred to as a "yellow pages test" in recognition of the fact that the services are commonly available from private businesses. These are activities that the government performs with its employees or resources that could also be performed by the private sector. Examples of government operations that are often cited as commercial activities include printing, golf, payroll processing and vehicle maintenance. Other types of services may be classified as "inherently governmental." These are activities that are so clearly and directly related to a public interest without regard to profitability that they are best performed by the government. These may also have a statutory requirement for the provision of the identified service. Examples include law enforcement, corrections, stewardship of natural resources, fire fighting, and judicial functions.

In the past, Milwaukee County has implemented a number of privatization initiatives. The following examples provide a track record of previous County privatization efforts: Doyne Hospital, Transit, County Grounds/Power Plant, Information Technology, House of Correction Food Service, Milwaukee Public Museum, Construction Management, Health and Human Services and Aging Services, Golf Management, Lake Park and O'Donnell Park Restaurants and claims processing to name a few.

The 2009 Recommended Budget proposes numerous privatization initiatives, including:

□ **DAS – Information Management Services Division (IMSD)**

An expansion of a contract held by Racine County with Velocity Partners and Premier Workforce Solutions for IT services results in the unfunding of four FTE positions. The personal service savings of \$362,670 are offset with an increase of \$305,600 in the contract with the outside vendors for an estimated savings of \$57,070. For 2009, IMSD will also explore options for outsourcing and hosting the mainframe environment.

□ **DAS – Property Management (Formerly DPW – Facilities Management)**

A new division is created in DAS, Property Management, to assume the functions previously provided by the Department of Public Works – Facilities Management. In addition, the real estate functions of the DAS – Economic and Community Development Division, which is recommended for dissolution, are transferred to Property Management as well. This new division will be part of the general fund, which provides relief from a \$1.67 million other post employment benefits (OPEB) charge that would have been required if the division remained as an internal service fund.

A total of 30 FTE skilled trade positions are unfunded due to an initiative to contract out for maintenance needs throughout the County. Eleven of the positions were previously assigned to the DHHS – Behavioral Health Division to meet its maintenance needs. The Recommended Budget provides \$600,000 in the Property Management budget and \$850,000 in the Behavioral Health Division budget for Time and Material (T&M) contracts to purchase these services from the private sector. Beginning April 1, 2009, the Department of Health and Human Services (DHHS) begins oversight of maintenance and housekeeping for the Behavioral Health Division.

To provide proper oversight of the new outside contracts, five positions of Facility Worker 4 are unfunded and five positions of Facility Worker 4 – In Charge positions are created. Also, two positions of Facilities Grounds Supervisors are created offset by the unfunding of one position of Custodial Worker Supervisor 2 and two positions of facility Maintenance Supervisors. Six hourly positions of Mechanical Technician are unfunded that are responsible for meal delivery services at the Behavioral Health Division. Food service at BHD, along with other support services, is proposed to be outsourced in 2009 and these positions would no longer be needed.

An appropriation of \$391,000 is provided to cover unemployment expenditures due to positions that are unfunded and abolished. A net tax levy savings of \$498,312 is projected in the BHD due to this privatization initiative and an additional \$684,452 of savings is expected in Property Management. Please note that the Property Management Division is also recognizing a \$1.67 million budgetary savings, as noted above, due to its conversion to a general fund.

□ **Department of Public Works – Airport Division**

An appropriation of \$500,000 is budgeted within the Airport Division to examine “the potential of a public private partnership for operation of the Airport System.” No further information is provided as to the process that would be employed and how this alters the negotiation of an extension to the Airport Master Lease Agreement that is due to expire September 30, 2010. An additional \$150,000 is included in the Airport’s budget for costs related to the extension of the current Master Lease Agreement.

□ **Department of Public Works – Transportation Services**

One position of Resident Contract Manager – Bridges is abolished so that administration of the Local Bridge Program and oversight of bridge inspections can be provided by the private sector. An appropriation of \$25,000 is provided to procure these services from the private sector yielding an estimated savings of \$95,337 for 2009.

□ **Department of Public Works – Highway Maintenance**

The Highway Maintenance Division proposes to spend an additional \$51,765 to outsource pavement marking services on state and county trunk highways. Three Highway Maintenance 3 Worker positions are abolished and replaced with 1.5 positions of temporary Highway Maintenance Workers. The long-term savings are based on the ability to forgo the purchase of pavement marking equipment in 2009 at an estimated cost of \$250,000.

Another three positions of Highway Maintenance Worker 3 are abolished related to an initiative to contract with local municipalities and other entities for median and right-of-way mowing services. To the extent these services are provided through intergovernmental agreement, they are not considered privatization initiatives. A 2009 savings of \$16,256 is anticipated from this initiative.

□ **Department of Public Works – Fleet Management**

One of the largest privatization initiatives in the 2009 Recommended Budget is the outsourcing of Fleet Management operations. Beginning in June 2009, the Division will contract with an outside vendor to provide maintenance services using County facilities. The budget reflects a total of \$5,647,818 for maintenance services; \$1,920,000 for the fixed cost of the contract is included in Fleet, while an additional \$3,727,818 is directly allocated to departments to provide funds for variable costs related to maintenance and repairs.

Beginning in January 2009, ten fleet management positions are transferred to the Airport Division. The Airport will not be part of the initiative to outsource fleet maintenance services. Beginning in July 2009, 36 FTE positions are unfunded related to fleet maintenance operations. Six County staff for contract management, billing oversight and technical services will be retained. Similar to the DAS-Property Management Division creation, Fleet Management will become a general service fund and avoid \$629,928 in OPEB costs that would have been budgeted as an internal service fund.

The Recommended Budget narrative is unclear as to the change in service levels as well as potential savings. Since a request for proposals has not been issued, it is unclear as to whether the amount budgeted for an outside vendor is adequate. And whether the level of service expected is achievable.

□ **Department of Health and Human Services – Behavioral Health Division**

In addition to the skilled trades and meal delivery privatization outlined above under the DAS – Property Management Division, the Behavioral Health Division is planning to outsource housekeeping and expand the outside contracts for dietary and accounting services. Targeted Case Management, providing services to 244 individuals, is also outsourced.

DHHS – Operations will provide oversight of facilities maintenance and, beginning April 1st, for contract housekeeping services. A total of 55 FTE positions are abolished and replaced with an appropriation of \$1 million to purchase these services from the private sector. Anticipated savings from this initiative total \$1,195,305.

Beginning April 1st, BHD will outsource almost all personnel functions related to dietary services. A total of 73.3 FTE positions related to food service are abolished and replaced with an appropriation of \$1,481,559 to purchase these services from the private sector. Anticipated savings from this initiative is \$1,237,476.

The contract with Accenture is expanded as a sole source as of January 10, 2009 to provide Accounts Receivable, Billing and Admissions services. A total of 30 FTE positions are abolished and replaced with an appropriation of \$1.4 million to pay the current vendor for these added services. Anticipated savings from this initiative is \$277,430.

□ **Department of Health and Human Services**

The DHHS budget anticipates outsourcing the Call Center and Customer Services functions within the Economic Support Division to IMPACT and the University of Wisconsin – Milwaukee School of Continuing Education. UW-M is involved as a partner since the State requires a public entity to perform tasks such as case confirmations. The Call Center initiative abolishes 26 FTE positions replaced with an appropriation of \$2,075,937 to pay the IMPACT/UW-M vendors. The goal of this initiative is to reduce call waiting times, which have averaged more than 42 minutes. On average, almost half of the positions assigned to the Call Center in 2008 have been vacant.

Under the Customer Service initiative UW-M would team up to help resolve case errors to reduce disruption of benefits to customers. A total of seven FTE positions are abolished and replaced with an appropriation of \$487,372.

Approximately 61% of the funds identified in the two initiatives above would be earmarked for IMPACT and the remainder to UW-M. The portion allocated to UW-M is defined as an intergovernmental agreement and not privatization. These initiatives are not intended to necessarily save money, but to provide better service to customers.

□ **Department of Parks, Recreation and Culture**

The Parks Department budget proposes the outsourcing of operations for the O'Donnell Parking Structure. An additional net revenue stream of \$200,000 is anticipated. It is unclear at this time as to how the parking fee structure might be changed. It is envisioned that an outside vendor would invest in automated payment machines to reduce labor costs as part of a long-term contract to operate the facility.

Parking nearby on Lincoln Memorial Drive would also be impacted by the installation of parking meters (or pay stations that have been recently implemented in the city). The Recommended Budget proposes that a private vendor install the equipment and, potentially, handle related enforcement duties. An additional \$405,000 of new revenue is anticipated, with \$65,000 earmarked to provide a dedicated funding source for lifeguards at Bradford Beach.

Food and beverage services are also being privatized at the Brown Deer Golf Clubhouse and Schulz Aquatic Center. New net revenue of \$20,000 and \$30,000 is expected, respectively. Other opportunities for vendors to assume these duties at other park facilities will also be explored.

Advantages and Disadvantages of Privatization

The County Board and Department of Audit staff report referred to earlier provided some advantages and disadvantages that should be considered when evaluating these proposals. These include:

Advantages

- ❑ Control might be enhanced because the manager is in a position to terminate a vendor contract and seek another provider. In many cases, privatized service arrangements can be terminated or modified with less notice/greater ease than with a public sector, unionized civil service workforce.
- ❑ Depending on the cost of fringe benefits and overhead, as well as productivity levels, a government's cost may be higher regardless of the absence of a profit factor. By definition, privatization efforts should be implemented only if cost-effectiveness can reasonably be demonstrated.
- ❑ Shifting work from a government monopoly to a competitive environment with a public or private winner could yield improvement in service. When there is more than one viable, prospective vendor that can compete for the provision of a service, the County can benefit from those competitive forces in terms of a vendor that is motivated to surpass performance expectations. This may manifest itself in different ways, such as superior customer service, or the private sector's tendency to make better use of cutting edge technology and premium-grade equipment.

Disadvantages

- ❑ Managers might lose significant control if much of their work was contracted out because employees under their direct control would no longer perform the work.
- ❑ Privatized cost may be higher because the government does not charge fees designed to generate profits from its services as businesses do.
- ❑ Dependence could develop on sole source vendors. Such dependence could leave the County vulnerable to large price increases until such time as the County could gear up for resuming in-house operations.
- ❑ Performance may deteriorate because industry might focus on profits, rather than public needs. While, short of divestiture, the County remains ultimately responsible for the provision of services, it must go through a third party to respond to client/customer concerns.
- ❑ Government employees might be laid off.

To address these concerns, there are a number of questions that should be asked when considering privatization of County services.

Does Milwaukee County have complete and accurate figures for costs and revenues associated with the program that can be used to compare County costs to the proposed privatization? The present cost allocation system within Milwaukee County is generally not adequate to make such a determination. In particular, analysis of cross charges and overhead as to their applicability to the provision of a given service is necessary.

Will services be solicited through a competitive request for proposals process? Consideration should be given to competition whenever possible. There may, however, be times when a sole-source approach is appropriate (e.g. Doyne sale, Milwaukee Public Museum privatization).

Will all service elements be put out for private bid or will the privatization be limited to specific elements? In some instances, vendors may only be interested in service areas with the highest revenue potential and/or the lowest cost. For example, contractors might only be interested in operating premium golf courses, not the County's par three courses. Activities that are not viewed as profitable by the private sector could continue to be operated by the County, contracted out with a subsidy, or the need to provide the service could be reassessed.

Does the proposed contract for privatization prohibit near term cost increases? The County would need to be mindful of bids structured artificially low and then adjusted later. Transition costs should also be factored into any analysis of cost savings.

What are the accountability provisions of the proposed privatization? Are there measures of performance? One of the better methods of privatization would be to require defined outcomes relative to quantity and quality of the services provided. Contract terms can be developed to provide financial incentives / penalties for failure to attain defined quantity and quality outcomes. This should be done irrespective of privatization. These measures could also include provisions for incentives/penalties.

Does the privatization bind the County to the provider in a manner that is difficult to reverse? Extra care should be exercised when the cost of reinitiating the service is excessive. Classic examples are privatization of snow plowing and garbage pick-up, where the government's cost to re-capitalize is high. While the venues identified in this resolution have significant capital costs, depending on the type of privatization considered, short-term reversal of the privatization decision might be possible.

What impact will the privatization have on existing employees? Significant numbers of former County employees may be employed by the new provider of the services in the event of privatization. Short-term costs may increase if employees retire under a privatization model. Lower long-term retirement costs may be achieved if employees retire early because of privatization. In some situations, Milwaukee County has retained responsibility for long-term benefits of employees who are transitioned to a private operation.

Other Major Initiatives

□ House of Correction Transfer to the Sheriff's Office

The County Executive's 2009 Recommended Budget transfers control and management of all House of Correction facilities, including the Community Correctional Center (CCC) and all programming,

to the Sheriff. The Recommended Budget further proposes to immediately shutter the CCC with inmates at that facility transferred to either the Criminal Justice Facility (CJF) or the Adult Correctional Center in Franklin (ACC).

The County Board has closely monitored management practices at the House of Correction since mid-2007. A National Institute of Corrections report requested by HOC management, released in January 2008, highlighted a significant number of recommendations relating to jail management, staff morale, staffing patterns, security, organizational culture and the need to close or phase out the CCC. According to the budget proposal, transferring management of the HOC to the Sheriff focuses control of custodial institutions and “will allow for a more cohesive approach to inmate population management...the standardization of policies and procedures, [and] implementation of consistent staff training and development.”

As additional background, in the 2008 Recommended Budget for the House of Correction, the County Executive advanced the idea of closing the Community Correctional Center (CCC) and significantly increasing the number of inmates on home detention by implementing global positioning surveillance (GPS) technology. The 2008 Adopted Budget included language that referred the proposal to the newly created Community Justice Council (CJC) for policy development and approval. Despite concerted efforts by the CJC, the HOC, and other interested parties, the home detention expansion through GPS monitoring has not yet been implemented, although virtually all parties involved acknowledge the CCC’s advanced state of disrepair and the need to find an alternative means of housing and monitoring inmates who have work release privileges.

The CCC currently houses approximately 360 inmates who have release privileges (for work, job search or care-giving responsibilities) and monitors approximately 140 on voiceprint-based home detention. The Sheriff’s plan for assuming control of the CCC includes moving 150 employed inmates to the CJF and controlling that population’s daily release and return to the jail. The remainder of the CCC population will be screened for home detention using a variety of electronic monitoring. The employed inmates transferred to the jail will displace pre-trial detainees at that facility who will be transferred to the ACC. Due to the influx of inmates at the ACC, that facility will be near capacity.

Correctional Officers at the CCC will be transferred to the Sheriff’s organizational unit and redeployed either to the CJF or the ACC. The addition of Correctional Officers at the CJF enables four Deputy Sheriffs to be redeployed to configure an absconder unit to address offenders who do not comply with monitoring requirements.

The Recommended Budget recognizes \$600,000 in savings through the transfer of control for the House of Correction to the Sheriff’s Office, generated primarily through efficiencies and expenditure controls. The closing of the CCC and relocation of inmates and Correctional Officers has no apparent fiscal impact. The disposition or demolition of the CCC and its fixtures is not described in the budget narrative although proceeds from the sale of the CCC land are included in the countywide land sales figure of \$5.9 million.

It should be noted that the Recommended Budget discontinues the Community Justice Resource Center and contracts with Wisconsin Community Service for job assessment, job development and job readiness for a combined savings of \$1,283,629. The expansion of inmates on home detention and out of custody would suggest the need for greater community-based support rather than an elimination of those services.

□ **Universal Screening**

Universal screening refers to the system-wide use of a risk assessment utility that scores an offender on a number of social, economic, and offense factors that are accepted indicators of potential re-offense or justice system compliance. The Pre-trial Services division of the Circuit Court currently uses this instrument to determine appropriate placement for detainees awaiting trial. While budgeted in the Courts organizational unit, universal screening is a pivotal component to assist the Sheriff's Detention Bureau in determining post-adjudication home detention and correctional service options and possibly inmate classification of housing assignments.

The Recommended Budget for Org. Unit 2000 – Combined Court Related Operations anticipates mid-year implementation of universal screening at a cost of \$608,000, net of grant funding from the Treatment and Diversions grant and the Assess Inform and Measure grant. The initiative is further supported with some lump sum adjustments in the budgets for the Sheriff and the House. Full-year costs are estimated at \$1.7 million.

□ **DHHS – Family Care Expansion**

Expansion of Family Care has long-term programmatic and fiscal implications for Milwaukee County. Family Care is an entitlement program for eligible persons operated under managed care principles. The State of Wisconsin created Family Care to replace existing Medicaid Waiver long-term support programs for elderly and disabled adults.

In 2000, the Department on Aging was one of five pilot programs in Wisconsin to implement Family Care covering eligible adults aged 60 and over. Because Family Care was an entitlement benefit, the Department on Aging wait list for support services to the elderly was eliminated. The Department on Aging currently operates an Aging Resource Center and a Family Care Management Organization (CMO).

As part of a Statewide effort to expand managed long-term care in Wisconsin, the County Department of Health and Human Services (DHHS) received a planning grant to plan for the expansion of Family Care to adults aged 18 to 59 with disabilities. The County Board has received various reports between 2006 and 2008 regarding the DHHS long-term care reform planning process.

In the 2008 Budget, the Family Care Management Organization (CMO) program was provided its own Org. Unit, 7990, to reflect its continued expansion, as well as to address its potential inclusion of adults with disabilities under the age of 60. The program remains under the oversight of the Department on Aging in 2009.

This past summer, DSD submitted an application to the State Department of Health Services (DHS) to expand the current Disability Resource Center (DRC) to be certified by DHS. The DRC is designed to serve as a single entry point to assist all adults with disabilities under age 60 with choices relative to the most appropriate forms of managed care and other resources to meet individual needs. The State officially released a Request for Proposals (RFP) this summer for a Care Management Organization (CMO) in Milwaukee County to serve both elderly and adults with disabilities.

The 2009 Recommended Budget anticipates State approval, along with full State funding of the Disability Resource Center. Under Milwaukee County's Family Care expansion plan, the wait list

for long-term support services of approximately 2,500 adults with physical and developmental disabilities would be eliminated. This wait list has burdened the DHHS Disability Services Division (DSD) in Milwaukee County for many years.

The Department on Aging's 2009 Recommended Budget reflects expansion of its current CMO to accommodate adults with disabilities assuming State approval of the County's proposal in response to the RFP. The deadline to respond to this RFP is October 31, 2008. The Budget assumes the same CMO capitation rate as 2008.

The 2009 Recommended Budget for DSD anticipates receiving \$3.4 million in additional revenue from the State for the DRC for the first year of implementation. The State is still in the process of reviewing the Division's DRC application and has not yet made a funding commitment. During the second and third years of implementation, DSD will experience a significant reduction in revenue once the current 2,500 Medicaid Waiver consumers are transitioned into managed care. The Budget narrative states that "funding from the State DHS is critical to success" of Family Care expansion, and that "the Department will continue to work to obtain full funding from the State and will develop alternatives if full funding for future years is not achieved." It is not clear at this time what those alternatives would be if the State does not fully fund Family Care expansion.

□ Parks Department

The debate over the Milwaukee County Parks System and what needs to be done to preserve its 15,000 acres and recreational amenities continues to intensify as annual budget cutbacks and deferred maintenance take a large toll. Over a year ago, the Milwaukee County Parks Advisory Commission, comprised of community leaders, was created to study overall parks preservation issues.

As in 2008, numerous permanent positions are abolished while funding for seasonal positions is increased. In total, 48 FTE Park Maintenance Worker 2 positions are abolished while 9.21 FTE Park Worker 2 (Seasonal) positions are created and \$1,150,000 is appropriated for additional seasonal labor. One FTE position of Clerical Specialist (HR) NR is created to assist the Safety & Training Manager in training new seasonal staff. The Special Events Coordinator position is once again slated for abolishment as well as the two positions of Community Center Director.

Fee increases and budget revenues are a significant element of the 2009 Recommended Budget for the Parks Department. Golf rounds are proposed to increase by \$3.00/9-holes, marina slip fees and boat launch fees are proposed to increase by 16% and pool admission and pass fees would be increased for a total anticipated revenue goal of \$1,625,000 over 2008. As of September 30, 2008, the Parks Department actual revenues were \$1,400,000 under budget. With pools closed and the boating and golfing season ending, it is unlikely the Parks Department will realize budgeted revenues for this year. Given the state of the national economy, increased fees for 2009 (particularly for golf rounds) will negatively impact revenue collections. Ultimately, unachievable revenue goals will force the Parks Department to cut expenditures (e.g., seasonal workers). Instead of breaking this annual cycle, this budget exacerbates it. Revenue is also projected to increase due to privatizing management of the O'Donnell Parking Structure and metering parking along Lincoln Memorial Drive.

Major maintenance funding is reduced to \$252,500, from \$665,521 in 2008. Although the capital budget does not include a large number of capital projects, the proposed projects require significant capital investment. For example, \$1,904,400 is recommended for replacement of all Parks play areas

with a condition assessment grade of “D+” or less. Also, an appropriation of \$5,368,400 is proposed for the David Schulz Aquatic Center at Lincoln Park and rehabilitation of the Lake Park Drainage Ravine at over \$1,000,000. Overall, the Parks system has a major maintenance backlog totaling over \$300 million in parks projects.

❑ **Department of Public Works – Transit/Paratransit**

The 2009 Recommended Budget avoids route, segment and service cuts but increases the adult cash fare by 25 cents to \$2.25. In addition fares are increased 50 cents for the adult weekly pass and student weekly passes, \$1.00 for U-Passes and \$6.00 for Commuter Value Passes. Paratransit eligible riders will be eligible to ride the fixed route bus system for free under a pilot program in 2009. An appropriation of \$50,000 is included for consultant services to help prepare and submit an application to the Federal Transportation Administration under the Very Small Starts grant program for bus rapid transit (BRT). Paratransit revenues are increased \$2 million due to a \$3.25 increase, to \$10.25, in the charge to the Department on Aging and Milwaukee County Department of Disability Services.

The May 2008 Public Policy Forum report entitled, “Milwaukee County Transit Crisis: How did we get here and what do we do now?” provided a comprehensive review of the Milwaukee County Transit System’s funding history and portended an eminent crisis resulting from heavy reliance on property tax revenues and a finite pot of federal formula funds, originally intended for capitalized maintenance. The 2009 Transit/Paratransit operating budget again relies upon a combination of property tax, federal, state and increased fare box revenues, including the federal formula funds that could otherwise be used to purchase new buses and other capital equipment. It is estimated that the balance of these funds will be de minimus, if not depleted, by 2010.

As a direct result of the federal formula funds being used for operations only in 2009, no bus replacement capital project is presented in the recommended budget. In fact, buses have not been replaced since 2006. The Public Policy Forum report cited a need by Milwaukee County Transit System officials to replace 150 buses in 2010. Previously, buses were replaced on a 12-year schedule but MCTS has lengthened the lifecycle to 14 years to avoid incurring capital costs in the 2009 budget. Without an infusion of new or additional revenue, MCTS will not be able to meet the 14-year schedule. Even more significantly, drastic route cuts, service cuts and fare increases may be inevitable.

❑ **Pension Obligation Bonds**

For 2009, the County Executive includes a proposal first offered in the 2005 Recommended Budget, and included in the 2007 and 2008 Adopted Budgets, to issue pension obligation bonds (POB’s) to address the unfunded liability of the County Employees’ Retirement System. At its core, issuing taxable pension obligation bonds can produce budgetary savings if the interest rate paid on the bonds is less than the rate of return earned on proceeds placed in the pension fund. This strategy is not without risk, which is explained in more detail below.

In the fall of 2004, policymakers declined to adopt the proposal for the 2005 Budget, which would have led to the issuance of \$261 million in pension obligation bonds and required a change in State law to permit a debt amortization longer than the current 20-year limit. In the spring of 2005, Milwaukee County voters also rejected an advisory referendum, by a vote of 57% to 43%, to issue up to \$261 million in pension obligation bonds “for the public purpose of paying unfunded prior service liability contributions under the County’s retirement system.”

The 2008 Adopted Budget provides \$39.3 million for the County's contribution to the Milwaukee County Employees' Retirement System (ERS). This amount represented an approximate \$10.9 million expected savings from the issuance of \$267 million in pension obligation bonds. A POB Workgroup was established in 2007. After Milwaukee County received State Legislative approval earlier this year to issue pension obligation bonds in the preferred manner, the POB Workgroup recently submitted a proposal to the County Board for consideration.

The new pension obligation bond proposal is to issue up to \$400 million in bonds to help reduce the unfunded liability of the pension fund. A stabilization trust fund is also part of the proposal, which is developed to help smooth out fluctuations in pension contribution requirements due to interest rate changes on the borrowed funds or investment return shortfalls in the pension fund. As of July 1, 2008, the estimated unfunded actuarial accrued liability (UAAL) of the pension fund is approximately \$496 million. The goal is to raise the pension fund assets so that 95% of the unfunded liability is extinguished and replaced with less costly debt service on the bonds.

The requested pension contribution for 2009 as calculated by the County's actuary is \$56,491,000. Based on the issuance of up to \$400 million in pension obligation bonds, the 2009 Recommended Budget includes a pension contribution of \$48,359,730. This represents a budgetary savings of \$8,131,270 due to the issuance of pension obligation bonds as currently structured.

It is worth repeating some of the staff concerns raised over the past few years concerning the policy decision to issue pension obligation bonds. Some believe that issuing a Pension Obligation Bond (POB) is similar to refinancing a debt that carries a high interest rate with one that carries a lower interest rate. The long-term actual investment performance of the retirement plan is what determines the final savings or cost of issuing the POB. Issuing a POB will usually produce a near-term reduction in the contributions to the retirement plan, but it is not possible to know in advance whether the POB will produce any long-term savings at all. POB's are a financial investment and, like any other, involve investment risk.¹ It also substitutes a "soft" liability to fund the pension with a "hard" liability to make debt service payments to pension obligation bond owners.

The Committee on Finance and Audit will be evaluating the proposed pension obligation bond proposal concurrent to its deliberations on the 2009 budget. One point that is important to highlight is that the tax levy limit for Milwaukee County is substantially impacted by the decision to issue pension obligation bonds. If the pension obligation bond proposal remains in the budget, the tax levy limit is approximately 13.2% higher than the Recommended Budget. If removed, the tax levy increase is limited to 3.8%. This is due to how debt service is treated under the State-imposed tax levy limits and the legislation authorizing Milwaukee County to issue pension obligation bonds.

□ **Combined Court Related Operations**

In recent years the County Executive's Recommended Budgets have exacted large expenditure and staff reductions in the Courts' budget. The County Board has been able to restore the majority of the reductions, but in some cases anticipated State revenues to cover the restorations never materialized.

The 2009 Recommended Budget for Combined Court Related Operations spares the Courts the severe cuts that have been proposed in the past, and eliminates overly ambitious revenue projections,

¹ From GRS Insight, *Questions to Consider Before Issuing Pension Obligation Bonds*, February 2004.

thereby producing a more realistic base. The Recommended Budget does unfund critical support positions, including ten clerical positions, eight judicial assistants and nine legal research interns. The recommended budget creates administrative interns to compensate for the loss of the legal research interns, though at a lower grade and, presumably, skill set. By unfunding rather than abolishing the positions, the recommendation allows flexibility to pursue filling these positions if funding is available. It is also unclear as to whether adequate funds have been provided for the Universal Screening initiative (see above). This includes whether Treatment and Diversion (TAD) grant funds are available in the current State budget for 2009. The Combined Court Related Budget includes \$375,000 in TAD grant funding, an increase of \$146,643 from the 2008 Adopted Budget.

Fee Increases

The County Executive's 2009 Recommended Budget contains numerous fee increases. An updated schedule of all County fees has been requested from DAS – Fiscal Affairs. The following is a summary of notable fee increases that are identified in the Budget:

- **Milwaukee County Transit System.** The adult cash bus fare increases 25 cents to \$2.25. This includes a 50 cent increase to \$16.50 in the adult weekly pass and \$15.50 in student weekly passes, a \$1.00 increase in U-Passes and a \$6.00 increase in Commuter Value Passes. Paratransit eligible riders will be eligible to ride the fixed route bus system for free under a pilot program in 2009.
- **Parks Department.** All County Golf Green fees would increase by \$3 per 9-holes and McKinley Boat Launch and Slip fees increase by 16%. The adult, junior and senior fees (resident and non-residents) for deep well pools, indoor pools, Cool Waters, and Pelican Cove increase \$1.50 in 2009. It is anticipated that the increased fees will encourage more users to purchase annual and seasonal pool passes. In addition, swim pass fees for indoor pools increase by \$15 for all categories. Parking meters are proposed for Lincoln Memorial Drive. Hourly rates have not yet been determined.
- **Zoo.** Zoo admission fees increase by \$1 across a broad range of categories. Stroller rentals increase by \$1, while attractions and special exhibit fees remain at the 2008 amount.
- **Airport.** Parking fees increase \$1 per day for all locations. This is expected to generate an additional \$3.5 million in airport revenue.
- **Child Support Enforcement.** A new fee of \$25 is implemented to fax orders of satisfaction for real estate or financing transactions. This is anticipated to generate \$1,500.
- **Sheriff.** Huber/Electronic Monitoring charges increase \$2.50 per day to \$24.00.
- **Medical Examiner.** Cremation permits increase \$20 to \$185. The 2009 Budget anticipates that 3,805 cremation permits will be issued.
- **Register of Deeds.** Fees charged for Internet access, digital images, sale of microfilm images, certification of survey maps and review of subdivision maps are increased generating an additional \$26,000 in revenue.

Future Fiscal Issues

Policymakers may wish to consider other overarching factors as they contemplate how the County should best position itself to meet future fiscal challenges. Several of these continue to be major concerns for 2009 and in future years, including:

- ❑ Rising debt service costs in future years, resulting in less excess sales tax available to fund the operating budget.
- ❑ The continued State under funding of its mandated programs, including the Court system and human services.
- ❑ The future impact of deferred maintenance on the County's infrastructure and on the County budget.
- ❑ The future funding of parks, recreation and culture programs, and the transit system, each of which has been the subject of proposals for alternative funding to take them off the property tax. An advisory referendum this year on the implementation of a new 1% sales tax for these programs, with at least \$67 million used to provide property tax relief, will be before voters on Election Day.
- ❑ Legacy costs related to retiree pension and health care obligations that continue to provide the County with fiscal challenges. As County positions are abolished or unfunded, the per position allocation of fringe benefits for both active and employees and retirees will only increase in future years.

Capital Improvements Program

The Recommended Capital Improvement Budget includes 92 separate projects at a total cost of \$75.3 million. County financing for those projects totals \$46.8 million. The 92 projects consist of 74 non-Airport projects at a total cost of \$49.4 million, plus 18 Airport projects at a total cost of \$25.9 million. The 74 corporate purpose (non-Airport) projects result in net County financing of \$35.6 million to be financed by \$30.6 million in General Obligation Corporate Purpose bonds, \$1 million in State Trust Fund Loan, \$420,000 in sales tax revenues, \$2,925,000 in Passenger Facility Charges (PFC) revenue, \$443,900 in construction fund investment earnings, and \$1,198,240 in private donations.

Cash financing in the 2009 Recommended Capital Improvement Budget is \$10.8 million, or 23.2% of net County financing. Cash financing for non-airport projects is \$5 million, or 14% of net County financing. The County goal for cash financing of capital improvement projects is 20%.

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% over the previous year's bond amount. The Recommended Budget uses \$30.6 million in General Obligation bonds for non-Airport projects, a \$750,000 increase from the 2008 Adopted Budget amount.

The 2009 Recommended Capital Improvements Budget continues the trend of a restricted capital program. A new “holistic” approach to capital planning is planned for Lincoln and Dineen Parks in 2009. This approach attempts to create a master plan for a designated area and attempt to make all necessary capital improvements in one year rather than piecemeal. This is aimed to help better coordinate capital and operating major maintenance planning needs.

The following briefly summarizes a few of the capital projects in the Recommended Budget: *(See Section 5 of the Overview for a complete listing of the Capital Improvement projects.)*

- Eighteen capital projects are scheduled for General Mitchell International Airport at a total cost of \$25.9 million. This includes \$13.2 million for the **Runway Safety Area Improvements** to help meet Federal Aviation Administration design standards. Another \$2.8 million is appropriated for the **In-Line Baggage Screening Phase 1**. The \$25.9 million in total expenditures for the 18 Airport projects are offset with \$14.7 million in Airport reimbursement revenue resulting in net County financing of \$11.2 million. This amount includes \$5.3 million in General Airport Revenue Bonds (GARB’s), and \$5.9 million in PFC revenue bonds and/or pay-as-you-go PFC financing.
- An appropriation of \$8.3 million is included to continue the major reconditioning of **West Good Hope Road** from North 107th Street to North Port Washington Road. State and Federal financing will provide \$4.2 million of this cost. Another major transportation project includes **West Silver Spring Drive**, where \$5.9 million will be expended for Phase I roadway, traffic safety improvements and bridge rehabilitation From North 69th Street to 124th Street. This amount is offset with \$4.3 million of State and Federal revenue.
- An appropriation of \$5.3 million is included to finish construction on the **Schulz Aquatic Center**. This project is expected to include zero depth to 5-foot pool, waterslides, a diving well and interactive play toys.
- An appropriation of \$853,700 is included for Phase II the **Museum Air Handling and Piping Replacement**. This will allow for the repair and replacement of aged equipment. It also serves to help meet the County’s commitment in the museum recovery plan to provide \$4 million in mutually agreed upon capital improvements from 2008 to 2012. This project, as well as \$121,900 appropriated for the planning and design of the **Museum Roof Replacement**, provides \$1.6 million toward the County commitment. Approximately \$2.4 million in additional capital expenditures must be allocated by 2012.
- Total expenditures of \$3.8 million are allocated for **Fleet Equipment Acquisition**. Of this amount \$2.9 million is earmarked for Airport needs. Ten Sheriff squad sedans are budgeted for \$280,000, and general fleet, based on the highest priority as determined by Fleet Management, is allocated the remaining \$610,000.

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

SECTION 2 - TAX LEVY CHANGES IN 2009 COUNTY EXECUTIVE RECOMMENDED BUDGET

<u>Org. Unit</u>	<u>Org. Name</u>	<u>2008 Adopted</u>	<u>2009 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
Non-Departmental					
REVENUES					
1901	Unclaimed Money	\$ (225,705)	\$ (950,000)	\$ (724,295)	-320.90%
1933	Land Sales	\$ (7,245,331)	\$ (5,880,117)	\$ 1,365,214	18.84%
1937	Potawatomi Revenue**	\$ (3,486,477)	\$ (3,971,477)	\$ (485,000)	-13.91%
1969	Medicare Part D Revenue	\$ (2,768,970)	\$ (3,593,974)	\$ (825,004)	-29.79%
1992	Earnings on Investments	\$ (8,041,000)	\$ (5,962,842)	\$ 2,078,158	25.84%
1993	State Shared Taxes	\$ (38,062,280)	\$ (37,733,754)	\$ 328,526	0.86%
1994	State Exempt Computer Aid	\$ (2,485,518)	\$ (2,560,125)	\$ (74,607)	-3.00%
1996	County Sales Tax Revenue	\$ (65,208,949)	\$ (67,435,903)	\$ (2,226,954)	-3.42%
1997	Excess Power Plant Revenue	\$ (356,880)	\$ (356,880)	\$ -	0.00%
1998	Surplus/Deficit from Prior Year	\$ (4,901,148)	\$ (7,946,529)	\$ (3,045,381)	62.14%
1999	Other Misc. Revenue	\$ (565,000)	\$ (40,000)	\$ 525,000	92.92%
<i>Non Departmental Revenues Subtotal</i>		\$ (133,347,258)	\$ (136,431,601)	\$ (3,084,343)	-2.31%
EXPENDITURES					
1905	Ethics Board	\$ 56,996	\$ 58,672	\$ 1,676	2.94%
1908	Milwaukee Cty. Historical Society	\$ 242,550	\$ 242,550	\$ -	0.00%
1912	Visit Milwaukee	\$ 25,000	\$ 25,000	\$ -	0.00%
1913	Civil Air Patrol	\$ 10,000	\$ 10,500	\$ 500	5.00%
1914	War Memorial Center	\$ 1,504,594	\$ 1,504,594	\$ -	0.00%
1915	Villa Terrace/Charles Allis	\$ 243,656	\$ 243,656	\$ -	0.00%
1916	Marcus Center for the Performing Arts	\$ 1,280,000	\$ 1,280,000	\$ -	0.00%
1921	Human Resource and Payroll System	\$ -	\$ -	\$ -	0.00%
1935	Charges to Other County Org Units	\$ (10,195,078)	\$ (7,905,809)	\$ 2,289,269	-22.45%
1945	Appropriation - Contingencies	\$ 6,655,758	\$ 6,260,427	\$ (395,331)	-5.94%
1950	Employee Fringe Benefits	\$ -	\$ -	\$ -	0.00%
1961	Litigation Reserve Account	\$ 200,000	\$ 200,000	\$ -	0.00%
1966	Federated Library System	\$ 66,650	\$ 66,650	\$ -	0.00%
1974	Fund for the Arts	\$ 377,688	\$ 377,688	\$ -	0.00%
1985	Capital Outlay/Depreciation Contra	\$ (9,995,390)	\$ (5,745,126)	\$ 4,250,264	42.52%
1987	Debt Issue Expense	\$ 11,500	\$ 11,500	\$ -	0.00%
1989	Investment Advisory Services	\$ 245,000	\$ 245,000	\$ -	0.00%
<i>Non Departmental Expenditures Subtotal</i>		\$ (9,271,076)	\$ (3,124,698)	\$ 6,146,378	-66.30%
Departmental					
Legislative & Executive					
1000	County Board	\$ 6,291,208	\$ 6,541,953	\$ 250,745	3.99%
1001	Audit Department	\$ 2,640,763	\$ 2,708,241	\$ 67,478	2.56%
1040	Community Business Development Partners	\$ 602,747	\$ 592,928	\$ (9,819)	-1.63%
1011	County Exec. - General Office	\$ 1,121,839	\$ 1,324,731	\$ 202,892	18.09%
1021	County Exec. - Veterans Service	\$ 309,563	\$ 327,117	\$ 17,554	5.67%
<i>Legislative & Executive Subtotal</i>		\$ 10,966,120	\$ 11,494,970	\$ 528,850	4.82%

**An additional \$1,388,523 is budgeted in DHHS and BHD for a total of \$5.3 million in Potawatomi revenue for 2009.

SECTION 2 - TAX LEVY CHANGES IN 2009 COUNTY EXECUTIVE RECOMMENDED BUDGET

<u>Org. Unit</u>	<u>Org. Name</u>	<u>2008 Adopted</u>	<u>2009 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
Staff Agencies					
1110	Civil Service Commission	\$ 61,695	\$ 61,694	\$ (1)	0.00%
1120	Personnel Review Board	\$ 199,078	\$ 201,062	\$ 1,984	1.00%
1130	Corporation Counsel	\$ 1,790,663	\$ 1,716,556	\$ (74,107)	-4.14%
1019	DAS - Ofc. For Persons w/Disabilities	\$ 701,275	\$ 666,778	\$ (34,497)	-4.92%
1135	DAS - Labor Relations	\$ 636,909	\$ 619,043	\$ (17,866)	-2.81%
1140	DAS - Human Resources	\$ 3,134,484	\$ 2,882,749	\$ (251,735)	-8.03%
1188	DAS - Employee Benefits	\$ 985,573	\$ 916,253	\$ (69,320)	-7.03%
1150	DAS - Risk Management	\$ -	\$ -	\$ -	0.00%
1151	DAS - Administration and Fiscal Affairs	\$ 4,267,353	\$ 3,446,356	\$ (820,997)	-19.24%
1152	DAS - Procurement Division	\$ 848,187	\$ 896,490	\$ 48,303	5.69%
1160	DAS - Information Mgt Services Division	\$ 615,563	\$ 799,660	\$ 184,097	29.91%
1192	DAS - Economic & Comm Development	\$ (186,594)	\$ -	\$ 186,594	-100.00%
5700*	DAS - Property Management	\$ -	\$ (1,801,073)	\$ (1,801,073)	100.00%
<i>Staff Agencies Subtotal</i>		\$ 13,054,186	\$ 10,405,568	\$ (2,648,618)	-20.29%
Courts & Judiciary					
2000	Combined Court Related Operations	\$ 36,707,421	\$ 38,686,979	\$ 1,979,558	5.39%
2430	Dept. of Child Support	\$ 1,215,009	\$ 1,012,266	\$ (202,743)	16.69%
<i>Courts & Judiciary Subtotal</i>		\$ 37,922,430	\$ 39,699,245	\$ 1,776,815	4.69%
General Government					
3010	Election Commission	\$ 1,043,105	\$ 560,324	\$ (482,781)	-46.28%
3090	County Treasurer	\$ (520,552)	\$ (1,054,361)	\$ (533,809)	-102.55%
3270	County Clerk	\$ 354,489	\$ 307,996	\$ (46,493)	-13.12%
3400	Register of Deeds	\$ (1,577,979)	\$ (1,009,018)	\$ 568,961	36.06%
<i>General Government Subtotal</i>		\$ (700,937)	\$ (1,195,059)	\$ (494,122)	-70.49%
Public Safety					
4000	Office of the Sheriff	\$ 73,415,307	\$ 76,190,773	\$ 2,775,466	3.78%
4300	House of Correction	\$ 44,560,211	\$ 44,522,840	\$ (37,371)	-0.08%
4500	District Attorney	\$ 11,347,269	\$ 11,824,394	\$ 477,125	4.20%
4900	Medical Examiner	\$ 3,115,674	\$ 3,478,087	\$ 362,413	11.63%
<i>Public Safety Subtotal</i>		\$ 132,438,461	\$ 136,016,094	\$ 3,577,633	2.70%
Public Works and Transportation					
5040	DPW - Airport	\$ (1,965,376)	\$ (1,859,396)	\$ 105,980	5.39%
5070	DPW - Transportation Services	\$ 199,971	\$ 170,245	\$ (29,726)	14.87%
5080	DPW - Arch/Eng/Env Services	\$ 814,549	\$ 678,398	\$ (136,151)	-16.71%
5100	DPW - Highway Maintenance	\$ 1,006,488	\$ (197,342)	\$ (1,203,830)	-119.61%
5300	DPW - Fleet Management	\$ -	\$ 4,931,116	\$ 4,931,116	100.00%
5500*	DPW - Water Utility	\$ -	\$ -	\$ -	0.00%
5600	Milwaukee County Transit/Paratransit	\$ 22,171,458	\$ 21,689,571	\$ (481,887)	-2.17%
5700	DPW - Facilities Management	\$ 999,131	\$ -	\$ (999,131)	-100.00%
5800	DPW - Director's Office	\$ 141,986	\$ (157,329)	\$ (299,315)	-210.81%
<i>Public Works and Transportation Subtotal</i>		\$ 23,368,207	\$ 25,255,263	\$ 1,887,056	8.08%

SECTION 2 - TAX LEVY CHANGES IN 2009 COUNTY EXECUTIVE RECOMMENDED BUDGET

<u>Org. Unit</u>	<u>Org. Name</u>	<u>2008 Adopted</u>	<u>2009 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
Health and Human Services					
6300	DHHS - Behavioral Health Division	\$ 44,580,551	\$ 40,985,881	\$ (3,594,670)	-8.06%
7200	DHHS - County Health Programs	\$ 14,324,563	\$ 14,391,863	\$ 67,300	0.47%
7900	Dept. on Aging	\$ 3,645,824	\$ 3,017,192	\$ (628,632)	-17.24%
7990	Dept. on Aging-CMO	\$ (365,957)	\$ -	\$ 365,957	-100.00%
8000	Dept. of Health and Human Services	\$ 25,515,089	\$ 21,021,405	\$ (4,493,684)	-17.61%
<i>Health & Human Services Subtotal</i>		\$ 87,700,070	\$ 79,416,341	\$ (8,283,729)	-9.45%
Parks Recreation & Culture					
9000	Parks, Recreation and Culture	\$ 24,738,719	\$ 19,298,208	\$ (5,440,511)	-21.99%
9500	Zoological Dept.	\$ 5,876,698	\$ 5,481,621	\$ (395,077)	-6.72%
9700	Milwaukee Public Museum	\$ 3,502,376	\$ 3,502,376	\$ -	0.00%
9910	University Extension Service	\$ 210,040	\$ 202,414	\$ (7,626)	-3.63%
<i>Parks, Recreation & Culture Subtotal</i>		\$ 34,327,833	\$ 28,484,619	\$ (5,843,214)	-17.02%
Debt Service					
9960	General County Debt Service	\$ 53,431,913	\$ 59,869,209	\$ 6,437,296	12.05%
<i>Debt Service Subtotal</i>		\$ 53,431,913	\$ 59,869,209	\$ 6,437,296	12.05%
Capital Improvements					
1200-1876	Capital Improvements - Exp	\$ -	\$ -	\$ -	100.00%
<i>Capital Improvements Subtotal</i>		\$ -	\$ -	\$ -	100.00%
GRAND TOTAL DEBT SERVICE		\$ 53,431,913	\$ 59,869,209	\$ 6,437,296	12.05%
GRAND TOTAL OPERATING PURPOSE		\$ 329,805,294	\$ 326,452,343	\$ (3,352,951)	-1.02%
GRAND TOTAL REVENUES		\$ (133,347,258)	\$ (136,431,601)	\$ (3,084,343)	-2.31%
GRAND TOTAL		\$ 249,889,950	\$ 249,889,950	\$ -	0.00%

* Indicates new budget

**SECTION 3 – OVERVIEW/MAJOR CHANGES
2009 RECOMMENDED BUDGET**

Non-Departmental – Revenues:

1901 Unclaimed Money

Unclaimed Money is budgeted at \$950,000, an increase of \$724,295 from the amount budgeted in 2008. This amount recognizes unclaimed money held by the Treasurer in 2008 that is expected to lapse to the County general fund in 2009. Every other year unclaimed funds are forfeited and recognized by the County.

1933 Land Sales

The Land Sales budget is decreased by \$1,365,214 to \$5,880,117.

The potential Land Sales list includes but is not limited to the properties listed in the budget, which includes North 6th and West State Street. New properties listed include the Community Correctional Center and the North 68th and West State Street Parks service yard.

1937 Potawatomi Revenue

This non-departmental revenue was created to reflect the receipt of revenue from the Potawatomi Tribe. The 2009 budget includes a total of \$5,360,000 in Potawatomi Revenue based on monthly class III Net Win proceeds at the Potawatomi Bingo Casino an increase of \$485,000 over the 2008 amount. A total of \$1,388,523 of this revenue is budgeted within DHHS to offset various programs, the same as 2008. This non-departmental account reflects the remaining revenue amount, \$3,971,477 for general County purposes and overall reduction of tax levy.

1969 Medicare Part D Revenue

This non-departmental account was created in 2006 to reflect a new Federal revenue stream related to employee health care coverage. The Medicare Prescription Drug Improvement and Modernization Act of 2003 and implementing regulations of 42 C.F.R. subpart R, plan sponsors (employers, unions) who offer prescription drug coverage to their qualified covered retirees, are eligible to receive a 28% tax-free subsidy for allowable drug costs. The budget includes \$3,593,974 in Medicare Part D revenues, an increase of \$825,004 from the amount anticipated in 2008.

1991 Property Taxes

Property Tax revenue is budgeted at \$249,889,950, the same as the 2008 Adopted amount. It is \$8,842,104 more than the amount recommended in the County Executive's 2008 Budget.

1992 Earnings on Investments

Earnings on Investments decrease \$2,078,158 from \$8,041,000 to \$5,962,842. This decrease is based on an average investment balance of \$311 million at 2.6%. The 2008 budget was based on an average investment balance of \$300 million at a rate of 4.2%.

Investment management services funding is budgeted at \$245,000 and is included in non-departmental account 1989 – Investment Advisory Services. This amount is the same as 2008.

1993 State Shared Taxes

State Shared Taxes (Shared Revenue) decreases \$328,526 from \$38,062,280 to \$37,733,754. The State previously modified the shared revenue formula so that the previous year's base, plus the utility payment, determines the budgeted amount. The components previously used to calculate the County's shared revenue payment; aidable revenues, county mandate relief and maximum-minimum adjustment have been discontinued. Only the utility aid component is used to calculate adjustments to the shared revenue payment. The \$328,526 decrease is based on the loss of \$980,000 that was not included in the final 2007-09 State Budget partially offset with an increase of \$651,474 in the utility aid component.

Gross shared revenue payments are \$57.1 million, with \$20.1 million intercepted by the State for the Child Welfare reallocation, for the eleventh consecutive year. (County Community Aids are also reduced by \$38.8 million, for a total reallocation of \$58.9 million to the State Bureau of Milwaukee Child Welfare).

1994 State Exempt Computer Aid

State Exempt Computer Aid is budgeted at \$2,560,125, an increase of \$74,607 from the 2008 budgeted amount of \$2,485,518. 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 \$2,226,954, or 3.42%, from \$65.2 million in 2008 to \$67.4 million in 2009. A total of \$59.9 million in net sales tax revenue is earmarked for debt service costs and \$420,000 is dedicated to cash finance capital improvement projects. Net County sales tax revenue is projected to exceed debt service costs by \$7.5 million, a decrease of approximately \$4.2 million from the 2008 amount. The Sales and Use Tax Ordinance, Section 22.04, indicates that 'surplus' sales tax revenue may be used to fund pension, employee health care or the appropriation for contingencies through 2007. The Recommended Budget proposes to eliminate the 2007 sunset of the provision so that sales tax revenues may be used to fund these operating budget costs. An ordinance to effectuate this change will be submitted. The Committee on Finance and Audit has not yet acted upon the requested ordinance change submitted as part of the 2008 Recommended Budget.

1997 Excess Power Plant Revenue

The Recommended Budget contains \$356,880, the same as 2008. The Power Plant Revenue account was created in the 2001 Budget to account for excess proceeds from the County's annual power plant payment that is not needed to offset debt service costs. Previously, all revenue from the County's 1995 power plant sale had been placed in Org. Unit 9960, General County Debt Service. The County is anticipating level payments of \$356,880 per year through 2011.

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

The 2007 adjusted surplus applied to the 2009 budget is \$7,946,529, an increase of \$3,045,381 over the 2008 budgeted surplus of \$4,901,148. This account is required by State law to ensure that year-end surplus and deficit amounts are reconciled from two-years prior.

1999 **Miscellaneous Revenue**

Other miscellaneous revenue is budgeted at \$40,000, a decrease of \$525,000 over 2008. This is primarily due to no anticipated closings of tax incremental districts in 2009.

Non-Departmental – Expenditures:

1905 **Ethics Board**

The 2008 Adopted Budget contained an allocation of \$200,000 in the Appropriation for Contingencies to address expenditures that may be necessary due to the implementation of a revised Ethics Code. That allocation is not included in the 2009 Recommended Budget.

1908 **Milwaukee County Historical Society**

No Change.

1912 **VISIT Milwaukee**

No Change.

1913 **Civil Air Patrol**

This budget increases by \$500, from \$10,000 in 2008 to \$10,500 in 2009.

1914 **War Memorial Center**

Funding for the War Memorial Center (WMC) remains unchanged. This appropriation includes a \$250,000 direct subsidy to the Milwaukee Art Museum, the same as 2008.

1915 **Villa Terrace/Charles Allis Art Museums**

No Change.

1916 **Marcus Center for the Performing Arts**

No Change.

1921 **Human Resource and Payroll System**

The non-departmental account established in 2006 for the implementation of the contracted Ceridian system continues according to the funding schedule established in 2005. Operational costs of \$1,662,145 are included for 2009. As in 2008, revenues of \$237,374 are captured through crosscharges to revenue-producing departments.

1923 **Milwaukee County Automated Land Information System (MCAMLIS)**

Expenditure authority decreases \$116,000, from \$995,000 in 2008 to \$879,000 in 2009.

Revenue of \$700,000 is projected from the \$4 surcharge collected by the Register of Deeds. The Register of Deeds also expects revenue of \$175,000 from the \$1 surcharge collected. An additional \$4,000 in miscellaneous revenue is budgeted based on prior experience.

Expenditure authority is allocated for the continued development and maintenance of the automated base map and parcel-based land information system as provided for in the plan approved by the County Board and selected plan development work. Specific expenditures include:

- \$175,000 to develop and maintain a computerized indexing of the County's land information records related to housing consistent with the requirement of Wis. Stats., Section 66.100(2)(b).
- \$77,175 for surveying services provided by the Southeast Wisconsin Regional Planning Commission (SEWRPC) in performance of its duties as the Milwaukee County Surveyor under the requirements of Wis. Stats., Section 59.635.
- \$71,630 to replace/upgrade existing computer equipment, software maintenance and data processing consulting services.
- \$175,958 to the Architectural, Engineering & Environmental Services Division of the Department of Transportation and Public Works for project management.
- \$99,610 for the Register of Deeds for MCAMLIS data maintenance.
- \$25,000 to the Department of Administrative Services for fiscal oversight.
- \$6,000 for meetings and other authorized travel.

\$77,200 in contractual services is provided for Cadastral and Street Address Database management for the City of Milwaukee.

In December 2004, the MCAMLIS Steering Committee approved a total appropriation of \$3,252,710 in existing funds for a digital topographic mapping replacement project. The appropriation was divided over four years; 2009 is the last year of the four-year project time frame.

\$200,000 will be provided to the Register of Deeds to improve computerized systems providing bulk access to data, linked multiple databases and eliminating property record verification backlogs.

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 2009, expenditure offsets are equal to revenue offsets for a zero property tax levy impact. It should be

noted that the reorganizations of the Fleet and Property Management divisions and their crosscharges results in an increase of \$11,951,423 in this amount for 2009.

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 2009 are based upon the 2009 Cost Allocation Plan, which uses 2007 actual costs as its basis.

1945 Appropriation for Contingencies

The Recommended Budget includes \$6,260,427, a decrease of \$395,331 from the \$6,655,758 provided in 2008. The policy that any unanticipated revenue received during the year be first placed in the Appropriation for Contingencies is continued for 2009.

1950 Employee Fringe Benefits

After a 2007 study of fringe allocation options, a new methodology was implemented to better reflect actual FTE costs. Health care costs are budgeted as a fixed cost per eligible FTE (\$13,842) and pension costs are calculated as a percent of salary (14.54%).

5403 – Health Benefits-Hospital, Professional, Major Medical and Dental Expense
Health benefits expenditures are decreased \$8,565,492 (6.2%) to \$130,565,355. The decrease is primarily due to beneficial provider discounts under the terms of the contract with third party administrators United Health Care for medical and Medco for pharmaceutical claims. This estimate for 2009 includes fixed costs such as charges for administration and stop-loss insurance and is based on actual 2008 claims data.

Expenditures for the two dental insurance products (County Dental Plan and DMO) collectively decrease \$167,453 (3.5%) to \$4,637,147 due mainly to an 18.6% decrease in the cost of the County Dental Plan. By comparison, expenditures for the Dental Maintenance Organization plan increase 9.8%.

5404 – Employee Group Life Insurance

Milwaukee County offers group life insurance for eligible employees on a shared-premium basis. For 2009, group life insurance costs are increased \$728,918 (43%) to \$2,421,918 due to a change in accounting for offsetting revenue. In 2008, the group life insurance costs had decreased 4.2% due to fewer covered lives.

5405-Annuity-County Mandatory Contribution remains at \$31,500. 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 The OBRA account is used to separately budget for OBRA benefit contributions (pursuant to pensions covered by the Omnibus Budget Reconciliation Act). Generally, the OBRA contribution is applied to non-full-time employees such as seasonals and hourlies. The 2009

contribution increases \$26,100 due to an increase in the use of non-full-time staff and actuarial calculations.

5409-Retirement System Contribution account includes an increase of \$9,031,942 from \$39,327,788 to \$48,359,730. The Recommended Budget proposes issuing approximately \$400 million in pension obligation bonds for the purpose of paying a portion of the Unfunded Actuarial Accrued Liability (UAAL) of the Pension Fund. The projected UAAL as of July 1, 2008 was \$496 million. The goal is to achieve pension contribution savings based on borrowing for the unfunded liability at approximately 6% versus the 8% rate (assumed rate of return) that is applied to the UAAL in the annual contribution payments. These savings are projected to be \$8,131,270 for 2009. The Recommended Budget proposes to make an interest only (no principal payment) on the pension obligation bonds in 2009.

(See further discussion of pension obligation bonds in Section 1)

1961 Litigation Reserve Account

An appropriation of \$200,000 is continued to fund ongoing pension benefit litigation costs.

1966 Federated Library System

No Change.

1974 Milwaukee County Fund for the Arts

No Change.

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). There is no county-wide tax levy impact from this account.

1987 Debt Issue Expense

This non-departmental account is to pay bond counsel, financial advisor fees and other costs associated with issuing debt. An appropriation of \$11,500 is provided, the same as 2008. DAS-Fiscal Affairs will charge this account for staff associated with the preparation and issuance of the general obligation bond issues, totaling \$176,349 in costs. These are offset with \$176,349 in general obligation and airport revenue bond proceeds.

1989 Investment Advisory Services

This non-departmental account is established to provide funds for investment advisory contracts related to Earnings on Investments (Org. 1992). For 2009, an appropriation of \$245,000 is included, the same as 2008.

Departmental:

1000 County Board

Tax levy increases \$250,745 or 4%, to \$6,541,953, largely due to a \$195,437 increase in fringe benefits. An appropriation of \$91,774 is included to increase Legislative Assistants from a maximum of 35 hours/week to a maximum of 40 hours/week.

1001 Department of Audit

Tax levy increases \$67,478 over 2008, due to a \$71,222 increase in fringe benefits. An Audit Supervisor position is abolished and a Performance Evaluator 3 is funded, for a net savings of \$25,668. Funds for a countywide audit increase \$29,000, to \$417,000.

1040 Office of Community Business Development Partners (CBDP)

Tax levy decreases \$9,819 compared to 2008. Crosscharge revenue increases \$65,239, to \$269,639, including \$219,639 for charges to capital projects, \$25,000 to Airport operations and \$25,000 to Transit operations. Revenues of \$25,000 are included for CBDP services provided during the annual Business EXPO. No revenues are included for services to the Park East Redevelopment Compact (\$21,000 was budgeted in 2008). The Department of Fiscal Affairs has indicated its intent to assist CBDP in developing a uniform crosscharge methodology for 2009.

1011 County Executive – General Office

Tax levy to support the County Executive – General Office increases \$202,892, or 18%, to \$1,324,731. This is primarily due to an increase in personal service allocations to provide 100% of funding for gross wages. The Recommended Budget increases the salary of the Chief of Staff position by \$18,587, from \$76,413 to \$95,000. This is a proposed advancement in the current pay range and not a reallocation to a higher pay range.

1021 County Executive – Veterans Service Office

No major changes.

1110 Civil Service Commission

No changes.

1120 Personnel Review Board

The 0.5 FTE Administrative Intern added in the 2008 Adopted Budget is continued to address the increase in the number of PRB hearings. A quarter of the intern's time is crosscharged to the Ethics Board.

1130 Corporation Counsel

Tax levy is reduced \$74,107 (4.1%) to \$1,790,663. Crosscharges for legal services to other departments are mostly unchanged, with the exception of a 42% increase charged to the Department on Aging for increased guardianship petitions and Watts reviews. The Office expresses an intent to enhance the legal services offered to the Behavioral Health Division.

- 1019 **Department of Administrative Services - Office for Persons with Disabilities**
The Office plans to partner with the Transit System to utilize Federal New Freedom funds to assist persons with disabilities in riding fixed bus routes.
- Revenues increase \$3,000 to \$138,500 due to increases in Wil-O-Way rental income and key card proceeds based on experience.
- Expenditures for interpreter services decrease \$8,000 from \$217,200 to \$209,200 to reflect Courts assuming greater responsibility for coordination of interpreting services.
- \$68,000 is appropriated for maintenance of accessibility related assets, a reduction of \$32,000 from 2008.
- \$160,000 is budgeted for improvements to the Wil-O-Way Center and \$210,000 for ADA improvements to the King Community Center.
- 1135 **Department of Administrative Services - Division of Labor Relations**
The December 31, 2008 expiration of labor contracts for all eight collective bargaining units will require the Division to negotiate successor agreements in 2009. No major Division changes reported.
- 1140 **Department of Administrative Services - Division of Human Resources**
Tax levy support is reduced \$251,735 (8%) to \$2,882,749 due primarily to an increase in abatements for deploying DHR staff in various departments.
- An HR Specialist position created in 2007 will continue to monitor and approve requests for time off under the Family and Medical Leave Act (FMLA).
- An allocation of \$40,000 is included for a consultant to review County compliance with the Fair Labor Standards Act (FLSA).
- 1188 **Department of Administrative Services - Division of Employee Benefits**
This division was created in the 2007 Adopted Budget to manage healthcare and retirement benefits oversight. For 2009, expenditures increase \$143,896 (6.4%) and revenue increases \$213,216 (16.9%) for a property tax levy reduction of \$69,320 (7.0%). Approximately 61% of the Division's expenditures are offset through revenue from the Employee Retirement System.
- The Division is researching high-deductible health insurance plans and health savings accounts. These potential changes can only be implemented through the collective bargaining process.
- The Division has addressed employee health costs by negotiating new contracts in 2008 for third party administrators for the employee medical and drug programs. For 2009, the Division will review the Employee Assistance Program and employee mental health services for additional employee health savings.

Enhanced staffing in the Division in the past year allows for a decrease in professional services contracting for consulting and actuarial services. Expenditures for these services are reduced \$47,300 to \$119,250.

A Pension Information Systems Specialist position and Fiscal Officer position are created in the Employee Retirement System Section, the costs of which are entirely funded by the ERS system.

The retirement system will implement the Vitech V3 application for the modernization of the administration of retirement benefits. The application is funded primarily through the Employee Retirement System. The application is expected to be online no later than January 2009.

1150 Department of Administrative Services – Risk Management

DAS-Risk Management is an internal service fund that charges its expenses to other County departments. Expenditures for Workers' Compensation self-insurance increase \$222,141, from \$3,212,656 to \$3,434,797 based on the severity of the claims and higher medical costs. One position of Risk Management Coordinator is abolished for a personal service savings of \$73,978.

1151 Department of Administrative Services – Administration and Fiscal Affairs

The DAS-Economic and Community Development Division (ECD) is eliminated and the former Community Development Block Grant Program (CDBG) is moved to DAS-Fiscal Affairs. Real Estate functions from ECD are recommended to be transferred to a new DAS division of Property Management. One of the two positions transferred to DAS-Fiscal Affairs, Housing Program Analyst, is abolished. Accounting for the CDBG Program will be performed by Central Accounting.

Contractual services expenditures decrease by \$168,910, to \$109,590 due to the elimination of funding for the Strategic Planning and Space and Facilities initiatives and additional expenses related to accounting and BRASS services. The Tax Refund Intercept Program (TRIP) is budgeted to increase collections by \$250,271, to \$392,271. Revenues collected from this program are budgeted in departments less administrative expenses. In addition, a new Collections and Receivables Program is started in 2009 that will focus on collection of \$62 million of outstanding County receivables, with an expected return of \$500,000 in additional revenue. The implementation of a new \$50 TRIP administration fee and a new comprehensive collections contract are elements of the new initiative. Accounts Payable will also help identify vendors that owe the County money and intercept payments similar to a State implemented program.

1152 Department of Administrative Services - Procurement Division

One position of Purchasing Manager is unfunded for a personal service savings of \$71,150. These dollars have been reallocated to contractual services to retain the services of a contracted employee to perform the services of this position.

For 2009, the Procurement Division discontinues an annual fee of \$25 for vendors who want to be added to the list of approved vendors. The revenue generated from the imposition of this fee is budgeted at \$39,551 in 2008. Milwaukee County

Procurement Division will continue to identify duplicate commodities and collaborate on cost-effective procurement agreements.

1160 **Department of Administrative Services - Information Management Services Division**

Total revenue decreases \$541,652 (3%) and expenditures decrease \$357,555 (1.9%) for a tax levy increase of \$184,097 (29.9%) to \$799,660.

In 2008, the Division executed a contract for providing IT services for the City of Cudahy. Revenue of \$250,000 is included from that contract and additional anticipated contracts with other units of local government. A reorganization in the Division creates a Business Development section to expand this initiative.

Two Business Analyst IV positions are created, one Information Technology Operations Manager is funded for a full year and ten positions in network support, telecommunications and network applications are unfunded for an overall salary savings of \$490,192. Four of the ten unfunded positions are the result of a cooperative purchasing agreement for outsourced IT services.

An application known as “Single Sign-on” will be implemented to consolidate the multitude of passwords needed by employees. This application will allow for the unfunding of four positions that had handled 12,000 annual password and ID management calls, for a budgetary savings of \$324,425.

Contracted services are reduced by 5.7% to \$4,110,591 due primarily to the elimination of support agreements and a disaster recovery contract.

Revenues from the Social Security Administration for reports of inmates in custody are increased \$71,720 to \$246,720.

After allocating funding for personal computers at the department level in recent years, purchase of replacement personal computers will be recentralized under the Division in 2009. Replacement costs of \$350,000 are included.

The 800 MHz radio rebanding project continues in 2009 with associated staff costs offset by revenue from Sprint Nextel.

5700 **Department of Administrative Services – Property Management**

A new division is created that will be responsible for establishing and implementing a space allocation standard for all Milwaukee County buildings. It will also assume responsibility for lease management including review and approval of all county leases and lease extensions. One of the major goals of this division is to ensure that leases are coordinated with a countywide space plan.

Two sections are created within the new division: Real Estate Services and Facilities Operations. The Real Estate Services section is transferred in from the eliminated Economic and Community Development Division. The Facilities Management Division of the Department of Transportation and Public Works (DTPW) is converted to a general fund department and transferred into the Facilities Operations

section of the new Property Management Division with the exception of the water utility. The water utility would remain within DTPW.

Real Estate Section

The DAS-Economic and Community Development Division (ECD) is eliminated and the Real Estate Services section is transferred to the DAS-Property Management Division. The Director of Economic Development is abolished and an Associate Director (Real Estate) is created within the DAS-Property Management Real Estate section at a cost of \$94,134 (excluding Social Security and fringe benefits).

Four existing positions are transferred into this section: Manager of Real Estate Services, Real Estate Agent, Economic Development Specialist and Administrative Specialist (Economic Development).

An appropriation of \$50,000 is included for consulting services for this division.

The Community Development Block Grant program (funded by HUD) is transferred with one position to the DAS-Fiscal Affairs Division.

Facilities Operations Section

As of April 1, 2009, the Department of Health and Human Services begins oversight of maintenance and housekeeping for the Behavioral Health Division (BHD). Contract funds for these functions remain in BHD.

Beginning September 1, 2009, the DHHS Operations Section (excluding front desk and mail operations) will report to the Property Management Division and the staff and appropriations of this section will be transferred to the Property Management Division in 2010.

Several personnel actions are included in the Facilities Operations Section, resulting in a decrease in expenditures, without fringe benefits, of \$1,702,954, as follows:

- Skilled Trades services provided to BHD are replaced by services through a contract already in place at DHHS. As a result, 11.0 FTE Skilled Trades positions that serviced BHD are unfunded for a total salary and active fringe savings of \$996,767.
- 19.0 FTE Skilled Trades positions are unfunded for a total salary and active fringe savings of \$1,675,452.
- One FTE DAS Budget Manager – Property Services is created at a cost of \$97,860.
- 5.0 FTE Facility Worker 4 In-Charge positions are created and 5.0 FTE Facility Worker 4 positions are unfunded for a net salary and active fringe cost of \$30,160.
- 2.0 FTE Facilities Grounds Supervisors are created, 1.0 FTE Custodial Worker Supervisor 2 is unfunded and 2.0 FTE Facility Maintenance Supervisors are unfunded for a net salary and active fringe savings of \$31,618.

An appropriation of \$600,000 is included for Time and Materials contractors to provide services on an as-needed basis for preventive maintenance in order to minimize the impact of unfunding the 19.0 FTE of Skilled Trades positions.

3.0 FTE (6 positions total) Mechanical Technician Hourly are unfunded because meal delivery service for BHD will no longer be provided by the former Facilities Management Division, at the request of BHD, for a total savings of \$257,851 in the Property Management Division.

Participation in the Guaranteed Energy Savings Performance Contract (GESPC) pilot project will result in a cost of \$195,175 for retrofitting light fixtures throughout the Courthouse Complex. Budgeted utility costs increased by \$475,000 over the 2008 appropriation.

Division Revenue Impacts

Revenues decrease \$3,737,226 due to (1) Skilled Trade service reductions provided to BHD and other user departments, (2) from discontinuation of crosscharging Courthouse Complex users for the Community Correctional Center (proposed for sale) and (3) charge backs for post employment benefits other than pension.

Parking revenues increase by \$1,500,000 as a result of the transfer-in of parking revenues from the former Economic and Community Development Division, for net revenues of \$1,870,137. Included in the parking revenues is the assumption that the 6th & State lot will be sold and unavailable for the second half of 2009.

2000 Combined Court Related Operations

After facing substantial cuts in the Recommended Budget in recent years, total property tax levy for the Courts is increased \$1,979,558 (5.4%) to \$38,686,979. Expenditures increase only \$632,655 (1.3%) while revenues decline \$1,346,903 due principally to the removal of anticipated 2008 revenue that the State did not include in the biennial budget.

One Clerical Assistant I position is abolished and nine other Clerical Assistant I positions are unfunded. Eight Deputy Court Clerk Judicial Assistants are also unfunded. Nine Administrative Intern positions are created in the Legal Research Division while all nine Legal Research Intern positions are unfunded. Total savings from personnel changes are \$965,958.

A risk assessment and inmate screening model known as universal screening will be implemented mid-year for use throughout the criminal justice system at a cost of \$608,000.

(See Section I for discussion of this item further.)

The Treatment and Diversions Grant (TAD) increases \$146,643, and a new Assess, Inform and Measure grant of \$500,000 is added.

Fees paid by the Courts for Guardian ad Litem, adversary counsel, juror expenses, and other fees increase \$781,057 (13.6%) to \$6,537,450 after a decrease in 2008 of

\$77,857. Major fee increases are experienced for Guardian ad Litem (16%), psychiatrist fees (24%) and interpreter fees (44%).

The 2009 Recommended Budget includes a Circuit Court Support payment from the State of \$3,542,775, a reduction of \$2,113,516. It should be noted that this revenue reduction eliminates anticipated State funding that was not included in the biennial budget.

Pursuant to a Memorandum of Understanding between the Sheriff and the Chief Judge, Bailiff staffing for the courts is set at three Deputy Sheriff Sergeants, one Captain, one clerical and 87 Deputy Sheriff 1 positions to staff and support 75 bailiff posts. Courts will be crosscharged \$9,602,181 for these services.

Family Court

Net property tax levy support for the Family Court Commissioner Division totals \$1,766,300.

Crosscharges from Family Court for support for Child Support Enforcement increase slightly to \$4,061,176.

Funding for Family Court Mediation is offset fully by anticipated and prior revenues for no tax levy impact.

Register in Probate

Net property tax levy support for the Register in Probate Division totals \$2,109,098.

Legal Aid fees increase \$16,750 to reflect an increased caseload. Guardian ad Litem fees, as reflected above, increase \$81,843 or 51.9%.

County-funded State Court Services Division

Net property tax levy support for the County-funded State Court Services Division totals \$34,920,934.

Nine Legal Research Intern positions are unfunded and nine Administrative Interns are created as an alternative for a cost savings of \$220,574. Sixteen additional positions are unfunded for salary and fringe savings of \$1,036,066.

Expenditures for Alternatives to Incarceration are increased 52.6% to \$3,556,736 to recognize receipt of increased grant funding and the creation of the universal screening initiative. See Section 1 for a discussion on universal screening.

Investment returns increase revenue from interest by \$100,000 to \$600,000. Bail forfeitures are level at \$700,000 although a change in state law may reassign forfeited bail to court ordered restitution.

In previous years, the Clerk of Circuit Court has requested authority to enter into professional services contracts. In 2008, the Clerk requested authority for \$4,105,370 in contracts. For 2009, the Clerk requests authority only to contract with the State for \$218,000 for the Legal Resource Center.

Juror costs are virtually unchanged at \$742,000.

2430 Department of Child Support

Total property tax levy is reduced \$202,743 to \$1,012,266. Revenue is reduced \$2,277,077 (12.3) to \$16,243,746 following a 2008 reduction of just under \$2.5 million. The reductions are connected to the passage of the federal Deficit Reduction Act in 2005 that substantially reduced federal revenue for Child Support Enforcement activities. Additionally, advance funding that was attained in 2008 is discontinued for 2009, reducing revenue \$640,829.

Because of the loss of revenue discussed above, 14 positions are unfunded, reducing salary and fringe expenditures by \$1,096,715.

Grant revenue of \$333,357 supporting the Legal Advocacy program is discontinued.

For 2009, the State of Wisconsin is expected to allocate General Purpose Revenue of \$1,748,757 to help offset the DRA reductions. This revenue will be leveraged for federal matching funds of \$3,394,645. If the GPR revenue is not realized, additional expenditure reductions, including possible personnel actions, will be necessary.

A new \$25 fee for fax services is added with an expectation of generating \$1,500 in revenue. In 2008, fees were increased for providing payment histories and non-IV-D income withholding notices, and new fees were established for duplication services and non-IV-D court date notification. Additional revenue is garnered through participation in the County's Tax Refund Intercept Program.

Crosscharges received by Child Support from the Courts and the District Attorney increase \$103,044 to \$4,223,654.

Revenue from Call Center services for Racine County is continued at \$65,000.

3010 Election Commission

Property tax levy is reduced \$482,781 to \$560,324 because there are only two elections in 2009 compared to four elections in 2008. Savings are based on fewer Election Clerks and election supplies.

The Election Commission will upgrade its vote tabulation abilities to provide immediate election results. An appropriation of \$198,900 is included in the capital budget (WO063) for this project.

3090 County Treasurer

The 2009 Budget reflects a decrease in total property tax levy support of \$533,809, from [-\$520,552 to -\$1,054,361]. This is primarily due to an increase of \$600,000, to \$2,600,000, in interest collected on delinquent property taxes. The Treasurer is planning on an aggressive campaign to collect delinquent taxes in 2009. A half-time student intern position is created at a total cost of \$12,645 to help identify which delinquent properties may be contaminated, so that the County may avoid purchasing the rights to these properties from municipalities.

The Treasurer will begin inserting a caption on all checks issued by Milwaukee County that the check is only valid for 60 days and a replacement check fee of \$15 will be assessed for not cashing their checks within the valid time period.

A total of \$325,000 is budgeted for administrative fees for investment of the County's short-term cash deposits. This includes \$75,000 in the Treasurer's budget and \$245,000 in a non-departmental account, Org. 1989, Investment Advisory Services.

3270 County Clerk

The Assistant County Clerk position, one Legal Proceedings Clerk and one Librarian 1 position are abolished for a salary reduction of \$55,538. Fees and revenue are unchanged.

3400 Register of Deeds

The property tax levy offset decreases \$568,961 to \$1,009,018 due primarily to a reduction in revenues from Real Estate Transfer Fees of \$915,694 and General Recording Fees of \$240,000. When combined with the revenue losses from last year, the real estate market downturn has reduced the Real Estate Transfer Fees and Recording Fees more than \$2 million.

Eight positions are abolished for a salary and fringe savings of \$437,033. The real estate market environment is cited as a source of six of the abolishments. Two unspecified positions are abolished as a result of workflow efficiencies.

Fees for a number of services increase as shown:

Fee Description	2008 Adopted Budget	2009 Recommended
Rents/Weatherizations	\$10.00	\$30.00
Internet Access (monthly)	\$400.00	\$450.00
Vital Check	\$8.00	\$20.00
Microfilm images	\$32.00	\$40.00
Digital Images (per image)	\$.04	\$.05

4000 Sheriff

Management of the House of Correction and the work release program currently administered at the Community Correctional Center are transferred to the Sheriff's Office Detention Bureau. Additionally, the Sheriff's Office will have a prominent role in the implementation of Universal Screening. The staffing and fiscal impacts of this initiative are discussed elsewhere in this overview.

(See Section I for discussion of this policy initiative.)

Total property tax levy is increased by \$2,775,466 (3.8%) to \$76,190,773. Seven positions are unfunded, three abolished, eight created, one funded, and eight are transferred in from the House of Correction for a net salary savings of \$681,303. Fifteen Deputy Sheriff 1 positions are deleted as part of the continuing conversion from Deputies to Correctional Officers as Jailers at the Criminal Justice Facility.

Departmental

An undistributed lump sum reduction of \$1,162,837 is continued for the third year.

Administration

Six positions are unfunded, one position of Deputy Sheriff Sergeant is abolished and one Public Safety Fiscal Analyst and one Data Analyst are created.

Emergency Management

No major changes.

Police Services

The end of the reconstruction of the Marquette Interchange results in a reduction in Wisconsin Department of Transportation grant revenue for enhanced expressway patrols, which in turn results in the abolishment of three Deputy Sheriff I positions from expressway patrol.

Staffing at the Airport remains level with a total of 72 positions assigned, although five Deputy Sheriff I positions are unfunded. Crosscharges to the Airport are increased \$303,232 to \$7,338,445.

Security and patrol services for the County Grounds, the Zoo, Froedtert Hospital and other County departments are unchanged. Funding from the private members at the County Grounds is unchanged while property tax levy increases \$62,503 (9.8%).

Property tax levy support for Parks Patrols increases \$27,385 (10.5%), essentially reflecting the normal cost to continue.

The General Investigative Services section and the Tactical Enforcement Unit are largely unchanged.

Staffing for the Expressway Patrol Unit is reduced from 50 to 47 FTE Deputy Sheriff I positions due to a reduction in Department of Transportation funding and County Trunk maintenance revenue. Expenditures for this unit decrease \$828,857.

Detention Bureau

Three Correctional Officer I positions that perform inmate classification assessments are unfunded due to the Universal Screening initiative. Four Deputy Sheriff I positions are unfunded for unspecified reasons.

The Detention Bureau will assume management responsibility for the Huber Work Release program and an enhanced Home Detention program. Huber Board and Electronic Surveillance fees are increased to \$24.00 per day, generating \$2,447,000 in revenue to offset program costs.

(See Section I for discussion of this policy initiative.)

Telephone revenue decreases \$365,484 to \$829,200 due to a system error that limits inmate phone calls. This system error decreases revenue for the CJF and HOC a combined \$1,165,484.

Under a 2008 agreement with the State of Wisconsin, revenue of \$3,380,922 is included for the housing of state inmates, offset by increased expenditures.

The Jail Literacy and library services programs are continued.

Federal revenue from the US Marshall's Service increases \$225,000 to \$1,800,000 based on experience. The State Criminal Alien Assistance Program provides \$75,000 for incarcerations of undocumented aliens.

Medical Services

Five positions are unfunded for a salary savings of \$380,233. Tax levy support for inmate medical services at the CJF and House of Correction is increased \$676,072 (4.3%) to \$16,516,908. Outside medical fees are increased \$100,000 to \$700,000.

Special Operations

Five Dispatcher positions are added to enable follow-up on disconnected 911 calls at a salary and fringe cost of \$310,861. Since 2006 the Sheriff's Office has received reimbursement revenue for serving as the Public Safety Answering Point (PSAP) for cellular 911 calls. In 2009, this revenue source ceases pursuant to PSAP enabling legislation, resulting in a revenue decrease of \$800,000.

Pursuant to a Memorandum of Understanding between the Sheriff and the Chief Judge, Bailiff staffing for the courts is set at three Deputy Sheriff Sergeants, one Captain, one clerical and 87 Deputy Sheriff 1 positions to staff and support 75 bailiff posts. Courts will be crosscharged \$9,602,181 for these services.

4300 **House of Correction**

Management of the House of Correction and the work release program currently administered at the Community Correctional Center is transferred to the Sheriff's Office Detention Bureau. The universal screening initiative will also have an impact on Correctional Officers who perform inmate classification at the facility in Franklin.

(See Section I for discussion of this policy initiative.)

Expenditures decrease \$3,722,842 (7.1%) and revenues decrease \$3,685,471 (45.1%). Total property tax levy increases \$37,371 to \$44,522,840. Six positions are abolished, seven are unfunded, eight are funded and reassigned from the Community Correctional Center to the Adult facility, and eight are transferred to the Criminal Justice Facility.

Due to the increase in inmate population caused by the closing of the CCC and assignment of inmates to the adult dormitories, the department anticipates operating with no dorms closed in 2009. To help manage inmate population, bed capacity in dormitories is increased from 60 to 64 where possible, and inmates within one month of release are to be placed on home detention for the duration of their sentence.

The Community Justice Resource Center is eliminated for a tax levy savings of \$983,011. (See Section I for discussion of this policy initiative.)

Funding for the farm and fish hatchery is eliminated and supporting revenue is reallocated to offset the 2008 creation of 27 Correctional Officers.

Five Correctional Officer 2 positions are unfunded, two CO 1 Truck Driver positions are abolished and replaced by canine officers. The canine unit is reduced from 12 to 10. One Plumber is unfunded.

Two contracts with Wisconsin Community Services for job development/job readiness and employment assessment are discontinued for savings of \$300,618. WCS continues to provide an instructor for the Print Shop training program. The Adult education and library services programs are continued.

Telephone revenue decreases \$800,000 to \$1,099,992 due to a system error that limits inmate phone calls. This system error decreases revenue for the CJF and HOC a combined \$1,165,484.

For 2009, the HOC will reduce inmate meal costs under a new food service contract by \$296,141 to \$3,470,256.

4500 **District Attorney**

Total property tax levy increases \$477,124, to \$11,824,393. Revenue is relatively unchanged while expenditures increases \$473,621 to \$20,529,571. Four positions (3.5 FTE) are abolished due to loss of grant funding, three Investigator positions are created and five Administrative Intern positions (.57 FTE) are funded for a net salary savings of \$52,187.

The District Attorney's Office launches a new Witness Protection program. The above referenced Investigator and Administrative Intern positions are included in support of the initiative. The Office will pursue reimbursement for personnel costs from the state Department of Justice.

District Attorney Investigators are to be equipped with tasers in accordance with best practices.

State grants increase slightly to \$3,179,737. Federal grants decrease a net \$218,522 to \$2,856,150. Major changes in federal grants include \$100,000 in new money to fund community prosecution, a loss of Justice Assistance Grant funding and HIDTA grant funding that was reassigned to UW- Milwaukee as the new HIDTA administrator. The HIDTA Director and HIDTA administrator positions funded by this grant are abolished.

4900 **Medical Examiner**

Total property tax levy in the Medical Examiner's Office increases \$362,413 (11.6%) to \$3,478,087. One Assistant Medical Examiner is created for a salary and fringe cost of \$199,259.

The Medical Examiner's Office will continue to generate revenue by accepting autopsy referrals from Ozaukee County and will look to extend this service to other counties. Additionally, neuropathology services will be moved in-house and marketed to outside entities, resulting in savings of \$18,000 and \$45,000 in revenue.

Revenue of \$100,000 is realized through a contract with the Medical College of Wisconsin for pathology education services.

Fees for cremation permits increase \$20 to \$185.

5040 Department of Transportation & Public Works – Airport Division

An appropriation of \$500,000 is budgeted for the examination of a public-private partnership to operate General Mitchell International Airport (GMIA).

Personal services without fringe benefits increase by \$2,089,753 from \$11,301,448 in 2008 to \$13,391,201 in 2009. 37.52 FTEs are created to provide airfield safety and security, airfield maintenance and operating efficiencies. Of these positions, 5 are created in the Administration Division, 10.02 are created in the Maintenance Division, 8 are created in the Landside Operations Division and 4.5 are created in the Fire Protection Division. An additional 10 FTEs are transferred in from the Fleet Management Division.

\$800,000 is budget for expenses anticipated from transfer of the 440th Air Force Reserve Base to the County. This cost will be offset by over recovered airline funds. One FTE of Airport Business Manager is transferred from the GMIA Administration section to the 440th section for the purpose of developing leases with private enterprise that will eventually occupy the 440th land.

Security costs for GMIA are \$8,872,589, including Sheriff Department costs of \$7,338,445.

Parking fee revenue increases \$3,536,000 from \$26,314,000 to \$29,850,000 primarily from an increase in parking rates as follows:

- Hourly/Short Term (per day) - \$21.00 to \$22.00
- Daily/Long Term (per day) - \$11.00 to \$12.00
- Surface Lot (per day) - \$11.00 to \$13.00
- Remote Lots (per day) - \$8.00 to \$9.00

The additional revenue is used to partially offset the higher personnel expenses from the creation of new positions at GMIA. These costs are further offset with a corresponding decrease in terminal rent recovered from the airlines using GMIA.

The Airport has a direct tax levy surplus of \$1,859,396 in accordance with the terms of the 25-year master lease agreement. This lease expires September 30, 2010.

5070 **Department of Transportation & Public Works – Transportation Services**

Due to an ongoing restructuring of the Department of Transportation and Public Works, Personal Services expenditures, without fringe benefits, decrease \$504,467, from \$1,352,115 in 2008 to \$847,648 in 2009.

The three transit planning positions of Accountant 4, Transit Business Manager and Manager of Transit Planning are transferred to the Director's Office, along with their associated revenues.

The Director of Highway Operations is transferred to the Highway Maintenance Division and will manage both the Highway Maintenance and the Transportation Services Divisions. The vacant position of Resident Inspector (Hourly) is abolished, as the State has revised its position so that counties may use approved consultants for inspection services.

Funding of \$20,800 is appropriated to hire the equivalent of 0.5 FTE Interns during the 2009 fiscal year to perform pavement management and sign and signal inventory duties.

Administration of the Local Bridge Program and oversight of bridge inspections will be provided through a public-private partnership. Therefore, the position of Resident Contract Manager – Bridges is abolished.

Starting in 2009, the Transportation Services Division will be given the flexibility to implement projects approved for the budget year and to the extent that these projects are delayed or deferred, will have the authority to replace projects with projects listed in the five-year capital plan. Transportation Services must obtain approval from DAS prior to substitution or replacement of current year projects. Quarterly reports will be submitted to the appropriate standing committee regarding the status of highway capital projects.

5080 **Department of Transportation & Public Works - Architectural, Engineering and Environmental Services**

Tax levy decreases \$136,151 compared to 2008. Personal services expenditures without fringe benefits decrease \$31,356, from \$2,834,892 in 2008 to \$2,803,536.

The following position changes are being made to reconcile the County's budgeting and HR systems:

The following vacant positions are abolished: 1.0 FTE Managing Architect position, 1.0 FTE Engineering Technician position and 1.0 FTE Architectural Technician position. They have been vacant but funded since 2007. The position of 1.0 FTE Architectural Designer position is created for a salary and active fringe savings of \$193,790.

A 0.9 FTE Engineering Intern position (vacant), 1.0 FTE Draft Technician 3 (Electric) position and 1.0 FTE Office Support Assistant 2 position (vacant) are abolished for a salary and active fringe savings of \$126,264.

The Countywide Sanitary Sewer Monitoring and Maintenance Program continues and \$517,400 is appropriate in the capital budget for the repair and reconstruction of lower portions of the sanitary sewer manholes and sewer piping.

5100 **Department of Transportation & Public Works - Highway Maintenance**

Tax levy decreases \$1,203,830 compared to 2008. Personal services expenditures without fringe benefits increase \$146,371 from \$5,847,828 in 2008 to \$5,994,199 in 2009.

Due to the restructuring of the Department of Transportation and Public Works, the 1.0 FTE Highway Operations Manager (vacant) position is abolished and the 1.0 FTE Director of Highway Operations position is transferred from the Transportation Services Division. Other position actions from the restructuring include the abolishment of 2.0 FTE Highway Maintenance Worker 3 (vacant) positions and the creation of 1.0 FTE Highway Maintenance Worker 3 (Temporary) position.

Median and right-of-way mowing services on county trunk highways “will be provided through partnerships with local municipalities and other entities”. Therefore, 3.0 FTE Highway Maintenance Worker positions are abolished and replaced with 1.5 FTE Highway Maintenance Worker (Temporary) positions. It is anticipated that this initiative will generate a savings of \$16,256 from salary, active fringe, equipment and fuel reductions.

General Transportation Aids decrease by \$120,308, from \$2,482,614 in 2008 to \$2,426,881 in 2009, reflecting an anticipated reduced allocation from the Wisconsin Department of Transportation.

The Division will no longer perform pavement-marking services on state trunk highways. It will contract with local providers to perform these functions on county trunk highways. As a result, 3.0 FTE Highway Maintenance 3 Worker positions are abolished and replaced with 1.5 FTE Highway Maintenance Worker (Temporary) positions.

The major maintenance budget is increased by \$100,000, and services increase \$200,000 for mitigation work performed on county trunk highways in conjunction with the WisDOT North-South Freeway project on I-94.

5300 **Department of Transportation & Public Works - Fleet Management**

The County’s fleet maintenance operations will be administered and operated by a third-party service with the transition beginning June 2009, for a decrease of \$3,695,284 in total expenditures from \$10,477,421 in 2008 to \$6,782,137 in 2009.

The cost for administering the contract is budgeted at \$1,920,000 within the Fleet Management Division. This includes the cost of preventive maintenance on County vehicles and equipment, labor costs, service vehicle expenses, facility maintenance, liability insurance and other associated costs. Variable costs related to maintenance and repair of vehicles is budgeted in every vehicle owning or leasing department for a total of \$3,727,818.

On January 1, 8.0 FTE Auto & Equip Service Tech positions, 1.0 FTE Auto & Equip Service Tech In Charge and 1.0 FTE Auto & Equip Supervisors positions are transferred to General Mitchell International Airport. Equipment is also transferred with these positions, for a total cost reduction in the Fleet Management Division of \$1,087,654.

One FTE Fiscal Assistant 2 (vacant), 0.27 FTE Park Worker (seasonal), and 1.0 FTE Auto & Service Equip Technician and Auto & Equipment Attendant (both unfunded and vacant) positions are abolished.

Staffing of 36.0 FTE positions will remain in Fleet Management until June 30, for a salary and active fringe savings of \$1,239,768. The following positions will remain in the Fleet Management Division to provide contract management, billing oversight and technical services for County fleet users: 1.0 FTE Fleet Director, 1.0 FTE Fleet Coordinator, 1.0 FTE Accountant 3, 1.0 FTE Fiscal Assistant 2, 1.0 FTE Administrative Specialist and 1.0 FTE Facilities Maintenance Worker.

Because the Division is changed from an internal service fund to a general fund to reflect that the Division will no longer be providing direct maintenance services, OPEB costs are eliminated, Compensated Absences are no longer accrued for, Direct Labor and Fringe Benefit Transfers are reduced to zero and Depreciation and Interest Allocation are no longer budgeted in the Division. This provides a total savings of \$3,487,306. The savings is offset by revenue reductions of the same amount in the Debt and Depreciation budget.

The Appropriations for Commodities account is decreased by \$614,550 as the Division will no longer purchase parts or maintain a parts inventory. The sundry materials and tools and equipment repairs accounts have also been reduced accordingly for an additional savings of \$11,837.

Overhead costs associated with operating and maintaining Fleet-owned buildings are now budgeted centrally in the Fleet Management Division.

Departments must obtain Fleet Management approval for the use of all non-approved vendors. For acquisition of vehicles and equipment, vehicle owning or leasing departments will only use vendor contracts managed through Fleet Management.

Fleet Management will maintain responsibility for the County's motor pool. However, the Division is only expected to service and repair normal wear and tear of motor pool vehicles and is not considered accountable for repairs beyond those considered normal. Therefore, user departments will be responsible for the costs of damage beyond normal wear and tear.

A 10% reduction in the size of the County's fleet will be implemented in order to identify and eliminate pieces of equipment that are inordinately expensive to operate and maintain.

5500 **Department of Transportation & Public Works – Water Utility**

A new Division of Water Utility is created and charged with the provision of continued water distribution service to customers located on the Milwaukee County Grounds. Sewer and storm sewer services are also provided. The new Division of Property Management will perform oversight of the water distribution function.

This division was previously incorporated into the Facilities Management Division but becomes standalone as a result of the reorganization and conversion of Facilities Management into a General Fund department. It will become an internal service fund in 2009.

5600 **Milwaukee County Transit/Paratransit System**

Tax levy decreases \$481,887 compared to 2008. There are neither route reductions nor changes in frequency of service in this budget. However, there are several fee increases proposed for 2009 as follows:

Fare	Current	Proposed	Difference
Adult Cash:	\$2.00	\$2.25	\$0.25
Adult Ticket:	\$16.00	\$16.50	\$0.50
Half Fare (Cash):	\$1.00	\$1.10	\$0.10
Half Fare (Ticket):	\$10.00	\$11.00	\$1.00
Premium Cash:	\$2.75	\$3.00	\$0.25
Premium Ticket Book:	\$22.00	\$22.50	\$0.50
Adult Pass (per week)	\$16.00	\$16.50	\$0.50
Student Pass – Special	\$15.00	\$15.50	\$0.50
U-Pass (per term)	\$41.00	\$42.00	\$1.00
Commuter Value Pass	\$177.00	\$183.00	\$6.00
Paratransit Cash:	\$3.25	\$3.25	\$0.00

Transit Operations

Operating expenditures for Transit are budgeted to increase \$4,246,747 over 2008 primarily from an increase fuel costs and expenses related to increased maintenance.

State operating assistance is estimate to be \$65,300,000, an increase of \$1,515,000 from 2008. Federal formula funds decrease \$100,000 to \$18,600,000 for 2009.

Overall passenger revenues are projected to increase \$2,653,162 due to fare increases and projected increase in ridership. Ridership is expected to increase 223,225 (or 0.5%) to 41,938,100.

DTPW will prepare and submit an application to the Federal Transportation Administration under the Very Small Starts grant programs for bus rapid transit (BRT). \$50,000 is budgeted for consultant services related to BRT. Upon approval of the application, DTPW will receive and expend the grant funds for BRT purposes.

Paratransit Operations

Paratransit trips are estimated to increase by 78,726 to 1,155,477 in 2009 and fares remain at the 2008 level of \$3.25.

The Department on Aging and DHHS Disabilities Services Division will provide funding for trips provided to their clients in the amount of \$10.25 per trip, an increase of \$3.25 from the amount previously billed to these agencies in 2008. Additional net revenue of \$2,000,000 will offset increased expenses due primarily to an increase in trips provided over 2008 levels. The Milwaukee County Transit System (MCTS) will continue to receive full reimbursement for Title 19 trips provided by Paratransit.

MCTS and the Office for Persons with Disabilities will partner to implement a pilot program called New Freedom, aimed at fostering greater independence of conditionally eligible Paratransit clients so as to transition them to the less costly fixed route bus system. These Paratransit clients will be offered complimentary rides on the existing fixed route bus system as part of the effort.

State operating assistance for specialized transportation is projected to increase \$17,000 to \$1,494,00 in 2009. Federal formula funds for Paratransit operations will be \$1,850,000, an increase of \$100,000 compared to 2008.

5700 Department of Public Works - Facilities Management

This division is transferred into the new Department of Administrative Services – Property Management Division. It becomes the Facilities Operations Section. *(Please see DAS – Property Management Division for an overview.)*

5800 Department of Public Works - Director's Office

Tax levy decreases \$299,315 compared to 2008. Personal Services without fringe benefits increase \$356,408 from \$264,302 in 2008 to \$620,710 in 2009. The increase in Personal Services largely reflects an ongoing restructuring of DTPW as 1.0 FTE Accountant 4, 1.0 FTE Transit Business Manager and 1.0 FTE Manager of Transit Planning positions are transferred from the Transportation Services Division. In addition, 1.0 FTE Accountant 2 position is abolished.

\$25,000 is appropriated for the County's membership in the East Wisconsin Counties Railroad Consortium to promote regional cooperation.

6300 Department of Health and Human Services – Behavioral Health Division

Expenditures decrease \$1,345,713 (.7%) from \$171,167,656 to \$169,821,943, revenues increase \$2,248,957 (1.8%) from \$126,587,105 to \$128,836,062, and property tax levy decreases \$3,594,670 to \$40,985,881.

Personal services expenditures decrease \$2,786,858 (6%) from \$46,749,011 to \$43,962,153, excluding fringe benefit costs, due to the reduction of 111 FTEs through several budget initiatives.

\$200,000 is allocated for the Crisis Resource Center.

Inpatient Services/Nursing Facility Services

Expenditures decrease \$1,344,507 (5.2%) from \$25,637,082 to \$24,292,575. Revenues remain at the 2008 level of \$9,270,013.

Personal Services are reduced \$624,005 (7.6%) from \$8,164,126 to \$7,540,121 due to an initiative that aligns nursing staff to provide suitable staffing of Certified Nursing Assistants (CNA) and other nursing staff on every shift.

Inpatient Services/Acute Adult/Child Services

Expenditures increase \$1,190,732 due to internal cross charges and personnel costs. Revenue is projected to increase by \$70,586.

In an initiative to reallocate psychiatry staff within BHD, 1.4 FTE of Staff Psychiatrist positions are created at a cost of \$288,264. \$660,000 is budgeted in 2009 to cover the costs of client placement in the Winnebago and Mendota State Institutions. A half-time position (0.5 FTE) of Spirituality Integration Coordinator (Hrly) is created at a cost of \$25,000.

Adult Community Services

Expenditures decrease \$3,149,688 (9.9%) from \$31,907,544 to \$28,757,856 due to internal crosscharge decreases and contracting out of Targeted Case Management (TCM). Revenues increase \$974,048 (3%) from \$32,436,664 to \$33,410,712.

A new Group Home Crisis Billing initiative to modify the delivery of service in BHD will allow BHD to bill Medicaid for crisis services currently being provided in group homes and is projected to generate \$1.5 million in revenue.

In 2009, \$510,168 in Adult Community Services housing contracts transfers to the DHHS-Housing Division.

Adult Crisis Services

Expenditures increase \$1,094,127 (6.7%) from \$16,217,155 to \$17,311,282. Revenues are projected to decrease \$99,900 from \$8,553,022 to \$8,453,122.

Based on an extension of the existing agreement between DHHS and four major hospital system partners, it is assumed that the hospital systems will again provide \$500,000 in funding to offset costs associated with 16 crisis respite beds in the Adult Crisis Services Area. These resources as well as cooperative agreements with area hospitals and systematic internal reviews have been effective in managing census while easing delays in transferring individuals in psychiatric crisis.

In 2009, purchase of service contracts increase by \$750,000 to purchase additional crisis group beds to enhance mental health capacity.

Alcohol and Other Drug Abuse (AODA) Services

Total AODA expenditures decrease \$16,291 from \$18,772,199 to \$18,755,908. This total includes \$4,824,950 of Federal Access to Recovery (ATR) funding. The ATR grant is reduced approximately \$2.2 million from prior years

Funding of \$100,000 is continued for the Community Information Line (211).

Child and Adolescent Community Services

Expenditures decrease \$291,311 (.6%) from \$42,799,009 to \$42,507,698. Revenue is projected to decrease \$458,716 (1%) from \$42,777,336 to \$42,318,620.

Wraparound Milwaukee receives more than \$20 million in Medicaid capitation and crisis payments in addition to the case rate funding from child welfare and fixed payments from juvenile justice to serve a projected daily enrollment of 624 children.

Medicaid revenues increase \$3,905,049 for non-court ordered youth enrolled in the Wraparound Managed Care System. Wraparound has received Medicaid approval to increase enrollment from 600 to 800 Medicaid eligible Severe, Emotional, behavioral and mental health Disorders (SED) youth to target youth in the Milwaukee Public School system with serious emotional needs who are not under court order.

Management/Support Services

Expenditures increase \$1,170,437 (71%) from \$1,627,247 to \$2,797,684. Utilities expenditures increase \$455,766 based on experience.

The BHD pharmaceutical budget is maintained at the 2008 level of \$4,120,000. BHD is in the process of releasing a RFP for pharmaceuticals in 2009.

\$400,000 is budgeted to expand existing software to include a Physician Order Entry and Medication Administration Record System.

BHD will collaborate with DHHS-Operations for housekeeping and facilities maintenance services at BHD beginning April 1, 2009. A total of 55 FTE housekeeping positions are abolished for a savings of \$1,195,305 due to contracting out of services. A total savings of \$498,312 is also projected due to contracting for facilities maintenance services. By September 1, 2009 the newly created DAS Property Management Division will begin overseeing these functions.

BHD will contract out all dietary services. As a result 76.32 FTE positions are abolished for a net savings of \$1,237,476.

One FTE Safety Compliance Officer, two FTE Quality Assurance Coordinator and one Administrative Specialist positions are created to address safety and quality assurance issues in patient care areas at a cost of \$351,969.

In 2009, BHD expands the existing contract with Accenture for billing and admission services by \$1.4 million. 30 positions are abolished for a savings of \$1,677,430. Total savings of this initiative is \$277,430.

7200 **Department of Health and Human Services-County Health Programs**

Total expenditures decrease \$7,555,102 due to an expenditure decrease in required Federal match funds related to the General Assistance Medical Program (GAMP). Revenue decreases \$7,622,402 due to \$7,328,402 decrease in Hospital donations and \$320,000 decrease in GAMP application revenue.

Emergency Medical Services (Paramedics)

EMS expenditures increase \$327,607 to \$7,463,858. Revenues increase \$101,000 to \$590,000.

EMS implemented a new market based funding model approved by the County Board in November 2006 for 2007 and future years where host municipalities retain reimbursement revenue directly for Advanced Life Support (ALS) services. This arrangement continues in 2009.

Net revenues from the Tax Refund Intercept Program (TRIP) are budgeted at \$245,838, and increase of \$66,542 from 2008.

General Assistance-Medical Program (GAMP)

GAMP expenditures decrease \$7,880,569 (13%) from \$60,396,962 to \$52,516,393 due to a decrease in State required match dollars to meet 2009 GAMP budgeted revenue and revenues decrease \$6,259,153 (13%) from \$47,699,704 to \$41,440,551 assuming the hospital systems will decrease their contributions to GAMP. In 2009, the four hospital system partners decrease their level of support to the GAMP program from \$62,895,248 to \$44,596,684.

The Budget seems to reflect the transition of the General Assistance Medical Program (GAMP) to the State BadgerCare Plus expansion program. Payments in 2009 for 2008 services are reduced, apparently reflecting this change, which presumably will have a full budget implementation in 2010.

An Intergovernmental Transfer Program (ITP) County payment of \$18,791,935 decreases to \$10,991,227 and is matched with \$7 million in State General Purpose revenue to obtain Federal funding of \$42,251,436 in 2009.

GAMP medical service expenditures for home health care services to GAMP clients again total \$301,168 per an agreement reached with GAMP-affiliated hospital systems in 2006 and renewed in 2007 and 2008. As in 2008, \$319,080 is used to offset a portion of the salary and fringe benefit cost of 9.5 Health Care Plan Specialist positions. Aurora Health Care continues to provide \$65,000 for the Nurse Call-Line. It is assumed the four major hospital systems will pay for costs associated with Wisconsin Physician Services Inc. (WPS) for claims processing and administrative fiscal services with a commitment of \$1,225,000 in 2009, the same amount as the 2008 WPS contract.

The Healthier Wisconsin Partnership Program awarded GAMP a three-year grant for 2006-09 to study and improve GAMP's Chronic Disease Management. In 2008, \$75,000 in expenses and revenue are budgeted to cover grant activities.

\$500,000 is budgeted in 2009 for revenue and expenditure cross-charge collections for GAMP Subrogation claims.

7900 **Department on Aging**

Expenditures decrease \$481,307 from \$19,745,667 to \$19,264,360 and revenues increase \$147,325 from \$16,099,843 to \$16,247,168. Tax levy decreases \$628,632 from \$3,645,824 to \$3,017,192.

Elderly Services

Expenditures increase \$64,380 from \$3,400,962 to \$3,465,792 and revenue increases \$224,691 from \$2,964,689 to \$3,189,380.

Senior Meal Program

Expenditures increase \$47,721 from \$4,729,281 to \$4,777,502. Meal sites remain at 31.

Senior Centers

\$150,000 is budgeted to address the maintenance needs of the five County senior centers, with projects based on a long-range plan developed by the DAS-Fiscal Affairs Division for a reduction of \$150,000 from the 2008 level of \$300,000. In 2009, \$1,258,867 is budgeted for County support of operations for the five County owned sites, the same as 2008.

Resource Center

Expenditures decrease \$257,034 due to decreased personal services, abatements decrease \$134,584 and revenues decrease \$87,305, due to transfer of \$99,098 in the Family Caregiver and Support Program (Title III E), for a net tax levy reduction of \$304,313.

7990 **Care Management Organization (CMO)**

Expenditures increase \$72,831,383 (38.6%) from \$188,572,509 to \$261,403,892 and revenue increases \$72,465,426 (38.3%) from \$188,938,466 to \$261,403,892 due to assumed growth in CMO enrollments and expected capitation rates from the State.

In 2009, the CMO is budgeting for expansion of the program to provide Family Care benefits to persons between the ages of 18-59 with disabilities. It is projected that by the end of 2009, Family Care enrollment will increase to 10,138 members. (7,042 elderly; 3,096 disabled). The increase in enrollment will require an increase in the current CMO provider network that is currently 691 providers.

Personal Services expenditures increase \$1,771,296 from \$3,621,274 to \$5,392,570 to address administrative resource needs and demands due to increased enrollment and higher demands from the State.

The CMO increases co-pays paid to Paratransit in 2009 from \$7.00 to \$10.25 resulting in increased revenue of \$713,000 in the Paratransit budget.

The 2008 Budget projected a surplus of \$715,712. In 2009 there is no surplus anticipated.

8000 **Department of Health and Human Services**

Expenditures decrease \$17,820,481 (8.2%) from \$214,967,892 to \$197,147,411 and revenue decreases \$13,326,797 (7%) from \$189,452,803 to \$176,126,066. Tax levy is reduced \$4,493,684 in 2009.

The State continues intercepting \$20,101,300 from Milwaukee County's State Shared Revenue payment and \$38,792,200 from Community Aids revenue annually to fund the State Bureau of Child Welfare.

Economic Support Division (ESD)

Expenditures increase \$2,110,515 from \$50,058,243 to \$52,168,758 and revenues increase \$4,642,565 from \$45,851,870 to \$50,494,435. Tax levy decreases \$2,532,050.

In 2009, an initiative is included to contract with the University of Wisconsin–Milwaukee UWM Continuing School of Education and IMPACT for operation of ESD's call center at the Coggs center. These entities will provide 38 FTE positions at a cost of \$2,075,937. As a result, 26 County Economic Support worker positions are abolished in 2009 for savings of \$1,597,962, with staff assigned to other areas.

A contract with UW-Milwaukee School of Continuing Education for operation of the Customer Services Unit is budgeted for 2009. As a result, 7 FTE positions are abolished for a net savings of \$473,926,

5.5 FTE positions are created to complete applications to determine Title 19 eligibility as part of the Family Care expansion for the Disability Resource center and CMO at a cost of \$669,387, of which \$433,024 is crosscharged to DSD and \$236,363 to Aging.

Based on preliminary notification from the State, ESD projects Income Maintenance (IM) revenue of \$16,551,954.

Health and Safety funding decreases by \$50,000 from \$183,870 to \$133,870 and includes a \$128,750 allocation for the Coggs-Center Child Care Drop-off Center that also serves as a best practices training model.

\$1,643,201 of revenue from W-2 agencies for Child Care eligibility is budgeted for 2009.

Child Day Care Administration revenue from the State is \$8,509,856, an increase of \$429,722 over 2008. The budget narrative does not include a delineation of how these funds will be appropriated.

In 2009, \$2,495,365 is budgeted for the new voluntary FoodShare Employment and Training Program (FSET) that will assist FoodShare recipients in obtaining and maintaining employment.

\$2,375,000 for W-2 and Supplemental Security Income (SSI) burials is budgeted in 2009.

Expenditures for Interim Disability Assistance Program (IDAP) are \$435,067 with revenues of \$282,462 and tax levy of \$152,605, or a decrease of \$93,075 based on experience.

Delinquency and Court Services Division (DCSD)

Expenditures decrease \$22,618 from \$41,699,915 to \$41,677,297 and revenues decrease \$1,751,822 from \$24,733,478 to \$22,981,656. Tax levy increases \$1,729,204

DCSD administers a 120-bed Juvenile Detention Center, juvenile court intake services, custody intake services, probation services and support staff for operation of the Children’s Court. To provide adequate staffing for 24/7 coverage, DCSD has updated its Shift Relief Factor, adjusting the average availability of staff and increasing Juvenile Correction Officers from 62 to 68 FTEs.

Youth Aids revenue is budgeted at \$38,021,088, a decrease of \$227,355 from the 2008 level.

Total State Department of Corrections charges for juveniles placed into State custody by Children’s Court Judges are projected at \$28,020,792, an increase of \$2,168,446 over the 2008 level. This increase is funded by a decrease in Youth Aids revenue for community-based programs of \$2,395,781.

Total Corrections charges and census changes are:

Program Component	Placements	Change	Expenditures	Change
Department of Corrections	257	12	\$25,734,454	\$2,177,924
Child Caring Institutions	5	(7)	\$464,486	(\$784,707)
Aftercare			\$600,885	\$82,737
Corrective Sanctions Program			\$1,220,967	\$692,492
Total	262	5	\$ 28,020,792	\$2,168,446

Prior year State contract reconciliation is budgeted at \$2,500,000, an increase of \$400,000 from 2008. An additional \$1,450,000 of prior year revenue is budgeted in the Disabilities Services Division, an increase of \$400,000 over 2008.

DHHS will pay \$8,032,174 for 350 slots in the basic Wraparound Program, the same amount as 2008.

DCSD will pay \$1,768,416 for 47 slots in BHD’s intensive Wraparound program known as FOCUS, the same as the 2008 level.

Funding for the Safe Alternatives for Youth program is continued in 2009 at the 2008 level of \$150,000.

Funding for the Youth Sports Authority is maintained at the 2008 level of \$200,000.

Eight positions are unfunded in 2009 for a savings of \$597,813.

Disabilities Services Division (DSD)

Expenditures decrease \$20,163,159 (19.4%) from \$104,087,353 to \$83,924,194 and revenues decrease \$16,407,958 (16%) from \$102,098,475 to \$85,690,517 for a tax levy reduction of \$3,755,201.

As part of Family Care expansion and to provide newly required functions in the Disability Resource Center (DRC), expenditures increase \$3,255,119 and revenues increase \$4,417,231 for a tax levy reduction of \$1,162,112. The budget narrative states that “funding from the State DHS is critical to success” of Family Care expansion, and that the budget assumes receipt of \$3.4 million additional revenue from the State in the first year of operation, with dramatic reductions in revenues in years 2 and 3, due to the loss of revenue from Medicaid Waiver programs once the transition to Family Care is complete. DHHS will continue to work to obtain full State funding and, if full funding for future years is not achieved, will develop alternatives.

In 2005, DSD implemented a staff realignment and information technology enhancements to maximize Medical Assistance Personal Care (MAPC) revenue. This revenue is reimbursement from Federal government for services provided to Long Term Support (LTS) clients. In 2009 MAPC revenue increases \$453,506 over the 2008 amount of \$4,505,276.

Prior year State contract reconciliation revenue is budgeted at \$2,500,000 in the overall DHHS budget, an increase of \$400,000 over the 2008 level.

\$250,000 is budgeted in 2009 for Crisis Residential Service for LTS clients due to the State’s implementation of its Intermediate Care Facility-Mentally Retarded Rebalancing Initiative (ICR-MR) and changes in statutory guidelines in 2005.

Four positions are abolished in 2009 for a savings of \$301,667 and 4 FTEs are transferred to Aging for a savings of \$290,023.

Housing Division

A new housing division was created in DHHS in 2008 that consolidated all housing programs spread throughout the County. This creation was made to reflect the County’s desire to integrate housing programs with other social services and place more emphasis on addressing the needs of persons with mental illness and other special needs.

Expenditures increase \$652,774 from \$18,511,605 to \$19,164,379 and revenues increase \$145,000 from \$16,588,998 to 16,733,998 for a tax levy increase of \$556,774.

An appropriation of \$72,500 is budgeted in 2009, the same level as 2008, to provide additional onsite staff at West Samaria to ensure better living conditions.

In 2009, \$50,000 is budgeted as a contribution to the Continuum of Care (CoC), a consortium of local governmental entities and non-profit organizations charged with

securing HUD funds to provide housing assistance to homeless persons in Milwaukee County.

\$110,000 is budgeted to provide onsite support services for United Christian Church Cardinal/Capital Management.

In 2009, the Housing Division will assume responsibility for several existing supported apartment and housing programs currently operated by BHD, and contracted in 2009, totaling \$510,170 in tax levy.

A one-time allocation of \$250,000 from the Reserve for Housing (HOME) program goes to the division in 2009.

Management Services Division

Expenditures decrease \$446,999 from \$659,776 to \$212,777 and revenues increase \$45,418 from \$179,982 to \$225,400 for a tax levy reduction of \$492,417, primarily due to the transfer of accounting and human resources staff back to BHD and CHP.

9000 **Department of Parks, Recreation and Culture**

Total property tax levy decreases \$5,440,511, from \$24,738,719 in 2008 to \$19,298,208 in 2009. Personal Services expenditures without fringe benefits decrease by \$1,574,880, from \$20,177,311 in 2008 to \$18,602,431 in 2009.

59.73 FTEs are abolished in the 2009 budget, including 48.0 FTE Park Maintenance Worker 2 (four are currently vacant), two Community Center Manager, one Horticulturalist 1 and a Special Events Coordinator positions.

These full-time employees will be replaced by 115,000 hours of seasonal labor. Several positions are created to facilitate the reallocation of seasonal staff. They include 9.21 FTE Park Worker 2 (Seasonal) and 4.61 FTE Horticulturalist 1 (Seasonal) positions for a salary cost increase of \$487,113. In order to train the additional seasonal staff, 1.0 FTE Clerical Specialist (HR) NR is created.

The King and Kosciuszko Community Centers remain open but the Community Center Manager positions are abolished and, instead, a 1.0 FTE Community Outreach Coordinator position is created. This position will oversee both community centers.

Other positions slated for abolishment include 1.0 FTE Office Assistant 3, 1.62 FTE Horticulturalist 2 (Seasonal), 2.11 FTE Park Worker 2 (seasonal) and 1.0 FTE Parks Artist.

Capital outlay (cash financing) for major maintenance is reduced by \$665,521 to \$252,200.

Parking meters will be installed along Lincoln Memorial Drive for a revenue increase of \$405,000. Net revenues will fund lakefront services along Lincoln Memorial Drive, including \$65,000 for lifeguards at Bradford Beach. A private vendor will install, maintain and manage the meters at a cost of \$40,500. A private vendor will

also be contracted to operate the O'Donnell Parking Structure, for an anticipated revenue increase of \$200,000 for 2009.

The Parks Department will be seeking vendors to provide food and beverage services for its recreational-based facilities through 2009 and future years; this including the Brown Deer Golf Clubhouse and Schulz Aquatic Center.

Parks fees for golf, pools and McKinley Marina increase for 2009. Golf fees increase by \$3.00/9-hole round and McKinley Marina slip and boat launch fees increase by 16%. Pool fees are raised by various amounts in order to encourage users to purchase \$10, \$15 or \$20 seasonal pool passes. In addition, the Parks Director continues to have the flexibility to adjust any park fee in order to respond to changing market conditions, weather, etc., to maximize revenue. Revenues are estimated to increase by \$1,625,000 as a result of the fee changes.

9500 Zoological Department

Tax levy funding for the Zoo decreases \$395,077 compared to 2008. Only the Animal Health and Management Division has an increase in tax levy support for 2009. Personal Services expenditures increase \$147,821.

The following positions are funded in 2009 (previously unfunded): 4.0 FTE Custodial Worker 2, 2.0 FTE Zoo Vehicle Machine Operator and 1.0 FTE Executive Assistant. The costs of these positions are offset with vacancy and turnover for zero tax levy impact.

Other position actions include placing 2.0 FTE vacant positions of Custodial Worker 2 in vacancy and turnover and creating 2.0 FTE of Zoo Worker 3 positions for a net savings of \$62,839. The position actions are to provide custodial operations with more flexibility during peak and non-peak periods.

The Zoo is participating in the Guaranteed Energy Savings Performance Contract (GESPC) pilot project through a contract with Johnson Controls. The budget includes \$178,092 for the 2009 debt service payment on the \$1,780,918 loan secured by the Department of Administrative Services for upgrading certain Zoo facilities and providing contracting services. This cost is partially offset by \$108,568 in projected price increases and a change in meter billings, for a net reduction of \$69,524. The budget also includes \$30,000 for a new service agreement with Johnson Controls.

The Zoo's hours during the peak and non-peak seasons change in 2009 as follows:

2008	2009
Peak Season	
May 1-September 30	May 25-September 7
Mondays-Saturdays: 9 a.m. to 5 p.m.	Mondays-Saturdays: 9 a.m. to 5 p.m.
Sundays, Holidays: 9 a.m. to 6 p.m.	Sundays, Holidays: See Seasonal Hours

Non-Peak Season	
January 1-April 30	September 8-October 31: 9 a.m to 4:30 p.m
Mondays-Sundays, Holidays: 9 a.m. to 4:30 p.m.	November 1-February 29: 9:30 a.m. to 2:30 p.m.
	March 1-May 24: 9:00 a.m. to 4:30 p.m.
	Thanksgiving Day: 9:00 a.m. to 3:00 p.m.
	Christmas Day: 11:00 a.m. to 4:00 p.m.

General Zoo admission fees increase \$1.00, for an increase in revenues of \$644,675, as follows:

2008	2009
<i>January-March (Non-Peak)</i>	<i>January-March (Non-Peak)</i>
Adult: \$9.75	Adult: \$10.75
Junior (3 to 12): \$6.75	Junior (3 to 12): \$7.75
Senior Citizens (60 and over): \$8.25	Senior Citizens (60 and over): \$9.25
<i>April 1-October 31 (Peak)</i>	<i>April 1-October 31 (Peak)</i>
Adult: \$11.25	Adult: \$12.25
Junior (3 to 12): \$8.25	Junior (3 to 12): \$9.25
Senior Citizens (60 and over): \$10.25	Senior Citizens (60 and over): \$11.25
<i>November 1-December 31 (Non-Peak)</i>	<i>November 1-December 31 (Non-Peak)</i>
Adult: \$9.75	Adult: \$10.75
Junior (3 to 12): \$6.75	Junior (3 to 12): \$7.75
Senior Citizens (60 and over): \$8.25	Senior Citizens (60 and over): \$9.25

In addition, admission price for the Avian Special Exhibit increases \$0.50, from \$2.00 to \$2.50 in 2009.

Zoological Society support of \$958,615, includes the following:

- \$424,865 continuation of 2008 additional support;
- \$310,750 in sponsorship revenue;
- \$74,288 for various ticket reimbursement for Society members;
- \$55,000 for summer exhibit support;
- \$93,712 in miscellaneous support.

9700 Milwaukee Public Museum

No change per the amended Lease and Management Agreement between Milwaukee County and the Milwaukee Public Museum.

9910 Milwaukee County University Extension Service

Funding for the University Extension Service decreases by \$7,626, from \$210,040 in 2008 to \$202,414 in 2009. The Horticulture Helpline is eliminated for a net tax levy savings of \$12,400. The budget for space rental remains at \$3.00/square foot.

9960 General County Debt Service

The tax levy (or sales tax revenue) needed for the General County Debt Service increases in 2009 by \$6,437,296, from \$53,431,913 to \$59,869,209. Total debt

service principal and interest increases by \$6,306,707 million, from \$62,331,427 to \$68,638,134. Contributions from the Debt Service Reserve (DSR) total \$3,198,161, an increase of \$188,707 from the \$3,009,454 provided in 2008. The DSR contribution of \$3.2 million includes: \$297,802 from the sale of the 2008 General Obligation Corporate Purpose Bonds, \$855,088 in lapsed bond proceeds from completed or abandoned capital projects, \$45,271 in surplus 2007 bond proceeds and \$2 million that was deposited in the debt service reserve from the 2007 surplus. This results in a projected balance in the debt service reserve of \$161,577.

Debt Service revenues decrease \$319,296, from \$5,890,060 to \$5,570,764 for 2009. This is primarily due to the elimination of \$300,000 of Golf Course Enhancement Fee revenue (50 cents for each nine holes) that was implemented in 2008 and earmarked for golf course capital improvements. These revenues are now budgeted in the Parks Department operating budget. The anticipated payment from Froedtert Memorial Lutheran Hospital based on the sale agreement of Doyne Hospital remains at \$2,919,000 for 2009. The hospital payment is based on 5.25% of net operating cash flow and will not be determined until sometime in 2009.

There are three outstanding State Trust Fund loan obligations for 2009: \$18.6 million for prior pension contribution variances, \$539,524 for equipment purchases and \$1,000,000 to finance housing for persons with mental illness. The total debt service payments budgeted in 2009 for these loans are \$5,270,898.

The 2009 Budget assumes the issuance of Pension Obligation Bonds in the fall of 2008. Based on the recommended structure of the POB, the 2009 debt service obligation is \$22,965,082. Payments are budgeted in Org. 1950 – Employee Fringe Benefits, but reflected in Org. 9960 – General County Debt Service. This payment is abated out of the County Debt Service so as to avoid duplication of costs.

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Non-Departmental – Revenues:

- 1901 **Unclaimed Money**
How much in unclaimed funds are potentially available for lapse to the County's general fund?
- 1996 **Sales Tax Revenue**
Given the current economic climate, how likely is it that sales tax revenue will be 7.69% more in 2009 than actually collected in 2007?

Departmental:

- 1120 **Personnel Review Board**
What is the current backlog of cases awaiting hearings at the Personnel Review Board and did the Administrative Intern added in 2008 help reduce the backlog or merely hold the line against further delays?
- 1130 **Corporation Counsel**
The narrative acknowledges the need for enhanced legal services for the Behavioral Health Division, presumably through a reallocation of resources rather than contracting with outside counsel. Are there other disciplines where existing or expanded staffing can serve the County's interests more efficiently than outside consultants or counsel?
- 1140 **DAS – Division of Human Resources**
The County's compliance with the Fair Labor Standards Act (FLSA) warrants, minimally, periodic review; however, rather than initiating another consultant contract, can internal resources in the Division or Corporation Counsel be accessed for this review?
- 1188 **DAS – Employee Benefits**
Policy development related to health and benefit design changes, including an exploration of the viability of high-deductible health plans and health savings accounts, should also include the involvement of the Labor Relations Division, the Employee Health Care Work Group and the Personnel Committee.
- 1150 **Department of Administrative Services – Risk Management**
Given the rapid increase in Workers' Compensation claims, is the abolishment of the Risk Management Coordinator position prudent?
- 1151 **Department of Administrative Services – Administration and Fiscal Affairs**
Funding has been eliminated for the Strategic Planning and Space and Facilities initiatives. A new appropriation of \$50,000 has been established in the newly created DAS-Property Management Division for space study needs. Has strategic planning been abandoned?

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Can DAS-Fiscal Affairs properly manage the Block Grant program with the abolishment of one position of Housing Program Analyst?

How will the new Collections and Receivables Program be implemented in order to achieve an additional \$500,000 in revenue?

1160 DAS – Information Management Services Division

The Recommended Budget proposes to expand collaboration agreements among several local jurisdictions. While the agreements may be laudable, and may even produce revenue, will the expansion beyond internal projects and services come at the expense of the needs of Milwaukee County departments and enterprises? Further, the Division anticipates an additional \$250,000 in revenue from local agreements. Is that funding used to underscore internal services and if so, will the absence of that funding impact County services or staff?

The Division unfunds four positions as a result of a cooperative purchase agreement with Racine County for IT services and cites Chapter 32.31 of the General Ordinances as an underlying basis. That chapter appears to reference commodities purchases rather than the purchase of services, and includes the qualification that the cooperative purchasing plan must be in the best interests of the county. Has there been any administrative or legal review to ensure that this purchase meets the conditions of this chapter and that the impact on positions is, in fact, in the County's best interests?

5700 Property Management

What impact will the abolishment of Skilled Trades positions have on preventive and daily maintenance of the Courthouse, Criminal Justice Facility, Safety Building, etc.? Would there be enough staff and appropriations to perform emergency services, based on past experience?

How, and to what extent, will service to user departments change with Facilities Management being transferred to the Department of Administrative Services as a section versus division?

How will Milwaukee County's role in Economic Development issues affect the abolishment of the Division of Economic and Community Development?

Which department and executive branch official will be assigned economic development as a policy area?

What are the duties of the new positions of Associate Director – DAS-Property Management and Budget Manager – DAS-Property Services, and how do they relate to the other positions in the Property Management Division?

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2000 Combined Court Related Operations

Legal Research Interns are used by the Courts to manage juries and assist in day-to-day court operations. In the absence of these Interns, the Courts may feel a need to exercise their statutory entitlement for enhanced bailiff staffing in the courtroom, resulting in higher bailiff charges that more than negate any savings realized through the unfunding of these positions.

3090 County Treasurer

Does the Treasurer have the resources to increase interest collected on delinquent taxes by \$600,000? What is the impact on property owners of the new aggressive campaign to collect these taxes?

4000 Office of the Sheriff

The District Attorney's Office budget contains funding for launching the Witness Protection program with an enhanced role for the District Attorney's investigative staff. Will there be any enforcement impact on the Sheriff's Office for this initiative?

Between the House and the CJF, telephone commission revenue is decreased \$1,165,484 because of a "system error" that restricts calls. Is this problem attributed to the County or the vendor? What resources are necessary to correct the problem?

4300 House of Correction

With the reorganization of the fleet management division, crosscharges and vehicle maintenance costs are reallocated in departments based on prior maintenance history. The impact of this restructuring at the HOC is minimal, even though the House has numerous vehicles in use. If the HOC's vehicles have not been serviced by Fleet, who has been servicing their vehicles and under what arrangement?

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4500 Transfer of the House of Correction to the Sheriff's Office

The National Institute of Corrections issued a report in January 2008 recommending a number of immediate and comprehensive jail management actions to correct a number of staffing, inmate, security and safety issues. Does the Sheriff have a prioritized plan to implement the recommendations of the NIC? Are there other administrative priorities for the Sheriff at the House?

Staffing issues at the House occupied a considerable amount of administrative staff time and policymaker attention in 2008 that resulted in major changes to Correctional Officer recruitment, retention and respite from forced overtime. Will the Sheriff's Office continue these efforts or work toward a different staffing resolution?

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Was the Corporation Counsel consulted with regard to the statutory powers and obligations of the Sheriff, as administrator of the House, and the degree to which those powers may support or countermand the directives of the judiciary and the policy oversight of the County Board and County Executive?

The Superintendent of the House was prohibited from placing certain offenders on home detention pursuant to adopted County Board policy (File No. 01-47). It is generally acknowledged that the Sheriff has no such constraints. Are there any plans for a collaborative body or “home detention utilization committee” that can serve as a forum where stakeholders can advise or direct on home detention policies?

Funding has been removed from the Community Justice Resource Center and WCS job assessment, development and readiness contracts. However, an expansion of home detention will likely result in the need for greater community-based resources for job training, treatment, life skills, and the like. Has a plan been developed to address the correctional needs of inmates on home detention?

Similarly, the recommended budget once again removes the HOC farm and fish hatchery programs and reallocates supporting revenue. Does the Sheriff have an interest in maintaining productive inmate programming such as the farm, the welding program and the print shop?

The Criminal Justice Facility was not constructed for a Huber/work release population. Is there a limit to how long the CJF can be used for this purpose? Does the Administration or the Sheriff have a timeline for developing or identifying a replacement facility?

5040 General Mitchell International Airport (GMIA)

What are some of the anticipated expenses that may result from the transfer of the 440th Air Force Reserve Base to the County?

Should the County begin negotiations for a new master lease with the Airlines in the event that GMIA is not leased or managed through a public-private partnership? If so, how much funding would be anticipated?

5070 Transportation Services

The Transportation Services Division would be given flexibility to implement projects approved for the budget year as well as the authority to replace projects with projects listed in the five-year capital plan if they are delayed or deferred. This would only require DAS approval and no County Board approval.

5080 Architectural, Engineering and Environmental Services

The contractual services appropriation for the building inventory and assessment program was eliminated in 2008 and remains unfunded.

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5100 Highway Maintenance

Because there is no contract in place, nor have any negotiations occurred with other municipalities or entities, to provide median and right-of-way mowing services on county trunk highways, is it premature to abolish 3.0 FTE Highway Maintenance Worker positions and replace them with 1.5 FTE Highway Maintenance Worker (Temporary) positions?

5300 Fleet Management

Given that no Request for Proposals has been drafted and vendor selected for contracting out administration and operation of fleet management for the County, how realistic are the anticipated third party costs for the second half of 2009?

Will a third party be sensitive to the time demands for certain county fleet equipment including snowplows and mowers?

How will the 10% fleet reduction program affect user departments? Will they have sufficient equipment or will they have the opportunity to replace the selected pieces in subsequent budgets?

5600 Milwaukee County Transit/Paratransit System

Federal formula funds of \$18,600,000 are again used to offset operating costs instead of maintenance costs (capitalized maintenance). This continues past history of drawing down the total amount of Federal funds available for future capital purchases. It is anticipated that in 2010, the amount of federal money available for capital purchases and capitalized maintenance will be exhausted. Is there a plan to move maintenance costs from Federal capitalized maintenance to tax levy or another funding source once this occurs?

6300 DHHS-Behavioral Health Division (BHD)

What is the anticipated impact of outsourcing BHD maintenance, housekeeping, dietary admissions/billing and targeted case management services on patient care, patient and staff safety and security, and staff morale?

The budget narrative assumes continuation of the provision of \$500,000 in funding from area hospitals for 16 crisis respite beds in Adult Crisis Services. Has the agreement with the hospitals been extended to assure this funding?

What is the impact on the BHD operating budget in 2009 of a decision to build a new BHD facility on the County Grounds or, alternately, of no decision on a new building, which could be tantamount to staying at the current BHD facility for the foreseeable future?

7200 DHHS-County Health Programs

The Budget seems to reflect the transition of the General Assistance Medical Program (GAMP) to the State BadgerCare Plus expansion program. Payments in 2009 for 2008 services are reduced, apparently reflecting this change, which presumably will

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have a full budget implementation in 2010. What impact will the change have on GAMP clients? Will the transition be seamless? What populations may potentially be excluded or negatively impacted? What recourse is there in the event the Federal Government does not approve a waiver for the inclusion of childless adults in BadgerCare?

7990 Department on Aging-Care Management Organization (CMO)

The Budget seems to assume a single Care Management Organization (CMO) within Milwaukee County, though there are indications the State would like more than one Family Care CMO option available to consumers in Milwaukee County. What would be the programmatic and fiscal impact on Family Care in Milwaukee County if there were a private Family Care CMO option in addition to the Department on Aging's Family Care CMO? Does the Department on Aging know what its 2009 capitation rate is, and how will it affect the 2009 Budget?

In a July 2007 report from DHHS and the Department on Aging to the Health and Human Needs Committee, an attachment included a section on planning which indicated a contract with a fiscal consultant would estimate costs and a projected capitation rate for the CMO, and analyze the financial risks of CMO expansion. Has this analysis been completed? If so, what were the results? Will the report be provided to the County Board?

8000 Department of Health and Human Services

Disabilities Services – Family Care

The Budget assumes the State will fully fund the cost of the Resource Center to comply with the State's requirement for certification. The Disabilities Services Division (DSD) Budget states that "funding from the State DHS is critical to success" of Family Care expansion. It is further stated that the budget assumes receipt of \$3.4 million additional revenue from the State in the first year of operation. With dramatic reductions in revenues in years 2 and 3, due to the loss of revenue from Medicaid Waiver programs, more State revenue would be needed to fund the Disability Resource Center (DRC). The Budget also states "the Department will continue to work to obtain full funding from the State and will develop alternatives if full funding for future years is not achieved." What are these alternatives, and what is their projected impact on the future viability of the Family Care program, including the DRC and Aging's Family Care CMO, as well as on the remaining operations of DSD? What has DSD heard so far from the State regarding its funding request?

Economic Support

Will outsourcing the DHHS-Economic Support Division's call center improve call wait times and customer service? Why haven't positions staffing the call center been filled?

In 2007, DHHS began an initiative to establish a team approach to addressing economic support caseloads, rather than have specific caseloads for individual

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workers. How has this approach been working? Are there plans to modify or change the approach?

Will IMPACT's 211 line be negatively affected by increased call volumes?

Delinquency & Court Services

The budget narrative for the Delinquency & Court Services Division states that an increase in State Division of Juvenile Corrections (DJC) charges for placing Milwaukee county juvenile in State institutions "is funded by a reduction in the amount of Youth Aids revenue for local juvenile justice services." How can a revenue reduction fund a cost increase? What is the net cost to the County?

What are latest projections for DJC and Child Caring Institution (CCI) placements and costs, based on most recent data?

Housing

What has been the experience to date in integrating housing programs with social services, as intended with the creation of the DHHS Housing Division?

9000 Department of Parks, Recreation and Culture

Major maintenance is virtually non-existent in this budget. Many Parks buildings and building systems will continue to deteriorate in 2009. Also, there will not be enough funding available for emergency repairs.

How will the cuts to departmental staff, primarily in the areas of Park maintenance and marketing/sales, affect the quality of the parks and the ability of the department to achieve its revenue targets? What will be the impact of losing permanent parks maintenance workers along with their experience and collective institutional memory? How will union "bumping" rights resulting from the abolishment of skilled trades positions in the Department of Property Management impact Parks?

The budget eliminates both Community Center Director positions, and the creation of a Community Center Supervisor that will result in the sharing of management for the King and Kosciuszko Community Centers. Can the Parks Department and the communities adjacent to the centers sustain the loss of staffing at these two centers, as recreational programming is important to the health and welfare of the youth and elderly in those areas?

Is the addition of 1.0 FTE Clerical Specialist (HR) NR sufficient to assist in the training of additional seasonal workers?

The revenue targets increase by \$1,149,853 for 2009, based upon significant increases in the cost of golf rounds and marina fees. The high cost of golf and marina fees, particularly in this economy, as well as unknown weather conditions, are likely to lead to lower revenues.

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9500 Zoological Department

What will be the impact on Zoo admissions, and the ability to achieve direct revenues, budgeted at an additional \$1,042,121, given a \$1.00 increase in all admission rates and shortened/varied hours?

9910 University of Wisconsin Extension - Milwaukee County

Rent continues to be budgeted at \$3.00/square foot, which is insufficient for rental of any space other than Roosevelt School in West Allis, from where the Extension is moving.

SECTION 5
2009 RECOMMENDED CAPITAL IMPROVEMENTS BUDGET – OVERVIEW

Highways and Bridges (WH)

WH001 Traffic Hazard Elimination Program

WH001091 Expenditure \$339,250
Revenue Reimbursement: \$304,425 of Federal funds.
Investment Earnings: \$500
Net County Commitment: \$34,325 to be financed with general obligation bonds.

This appropriation will provide funding for the construction phase of traffic signal interconnection, communication equipment, signage, pedestrian enhancements, system hardware and traffic signal coordination along West Hampton Avenue from North 60th St. to North 124th St. in the City of Milwaukee.

WH002 Congestion Mitigation Air Quality (CMAQ) Program

WH002011 Expenditure \$502,700
Revenue Reimbursement: \$400,000 of Federal funds.
Investment Earnings: \$1,500
Net County Commitment: \$101,200 to be financed with general obligation bonds and of investment earnings.

This appropriation will provide funding for an improved communications network to reduce congestion and emissions within Milwaukee County Trunk Highway (CTH) corridors.

Using the State's fiber optic network, the County will connect its signaling system with its master traffic control computer, alleviating the need for the County to construct its own communication lines through the (CTH) system.

Funding in 2009 will allow for basic planning and design of traffic signal interconnection, communication equipment, system hardware and traffic signal coordination along West Good Hope Road, North Port Washington Road, West Silver Spring Drive, West Hampton Avenue, West Oklahoma Avenue, West Layton Avenue, South 76th Street, West College Avenue, West Rawson Avenue and South 13th Street.

WH010 County Highway Action Program

WH010073 Expenditure: \$1,674,300
WH010173 Revenue Reimbursement: \$880,000 of Federal funds and \$250,000 of State funds
WH010182 Investment Earnings: \$7,900
Net County Commitment: \$536,400 to be financed with general obligation bonds.

This appropriation will provide funding for the right-of-way phase for the South 13th Street (West of Rawson Avenue to West College Avenue) project, the right-of-way phase for the South 76th Street (West Puetz to West Imperial Drive) project and roadway construction and signal improvements on the West Hampton Avenue (Hwy 100 to North 1214th Street) project.

WH030
WH030162

Bridge Replacement Program

Expenditure: \$301,600
Revenue Reimbursement: \$240,000 in Federal funds
Investment Earnings: \$900
Net County Commitment: \$60,700 to be financed with general obligation bonds.

Construction of the West Oklahoma Avenue Bridge over the Honey Creek in West Allis will continue with this appropriation.

WH080
WH080032

Bridge Rehabilitation Program

Expenditure: \$1,005,400
Revenue Reimbursement: \$800,000 in Federal funds.
Investment Earnings: \$3,000
Net County Commitment: \$202,400 to be financed with general obligation bonds.

Funds are budgeted for the construction phase of the Lake Park Bridge over the Lake Park Drainage Ravine.

WH082
WH082013

National Highway System (NHS)

Expenditure: \$201,100
Revenue Reimbursement: \$160,000 in Federal revenue and \$20,000 in Local revenue
Investment Earnings: \$600
Net County Commitment: \$20,500 to be financed with general obligation bonds.

This appropriation will cover the cost of the right-of-way phase of the East College Avenue (South Howell Avenue to South Pennsylvania Avenue) project.

WH083
WH083012
WH083032

West Silver Spring Drive

Expenditure: \$5,912,400
Revenue Reimbursement: \$3,680,000 in Federal revenue and \$600,000 in State Revenue
Investment Earnings: \$23,400
Net County Commitment: \$1,609,000 to be financed with general obligation bonds.

This appropriation will provide funding for Phase I of the West Silver Spring Drive roadway, traffic safety improvements and bridge rehabilitation (over the Little Menomonee River) construction project.

WH086 **West Good Hope Road**
WH08601 2/3 Expenditure: \$8,305,400
WH086022 Revenue Reimbursement: \$1,673,000 in Federal revenue and \$2,530,690 in
WH086032 State revenue
Investment Earnings: \$59,000
Net County Commitment: \$4,042,710 to be financed with general obligation
bonds.

Funding for Phase III of the Good Hope Road reconstruction project will be used for the basic planning, design, construction and right-of-way. It will also be used for rehabilitation of the eastbound and westbound bridges that carry Good Hope Road over the Little Menomonee River and intersection improvements at Good Hope Road and 91st Street.

Mass Transit (WT)

WT014 **Bus Radio System Upgrades at MCTS Dispatch Office**
Expenditure: \$1,619,600
Revenue Reimbursement: \$1,280,000 in Federal funds
Investment Earnings: \$4,700
Net County Commitment: \$334,900 to be financed with general obligation
bonds.

This appropriation will provide funds for the purchase and installation of bus radio system upgrades in the MCTS dispatch office. Funding will be further used to purchase a new Computer Aided Dispatch and Automated Vehicle Location system and five Motorola CentraCom II radio consoles used in dispatch for voice communications. The console units are no longer manufactured and parts are no longer available. Also, they are not interoperable with the Milwaukee County Sheriff dispatch.

WT031 **Replacement of Air Conditioning Unit at the MCTS Administration Building**
Expenditure: \$456,900
Revenue Reimbursement: \$360,000 in Federal funds
Investment Earnings: \$1,400
Net County Commitment: \$95,500 to be financed with general obligation
bonds.

Funds for this appropriation will be used for design and equipment to replace the entire air handling/conditioning system at the MCTS Administration Building.

WT039 **Diesel Pump and Piping Replacement at the Kinnickinnic Operating Garage**
Expenditure: \$578,100
Revenue Reimbursement: \$456,000 in Federal funds
Investment Earnings: \$1,700

Net County Commitment: \$120,400 to be financed with general obligation bonds.

This appropriation will be used to replace the diesel pump, underground storage tank, piping system and oil/water separator at the Kinnickinnic Operating Garage.

WT305 Roof Replacement at the MCTS Administration Building

Expenditure: \$253,400

Revenue Reimbursement: \$200,000 in Federal funds

Investment Earnings: \$800

Net County Commitment: \$52,600 to be financed with general obligation bonds.

Funds for this appropriation will be used for the design and construction of the roof replacement at the MCTS Administration Building. The current roof is 23 years old and has reached the end of its useful life. Damage to the interior of the building has already occurred.

Airports (WA)

WA044 GMIA Inline Baggage Screening – Phase II Design (TSA Screening Area and Conveyor System)

Expenditure: \$2,815,000

Revenue Reimbursement: \$0

Net County Commitment: \$2,815,000 in Passenger Facility Charge backed General Airport Revenue Bonds.

Funds will be used for the design of Phase II of the Inline Baggage Security Screening project at GMIA to reduce substantial congestion and inefficiencies in both the Transportation Security Administration (TSA) and GMIA ticketing operations. Previous appropriations of \$14,862,130 have been provided for the Phase I design and construction of this project.

While this entire project continues to be eligible for Federal TSA funding, none was available for Phase I and there are no TSA funds available for Phase II. Therefore, funding will be provided from the County's PFC program. A program amendment is necessary, which the Airport plans to submit in early 2009 for Phase II construction funding.

WA072 LJT Airfield Pavement Rehabilitation

Expenditure: \$277,000

Revenue Reimbursement: \$261,250 in Airport Improvement Program entitlement and Federal block grant funds and \$6,875 in State funds.

Net County Commitment: \$8,875 in airport reserves.

This appropriation will include repaving a part of the North Fixed Base Operator apron and a portion of Taxiway A not previously rehabilitated.

- WA090 **Firehouse Roof Replacement**
 Expenditure: \$351,000
 Revenue Reimbursement: \$0
 Net County Commitment: \$351,000 in Airport reserves.
- Funding for this appropriation will be used for the design and construction of a new roof on the GMIA Firehouse. The existing roof is approximately 29 years old and has never been replaced.
- WA091 **GMIA Terminal Mall Public Restroom Renovation - Construction**
 Expenditure: \$1,434,550
 Revenue Reimbursement: \$0
 Net County Commitment: \$1,434,550 in Passenger Facility Charge revenue.
- Project funds will be used to design and construct renovations to the GMIA Terminal Mall public restrooms. The restrooms are aging and the wall coverings, floor and countertops have deteriorated significantly due to extensive use and damage.
- WA094 **GMIA Runway Safety Area Improvement – Runways L-9R and 7R-25L-Construction**
 Expenditure: \$13,221,000
 Revenue Reimbursement: \$9,897,000 in Federal revenue, \$1,649,500 in State revenue
 Net County Commitment: \$1,674,500 in Passenger Facility Charge revenue.
- Funds are included for construction of Runway Safety Area (RSA) Improvements for runways 1L19R and 7R-25L at GMIA. The Federal Aviation Administration conducted RSA evaluations for all of GMIA’s runways and determined that the ends of three runways (1L, 7R-25L and 13-31), with their respective topographical features, did not meet the current FAA RSA standards. The FAA then ordered action to be taken by GMIA to modify these runway ends to provide compliance with its current safety standards. This ordered action is part of a nationwide effort to bring all deficient RSAs of commercial service airports into compliance with current design standards by 2015.
- WA100 **GMIA Security System Fiber Optic Infrastructure Replacement - Construction**
 Expenditure: \$1,503,000
 Revenue Reimbursement: \$1,118,250 in Federal revenue and \$186,375 in State revenue
 Net County Commitment: \$198,375 in Passenger Facility Charge revenue.
- This appropriation is budgeted for the Phase I design and construction of the Security Fiber Optic Infrastructure Replacement project. The fiber infrastructure planned for installation in 2009 and 2010 is needed so that any newer security equipment can be installed to replace obsolete equipment.

- WA104 **GMIA Southside Trituration Building – Construction**
 Expenditure: \$461,000
 Revenue Reimbursement: \$0
 Net County Commitment: \$461,000 in Airport reserves.
- Funding for this project includes the construction of a new stand-alone decorative block building to serve as a drive-thru facility for disposal of aircraft sanitary waste from airline lavatory trucks and carts. It will be built complete with heavy duty, high-speed overheads doors with in-pavement vehicle sensing for automatic operation. The existing Trituration room is difficult to access and inefficient to use.
- WA108 **GMIA Terminal HVAC Equipment Replacement**
 Expenditure: \$1,764,000
 Revenue Reimbursement: \$0
 Net County Commitment: \$ 1,764,000 in General Airport Revenue Bonds.
- Funds are included for the replacement of nine HVAC units. The balance of the planned HVAC equipment replacement work will be completed in 2010.
- WA122 **GMIA Airfield Pavement Rehabilitation**
 Expenditure: \$858,000
 Revenue Reimbursement: \$637,500 in Federal funds, \$106,250 in State revenue
 Net County Commitment: \$114,250 in Passenger Facility Charge revenue.
- Funds are included for the airfield pavement rehabilitation project, which includes concrete pavement joint repair and asphalt shoulder seal-coating. This work is needed to maintain the condition of road and taxiways on airport property.
- WA123 **GMIA Airfield Safety Improvements**
 Expenditure: \$494,000
 Revenue Reimbursement: \$367,500 in Federal funds and \$61,250 in State funds
 Net County Commitment: \$65,250 in Passenger Facility Charge revenue.
- The Federal Aviation Administration (FAA) is requiring more safety related features and aids on the airfield runways and taxiways. Therefore, the 2009 appropriation will provide for the replacement of the high speed taxiway turn-off lighting on Taxiways M and S as well as a budget allowance to provide for any new FAA directives or initiatives required to be implement in the 2009 budget year.
- WA133 **GMIA Concourse D Hammerhead Restroom Renovation - Design**
 Expenditure: \$221,000
 Revenue Reimbursement: \$0.
 Net County Commitment: \$221,000 in Passenger Facility Charge revenue.

Funds are included for design of three sets of new restrooms located on the Concourse D Hammerhead. The restrooms are showing significant signs of aging and do not fully comply with the current Americans with Disabilities Act standards. Construction will occur in 2010.

WA134

GMIA Perimeter and ARFF Road Reconfiguration - Design

Expenditure: \$225,000

Revenue Reimbursement: \$168,000 in Federal funds and \$28,000 in State funds.

Net County Commitment: \$29,000 in Passenger Facility Charge revenue.

Funds are included for design of the Perimeter and Aircraft Rescue and Fire Fighting (ARFF) road reconfiguration project. FAA will no longer allow ARFF roads to have direct connection to any runways for safety reasons. Therefore, the existing ARFF and runway access roads will need to be relocated to adjoining taxiways or other perimeter roadways. Construction is expected to occur in 2010.

WA137

GMIA Operations Control Center Renovation

Expenditure: \$556,000

Revenue Reimbursement: \$0

Net County Commitment: \$556,000 in Passenger Facility Charge revenues.

A report completed by Bloom Companies, LLC assessed the conditions and needs of the GMIA Operation Control Center. It indicated that the Operations Control Room is in need of renovation due to thermal discomfort issues, broken infrastructure components, worn finishes and ad hoc alterations over time. As a result, this appropriation will fund improvements to the heating, ventilation and air conditioning system, windows, lighting and control room improvements.

WA139

GMIA Redundant Main Electric Service Feed - Design

Expenditure: \$321,000

Revenue Reimbursement: \$0

Net County Commitment: \$321,000 in Passenger Facility Charge revenue.

This appropriation will be used for the design of a separate electrical feeder line for the electric power service and distribution system at GMIA through which the majority of the electrical feeds into the GMIA Terminal Building are routed via a common underground duct bank and manhole system. In July 2007, the electrical and distribution system set-up contributed to the loss of power to the terminal when a feeder cable shorted after a fire started that damaged other feeds in the manhole.

This project will provide a second two-line electric power service from WE Energies to serve the Terminal Building from a different location than the service feeds currently entering the northwest side of the terminal. WE Energies will extend the two-line system from which they now serve the field lighting regulator building to the south side of the Terminal Building.

This project will improve the reliability and continuity of electric power service through the terminal facility by installing redundant feeders from the new alternate source into the six distributions facilities existing throughout the Terminal.

WA140 **GMIA Parking Structure 6th Floor Waterproofing Membrane Installation**

Expenditure: \$761,250

Revenue Reimbursement: \$0

Net County Commitment: \$761,250 in General Airport Revenue Bonds.

An inspection conducted in the spring of 2008 revealed that a waterproofing membrane is needed on the sixth floor of the GMIA parking structure in order to protect the slab's embedded reinforcing steel from the penetration of water and salt carried into the structure by vehicles. The slab is beginning to spall and rust. This appropriation will allow for the design and installation of a new waterproofing membrane.

WA141 **GMIA Administration Building Ground Floor Elevator - Design**

Expenditure: \$184,000

Revenue Reimbursement: \$0

Net County Commitment: \$184,000 in Passenger Facility Charge revenue.

This appropriation is budgeted for the design phase of a ground floor elevator to provide ADA access from the Administration Building's ground level to its second level and the Concourse C Connector. The Transportation Security Administration is a tenant on the west end of the first floor of the Administration Building and has cited a need for elevator access to the concourse level from their leased space on the ground floor.

WA143 **GMIA Cargo Ramp Gate 3D Access Control Security**

Expenditure: \$270,000

Revenue Reimbursement: \$202,500 in Federal revenue and \$33,750 in State revenue.

Net County Commitment: \$33,750 in Passenger Facility Charge revenue.

This appropriation will fund an initial extension of the security system to Gate 3D located between the two airfreight buildings at the cargo facility. No security system exists in the airport's air cargo facilities thereby requiring security and control of access to the ramp and airfield by the cargo facility tenants.

WA144 **GMIA Terminal South Escalator Reorientation - Design**

Expenditure: \$198,000

Revenue Reimbursement: \$0

Net County Commitment: \$198,000 in Airport reserves.

Severe congestion occurs at the entrance of the E Concourse security checkpoint as a result of its recent expansion. Funding for this project will provide a design to reorient the escalators with travel up from the Ticketing

level to the Terminal Mall in a northerly direction. Construction is expected in 2011.

Environmental Services (WV)

WV009 Countywide Sanitary Sewer Repairs

Expenditure: \$517,400

Revenue Reimbursement: \$0

Investment Earnings: \$7,400

Net County Commitment: \$510,000 to be financed by general obligation bonds.

In 2004, Milwaukee County received a Notice of Violation/Notice of Claim from the Wisconsin Department of Natural Resources stating that they believed Milwaukee County to be in violation of the general permit for “Bypasses or Overflows from Sewage Collection Systems.”

The State Attorney General’s Office sent a proposed stipulation to the County that requires specific actions in order to avoid sanctions. Milwaukee County and 28 other municipalities worked jointly with the Attorney General to finalize an agreed upon stipulation. As a result, Milwaukee County worked to comply with the order including the creation of a sanitary sewer database and inspection of manholes and pipes. Rehabilitation of deficiencies identified in the Sanitary Sewer Evaluation Survey is required to be completed by the end of 2009.

Parks, Recreation and Culture (WP)

Pilot Project for Holistic Capital Approach

This is a new capital initiative that will be more fully developed in 2010 and future years. The goal is to implement improvements to entire buildings and sites in order to more efficiently and effectively address the County’s backlog of capital improvements. Dineen and Lincoln Parks are the selected candidates for piloting the holistic capital approach project. Upon completion of the Schulz Aquatic Center capital improvements, the remaining building and site capital and major maintenance improvements will focus on the Announcer’s Booth, Bathhouse, Comfort Station, Ball Diamond, Emil Blatz Recreation Building, Pump Building, Park Service Building, Picnic Shelter/Comfort Building, tennis courts, walkways and parking lots.

WP057 Dog Park Phase II

Expenditure: \$248,400

Revenue Reimbursement: \$0

Investment Earnings: \$3,600

Net County Commitment: \$244,800 to be financed by general obligation bonds.

Two to three dog exercise areas will be constructed with this appropriation. The specific sites will be reviewed in public information meetings. Maintenance of the dog exercise areas will include weekly mowing of the

paths and common areas and placement of wood mulch on the heavily worn paths. Lighting, restrooms and park shelters would not be included.

Funding for maintenance will be generated from the sale of daily and annual dog permits.

WP069

County-Wide Playground Replacement Program

Expenditure: \$1,904,400

Revenue Reimbursement: \$0

Investment Earnings: \$27,200

Net County Commitment: \$1,877,200 to be financed with general obligation bonds.

This appropriation will allow for the replacement of ten of eleven playgrounds with a condition rating of “D+” and lower. The condition ratings were completed in a reassessment submitted to the County Board in July 2003. The playgrounds that will be replaced include Baran, West Milwaukee, Froemming, Scout Lake, Armour, McCarty, Wyrick, King Center, Mitchell and Atkinson.

WP105

David Schulz Aquatic Center at Lincoln Park

Expenditure: \$5,368,400

Revenue Reimbursement: \$0

Investment Earnings: \$76,400

Net County Commitment: \$5,292,000 to be financed with general obligation bonds.

Funding is appropriated for continued construction of the new David Schulz Aquatic Center. Construction includes a zero depth to 5-foot pool, lazy river, enclosed tube waterslide, body waterslide, diving well, lap lanes and interactive water toys. A portion of the Blatz Pavilion will be renovated to provide a concession kitchen, lifeguard locker rooms and administrative offices.

WP167

Parks Countywide Restroom Renovation Program

Expenditure: \$559,400

Revenue Reimbursement: \$0

Investment Earnings: \$8,000

Net County Commitment: \$551,440 to be financed with general obligation bonds.

Based on an inspection and evaluation conducted by the Parks Department in 2008, eleven of 144 restrooms received a failing grade. These restrooms were defined as needing immediate attention and not fit for public use. With this appropriation, six of the eleven restrooms will be renovated including Clarke Square, Juneau, South Shore, Tippecanoe, Saveland and Simmons Field (baseball field).

Milwaukee Public Museum (WM)

WM005 **Museum Air Handling and Piping Replacement – Phase 2**
Expenditure: \$853,700
Revenue Reimbursement: \$0
Investment Earnings: \$12,200
Net County Commitment: \$841,500 to be financed with general obligation bonds.

This appropriation will be used to complete the installation of a new 100-ton chiller serving the exhibition and artifact storage areas of the museum.

WM009 **Milwaukee Public Museum Roof Replacement Planning and Design**
Expenditure: \$121,900
Revenue Reimbursement: \$0
Investment Earnings: \$1,800
Net County Commitment: \$120,100 to be financed with general obligation bonds.

This appropriation will be used to fund the investigation, planning and design of the replacement roofs at the Milwaukee Public Museum. The roof experiences leaks in various areas of the building.

Zoo (WZ)

WZ014 **Zoo Infrastructure Improvements**
Expenditure: \$639,953
Revenue Reimbursement: \$0
Investment Earnings: \$9,400
Net County Commitment: \$630,553 to be financed with general obligation bonds.

Projects for 2009 include:

Project Name	Project Cost
Primate House Roof Replacement	\$ 338,000
Family Farm Transformer	\$ 67,917
Goat Barn Transformer	\$ 48,718
Australian Building Roof Repairs	\$ 120,000
Drive In Admission Booth Transformer	\$48,718
Total Cost	\$623,353

WZ029 **Zoo Special Exhibit Building Metal Roof Replacement**
Expenditure: \$368,577
Revenue Reimbursement: \$0
Investment Earnings: \$5,300
Net County Commitment: \$363,277 to be financed with general obligation bonds.

This appropriation will be used to replace the metal roof on the Zoo's Special Exhibit Building, which is at the end of its useful life.

WZ601

Point of Sale System

Expenditure: \$1,026,700

Revenue Reimbursement: \$0

Investment Earnings: \$14,700

Net County Commitment: \$1,012,000 to be financed with general obligation bonds.

This appropriation will be used to replace and improve the current Point of Sale system. Register response time is slow resulting in customer delays. Equipment failure is common and creates a strain Zoo operations. With the new equipment, visitors will have the ability to purchase tickets on line.

DHHS-Behavioral Health Division (WE)

WE028

Replace Nurse Call System

Expenditure: \$167,696

Revenue Reimbursement: \$0

Investment Earnings: \$2,400

Net County Commitment: \$165,296 to be financed with general obligation.

An appropriation of \$167,696 is budgeted, including \$4,400 in capitalized interest, to replace the nurse call systems in patient units in the Behavioral Health Division-Psychiatric Hospital. The 2009 appropriation is the third year of a four-year improvement program.

Department of Health and Human Services (WS)

WS029

Washington Park Senior Center-Cooling Tower Replacement

Expenditure: \$47,188

Revenue Reimbursement: \$0

Investment Earnings: \$700

Net County Commitment: \$46,488 to be financed with general obligation bonds.

An appropriation of \$47,188 is budgeted, including \$1,300 in capitalized interest for construction to replace the Washington Park Senior Center cooling tower.

WS030

Washington Park Senior Center-Replace Fire Alarm

Expenditure: \$335,700

Revenue Reimbursement: \$0

Investment Earnings: \$4,800

Net County Commitment: \$330,900 to be financed with general obligation bonds.

An appropriation of \$335,700 is budgeted, including \$8,700 in capitalized interest, for design and construction to replace the fire alarm system in the Washington Park Senior Center.

WS032

Replace Coggs Center Variable Air Volume Boxes

Expenditure: \$854,962

Revenue Reimbursement: \$0

Investment Earnings: \$12,200

Net County Commitment: \$842,762 to be financed with general obligation bonds.

An appropriation of \$854,962 is budgeted, including \$22,200 in capitalized interest, for design to replace the heating, ventilation and air conditioning (HVAC) systems throughout the Marcia P. Coggs Human Services building.

County Grounds (WG)

WG012

Million-Gallon Waterspheroid (190' TCL) Tank

Expenditure: \$444,600

Revenue Reimbursement: \$0

Investment Earnings: \$6,400

Net County Commitment: \$438,200 to be financed with general obligation bonds.

This appropriation will fund the planning and design of a third Waterspheroid Tank on the Milwaukee County Grounds. A recent analysis of the two existing water tanks concluded that, after 2010, projected average daily demand would exceed the current 1,500,000 gallons of available elevated storage. Storage capacity of the new tank would be 1,000,000 gallons. Charges must follow the policies of the State Public Service Commission.

Courthouse Complex (WC)

WC013

CJF Pod Workstation Replacement

Expenditure: \$205,400

Revenue Reimbursement: \$0

Investment Earnings: \$3,000

Net County Commitment: \$202,400 to be financed with general obligation bonds.

This project will provide for the design work for the replacement of workstations within the Criminal Justice Facility (CJF). The workstation is the control center for all inmate cells within a pod. The existing workstations have been in heavy use for sixteen years and are beyond repair.

WC023 **Courthouse Complex Automation & Access Control Upgrade**
Expenditure: \$804,916
Revenue Reimbursement: \$0
Investment Earnings: \$11,500
Net County Commitment: \$793,416 to be financed with general obligation bonds.

This appropriation will replace the existing card access system at the Milwaukee County Courthouse Complex, Children’s Court Building, West Wells Street Building, County Maintenance Building and the Criminal Justice Facility. This project is intended to replace outdated card access systems and relocate the Security Management Server to the Courthouse from the County Maintenance Building.

WC025 **Courthouse Restroom Renovation**
Expenditure: \$258,700
Revenue Reimbursement: \$0
Investment Earnings: \$3,700
Net County Commitment: \$255,000 to be financed with general obligation bonds.

This appropriation will update three restrooms on the north end of the sixth floor of the Courthouse to help meet current building codes and ADA standards. Remaining restrooms that are in need of updating are on the fifth, sixth and seventh floors of the Courthouse.

WC027 **Courthouse Light Court Window Replacement**
Expenditure: \$346,000
Revenue Reimbursement: \$0
Investment Earnings: \$5,000
Net County Commitment: \$341,000 to be financed with general obligation bonds.

This appropriation continues the effort to replace original light court windows in the Courthouse. This will help provide better insulation from the elements and reduce energy use. The total project cost for eight light courts is \$2.4 million and will be phased over several years.

WC042 **CJF – Install Doors and Plumbing in Pod 3D Cells.**
Expenditure: \$102,700
Revenue Reimbursement: \$0
Investment Earnings: \$1,500
Net County Commitment: \$101,200 to be financed with general obligation bonds.

This project will provide for the planning and design of updated security doors and pipes for sewer and water for toilets and sinks. The total project cost is estimated at \$1 million and is tentatively scheduled for construction in 2010.

WC057 **Court Room Bullet Resistant Glass Wall**
Expenditure: \$246,200
Revenue Reimbursement: \$0
Investment Earnings: \$3,600
Net County Commitment: \$242,600 to be financed with general obligation bonds.

This appropriation will begin the installation of bullet resistant glass in misdemeanor courtrooms. All felony courtrooms have installed these walls to help provide additional safety for courtroom participants and spectators.

WC060 **CJF Pod 4D Tamper Resistant Recreation Cells**
Expenditure: \$152,800
Revenue Reimbursement: \$0
Investment Earnings: \$2,200
Net County Commitment: \$150,600 to be financed with general obligation bonds.

This appropriation will provide tamper resistant recreation cells for inmates who deface sprinkler heads in regular cells. This will help alleviate problems related to recurring flooding of cells.

WC063 **CJF Cell Toilet Flushing Control System**
Expenditure: \$328,600
Revenue Reimbursement: \$0
Investment Earnings: \$4,700
Net County Commitment: \$323,900 to be financed with general obligation bonds.

This appropriation will convert the toilet flush control system in approximately 192 cells in the CJF to give officers control over the flushing intervals, flushing frequencies and flushing shutoff. The goal is to eliminate deliberate attempts by inmates to multiple flush and cause flooding, as well as flush foreign objects into the sewer.

House of Correction (WJ)

WJ010 **Kitchen Equipment Replacement**
Expenditure: \$308,000
Revenue Reimbursement: \$0
Investment Earnings: \$4,400
Net County Commitment: \$303,600 to be financed with general obligation bonds.

This is the second year of a two-year replacement plan for kitchen equipment at the HOC and CJF. This project allows for the purchase of one dish machine and a combi thermal oven for one the five kitchens at HOC, and a dish machine at the CJF. Funding for equipment replacement in 2008 was \$129,800.

WJ014 **Replace Hot Water Heater**
Expenditure: \$77,000
Revenue Reimbursement: \$0
Investment Earnings: \$1,100
Net County Commitment: \$75,900 to be financed with general obligation bonds.

The current hot water heater performs poorly and requires parts and maintenance services that approach replacement costs. This capital project replaces the existing unit with a new unit from a different manufacturer.

WJ031 **Laundry Equipment Replacement**
Expenditure: \$164,782
Revenue Reimbursement: \$0
Investment Earnings: \$2,400
Net County Commitment: \$162,382 to be financed with general obligation bonds.

Laundry equipment at the HOC needs to be replaced due to the workload associated with an institution of its size. This is the third year of a three-year replacement schedule with a total project cost of \$669,472. The planned purchase in 2008 of two washers has been delayed until 2009 due to an issue with the manufacturer. In 2008, an appropriation transfer advanced the planned 2009 purchase of two dryers to 2008.

WJ049 **HOC Infrastructure Improvements**
Expenditure: \$88,400
Revenue Reimbursement: \$0
Investment Earnings: \$1,400
Net County Commitment: \$87,000 to be financed with general obligation bonds.

This ongoing appropriation for infrastructure improvements at the HOC aims to replace the roof at the Adult Correctional Center (ACC) North Kitchen (\$39,100) and the ACC North Dish room ceiling (\$49,300). Costs for 2010 infrastructure improvements at the HOC are anticipated to be \$256,000.

WJ052 **Replace Water Pipe North Building**
Expenditure: \$129,100
Revenue Reimbursement: \$0
Investment Earnings: \$1,900
Net County Commitment: \$127,200 to be financed with general obligation bonds.

This is the first year of an expected two-year project to replace antiquated and leaking pipes that are disrupting inmate housing. The total two-year project cost is \$254,100.

WJ053 **Replace Toilets in C2 Dorm**
Expenditure: \$64,200
Revenue Reimbursement: \$0
Investment Earnings: \$1,000
Net County Commitment: \$63,200 to be financed with general obligation bonds.

This is the first year of a planned eight-year toilet replacement schedule to bring the ACC facility up to code. Total project costs are projected at \$489,200.

Other County Agencies (WO)

WO029 **Milwaukee County Historical Society Renovation**
Expenditure: \$3,121,700
Revenue Reimbursement: \$1,198,240 in private donations.
Investment Earnings: \$27,400
Net County Commitment: \$1,896,060 to be financed with general obligation bonds.

This is the fourth and final phase of the renovation project and will address both mechanical and functional issues. Electrical, HVAC and plumbing replacement as well as structural improvements are needed to meet building code requirements.

WO030 **Countywide Access Road Improvement Program**
WO03018 Expenditure: \$520,800
Revenue Reimbursement: \$0
Investment Earnings: \$7,600
Net County Commitment: \$513,200 to be financed with general obligation bonds.

Roadway and parking lot projects are now consolidated into one project managed by the Department of Transportation and Public Works. Funds for this appropriation will be used for initial reconstruction of the Estabrook Parkway Drive, which is among the worst rated in the countywide system.

WO038 **Marcus Center HVAC**
Expenditure: \$613,900
Revenue Reimbursement: \$0
Investment Earnings: \$8,800
Net County Commitment: \$605,100 to be financed with general obligation bonds.

This will be the first phase of a five-year (2009-2013) replacement of five major air handling systems serving the Marcus Center. The 2009 appropriation allocates \$99,000 for a study that will analyze all HVAC units in order to create a priority schedule of replacement and the remaining \$499,000 is allocated for the replacement of one HVAC unit.

WO057 **Wil-O-Way Storage Room Addition**
Expenditure: \$63,700
Revenue Reimbursement: \$0
Investment Earnings: \$1,000
Net County Commitment: \$62,700 to be financed with general obligation bonds.

An appropriation of \$63,700 is budgeted, including \$1,700 in capitalized interest, for the construction of a storage room at the Wil-O-Way Grant Recreation Center.

WO059 **Wil-O-Way Grant Roof**
Expenditure: \$98,253
Revenue Reimbursement: \$0
Investment Earnings: \$1,500
Net County Commitment: \$96,753 to be financed with general obligation bonds.

An appropriation of \$98,253 is budgeted, including \$2,600 in capitalized interest, for replacement of the Wil-O-Way Grant Roof.

WO060 **Countywide Access Road Improvement Program**
WO06004 Expenditure: \$98,600
Revenue Reimbursement: \$0
Investment Earnings: \$1,500
Net County Commitment: \$97,100 to be financed with general obligation bonds.

Previously, individual departments requested various roadway and parking lot projects. They are now consolidated into one project to be managed by the Department of Transportation and Public Works. The highest priority projects, per DTPW evaluation, are recommended for funding each year.

This project appropriates funding for the reconstruction of the pavement area in Dineen Park that is located between the splash pads and the parking lot. In keeping with the Pilot Project for Holistic Capital Approach, the parking lot would be reconstructed in 2010. Dineen and Lincoln Parks are the two parks included in the pilot project.

WO061 **Root River Parkway Drive-76th to Grange**
Expenditure: \$154,200
Revenue Reimbursement: \$0
Net County Commitment: \$154,200 to be financed with general obligation bonds.

Previously, individual departments requested various roadway and parking lot projects. They are now consolidated into one project to be managed by the Department of Transportation and Public Works. This project provides funding for the design phase of the Root River Parkway Drive reconstruction.

WO062

Additional Capacity for Public Safety Radio System

Expenditure: \$231,000

Revenue Reimbursement: \$0

Investment Earnings: \$3,300

Net County Commitment: \$227,700 to be financed with general obligation bonds.

IMSD seeks to convert one digital frequency to a data channel and migrate a current data channel to a voice channel for Milwaukee County Transit System voice traffic. This migration will build needed bandwidth capacity for first responders to prevent busy signals during crises.

WO063

Electronic Vote Tabulator System

Expenditure: \$198,900

Revenue Reimbursement: \$0

Investment Earnings: \$2,900

Net County Commitment: \$196,000 to be financed with general obligation bonds.

This project will enable instant tabulation of election results in the Election Commission office from 18 municipalities (the City of Milwaukee currently uses a similar system). Instant tabulation will allow ready public and media access to election returns.

WO112

Fleet Equipment Acquisition

Expenditure: \$3,838,800

Revenue Reimbursement: \$0

Investment Earnings: \$13,200

Net County Commitment: \$900,600 to be financed with general obligation bonds, and \$2,925,000 in Passenger Facility Charge revenue.

This appropriation is budgeted for replacement equipment. The actual general Fleet equipment purchased in 2009 will be based on the highest priority items identified by Fleet Management in cooperation with the using Departments.

When purchasing vehicles or equipment for replacement, departments are required to turn in a comparable piece of equipment, as identified by the Director of Fleet Management, for each unit that is replaced. Any department wishing to retain old equipment, as spares or extra pieces, must obtain prior authorization from the County Board. All costs associated with the repair, maintenance and management of these units is the sole responsibility of the using department.

Departments requesting new and additional vehicles or equipment must make such a request in their budget so as to justify program needs and receive County Board approval.

Equipment to be purchased with the 2009 appropriation is as follows: (Airport) 1 rescue truck, 2 patrol trucks (single), 2 patrol trucks (single 4x4),

4 plow upgrades, 2 wheel loaders 2 snow blowers and (Sheriff) 10 squad sedans.

WO205 **Fiscal Monitoring System**

Expenditure: \$150,000

Revenue Reimbursement: \$0

Investment Earnings: \$0

Net County Commitment: \$150,000 to be cash financed with sales tax revenue.

This appropriation will pay for consultant services for programming and other needs to promote the efficiency and effectiveness of fiscal budgeting, analysis and reporting.

WO422 **In Squad Cameras – Vision Hawk Digital**

Expenditure: \$195,100

Revenue Reimbursement: \$0

Investment Earnings: \$2,800

Net County Commitment: \$192,300 to be financed with general obligation bonds.

This is the second year of a three-year project to install 64 digital cameras and image storage hardware in squad cars. For 2009, 21 cameras and corresponding image storage will be purchased. Similar bonding will be required in 2010 for a total project cost of \$590,800.

WO601 **Countywide Technical Infrastructure Improvements**

Expenditure: \$210,500

Revenue Reimbursement: \$0

Investment Earnings: \$3,100

Net County Commitment: \$207,400 to be financed with general obligation bonds.

The technical improvement project is an ongoing capital program. For 2009, this project replaces data storage devices and seven network switches. For 2010, capital costs are projected at \$240,000.

WO605 **Children’s Court Phone System Replacement and Roebles Phone System Installation**

Expenditure: \$431,200

Revenue Reimbursement: \$0

Investment Earnings: \$6,200

Net County Commitment: \$425,000 to be financed with general obligation bonds.

An appropriation of \$431,200 is budgeted, including \$11,200 in capitalized interest, for replacement of obsolete phone systems at the Children’s Court Center and Roebles Building.

WO606 **Rewire County Facilities**

Expenditure: \$185,300

Revenue Reimbursement: \$0
Investment Earnings: \$2,700
Net County Commitment: \$182,600 to be financed with general obligation bonds.

This project supports the District Attorney's efforts to manage cases and track defendants through the PROTECT case management system. Access to the system requires cabling and wiring upgrades in the Courthouse Complex.

WO618 Public Safety Communication Project

Expenditure: \$338,800
Revenue Reimbursement: \$0
Investment Earnings: \$4,900
Net County Commitment: \$333,900 to be financed with general obligation bonds.

This appropriation relocates the radio antenna at the House of Correction. The antenna serves the House and first responders for Franklin, Oak Creek and Hales Corners. The relocation is necessary due to the instability of the current site atop the aging water tower at the House. A monopole tower will be constructed at the HOC grounds.

WO619 Regional Disaster Recovery Data Center

Expenditure: \$369,600
Revenue Reimbursement: \$0
Investment Earnings: \$5,300
Net County Commitment: \$364,300 to be financed with general obligation bonds.

This appropriation will allow Milwaukee County to collaborate with Milwaukee Metropolitan Sewage District (MMSD) in purchasing equipment relating to a Regional Disaster Recovery Data Center. Milwaukee County will share a site in a MMSD building. Most governmental services would be disrupted in the event of a disaster or interruption to their primary IT location. This site would allow for periodic testing of IT recovery.

WO860 King Community Center – Vestibule and Locker Room Alterations

Expenditure: \$210,700
Revenue Reimbursement: \$0
Investment Earnings: \$3,100
Net County Commitment: \$207,600 to be financed with general obligation bonds.

This appropriation will be used for the design and construction of Americans with Disabilities Act (ADA) building improvements at the Dr. Martin Luther King Recreation and Community Center.

WO870

County Special Assessments

Expenditure: \$250,000

Revenue Reimbursement: \$0

Net County Commitment: \$250,000 in sales tax revenue.

This appropriation will be used for special assessments levied on the County by local municipalities.

WO950

Milwaukee County Public Art Program

Expenditure: \$249,249

Revenue Reimbursement: \$0

Investment Earnings: \$3,300

Net County Commitment: \$20,000 in sales tax revenue and \$225,949 to be financed with general obligation bonds.

The following projects appear to be eligible based on the Milwaukee County One Percent for Public Art Program:

Project Name	Construction Budget	1 Percent
Reconstruct Hampton Ave (Hwy 100 to 124 th St.)	\$561,000	\$5,610
Silver Spring over Little Menomonee River	\$5,155,000	\$51,550
Good Hope Rd.	\$4,984,220	\$49,842
Good Hope Rd. Little Menomonee to N. 99 th	\$1,750,000	\$17,500
Lake Park Bridge over Drainage Ravine	\$870,000	\$8,700
Milwaukee Co. Historical Society	\$2,550,000	\$25,500
Lincoln Family Aquatic Center	\$4,913,000	\$49,130
Countywide Play Area Redevelopment Program	\$1,541,661	\$15,417
Total	\$22,324,881	\$223,249

Project administration costs of \$20,000 are financed with sales tax revenues. Capitalized interest costs total \$6,000.