



# Milwaukee County

County Courthouse  
901 N. 9th Street, Rm. 105  
Milwaukee, WI 53233

## Meeting Minutes Capital Improvements Committee

Monday, March 24, 2014

3:00 PM

Room 203-P

### Call to Order

**Present:** 7 - Cullen, Dranzik, Fudge, Johnson Jr., Mayo Sr., Scaffidi, and Manske

**Excused:** 1 - Ehley

**\*James Martin, Director of Operations, Department of Transportation, appeared in place of Brian Dranzik.**

- 1      14-267      Minutes from March 12, 2014, Capital Improvements Committee meeting. **(INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**
- Attachments:**      [MEETING MINUTES MARCH 12, 2014](#)  
    [Audio CIC 03/24/14](#)
- A motion was made by Mr. Fudge to accept and APPROVE the minutes from the March 12, 2014, Capital Improvements Committee meeting. This motion was seconded by Mr. Martin. Through a voice vote, this motion was passed unanimously.
- 2      14-268      Review of the 2014 Adopted Capital Projects: a) Airport - including High, Low, and Non-Ranked Projects and b) Non-Airport - including High, Low, and Non-Ranked Projects. **(INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**
- Attachments:**      [SUMMARY TABLES BUDGET ACTIONS REPORT](#)  
    [2014 ADOPTED PROJECTS](#)  
    [2014 ADOPTED PROJECTS-FUTURE YEARS](#)  
    [Audio CIC 03/24/14](#)
- This informational report was DISCUSSED WITH NO ACTION TAKEN.

- 3      14-269      Verbal update regarding process used by City of Milwaukee for Capital Improvements. **(INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

Attachments:      [Audio CIC 03/24/14](#)

**APPEARANCE:**

Pamela Bryant, Capital Finance Manager, Office of the Comptroller

This informational report was **DISCUSSED WITH NO ACTION TAKEN.**

- 4      14-270      Proposed process for Capital Improvements Committee for 2015-2019 Five-Year Capital Improvements Plan. **(INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

Attachments:      [REPORT](#)

[Audio CIC 03/24/14](#)

This informational report was **DISCUSSED WITH NO ACTION TAKEN.**

- 5      14-271      Proposed Ordinance changes based on proposed process for the Capital Improvements Committee. **(INFORMATIONAL ONLY UNLESS OTHERWISE DIRECTED BY THE COMMITTEE)**

Attachments:      [REPORT](#)

[Audio CIC 03/24/14](#)

This informational report was **DISCUSSED WITH NO ACTION TAKEN.**

**Length of meeting: 3:07 p.m. to 4:47 p.m.**

**Adjourned,**

**Jodi Mapp  
Committee Clerk  
Capital Improvements Committee**

**COUNTY OF MILWAUKEE**  
INTEROFFICE COMMUNICAITON

DATE : April 1, 2014

TO : Members of the Capital Improvements Committee

FROM : Josh Fudge, Director, Office of Performance, Strategy and Budget

SUBJECT : Capital Improvement Committee Options

**Issue:**

At its meeting on March 24, the Capital Improvements Committee (CIC) discussed an alternative process based on the experience of the 2014 capital budget process. This memo provides further information on possible options and the perspective of the Administration.

**Option 1: Alternative Process as Discussed on March 24.**

There was significant discussion of an alternative process that the CIC could use in future years. Generally, this process would:

1. Reconfigure the CIC duties currently required in the ordinances during April and May.
2. The CIC would review capital project requests submitted to the County Executive for consideration in the next Capital Budget (late June).
  - a. This analysis would consider the departmental prioritized rankings and estimated impacts on the operating budget as criteria for making recommendations.
  - b. The CIC would also ask questions of departments to explain their requests and rankings.
  - c. In the second year of the new process and going forward, the CIC could review and place special scrutiny on new projects that are added to the requested five-year plan that were not in previous adopted plans.
  - d. A new ranking system could be devised for use by the CIC.
3. The CIC would vote sometime in late August on a five-year capital improvement plan, including projects for the next capital budget based on the items in bullet number 2 above.
4. The CIC would meet in late November/early December to review the five-year capital improvement plan that was adopted as part of the annual budget process.
5. During this meeting, the CIC could review projects in the “out” years (such as 2016-2019) after adoption of the 2015 Capital Budget.
6. The CIC would meet in March of the subsequent year(s) to review available funding levels for future years, after accounting for ongoing and committed projects.

This option has the benefit of eliminating the duplication of effort in reviewing and analyzing projects that exists with the current CIC process. It would also help focus the CIC on the long and medium-term improvement plan. This is also the only realistic option given the current staffing levels in DAS-PSB and the Office of the Comptroller.

**Option 2: Replicate the City of Milwaukee's Process**

As was noted at the March 24 meeting, the CIC was created to mirror the process used by the City of Milwaukee, but it did not provide the same level of resources. If the County desires to use the same process as the City of Milwaukee, a dedicated staff position is necessary.

Therefore, the second alternative would be to create a position dedicated to the CIC. While the City has two positions dedicated to their process, it is believed that one position would suffice for the County. It is recommended that this position be created at the same level as the Budget and Management Coordinator in the Office of the Comptroller, so as to attract a highly-skilled individual who has experience with capital project analysis, development, and financing.

Creation of this position would provide the dedicated resources that this process requires to provide the value envisioned in the creation of the CIC.

**Option 3: Status Quo**

The status quo, which requires DAS-PSB staff to administer the Committee's work, is not a viable option. As previously discussed, while the City of Milwaukee has a staff position dedicated to its capital improvement committee, DAS-PSB does not have adequate staff to dedicate a position to the County's CIC and perform the duties required by State Statute in developing the County Executive's Recommended Budget.

This report is provided for informational purposes as the CIC considers options going forward.

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Josh Fudge  
Director, Office of Performance, Strategy and Budget

cc: Chris Abele, County Executive  
Don Tyler, Director of Administrative Services  
Finance, Audit and Personnel Committee

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## Chapter 36 - CAPITAL IMPROVEMENTS COMMITTEE

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36.01. - Creation.

36.02. - Composition.

36.03. - Duties.

36.04. - Reports.

36.05. - Staffing.

### **36.01. - Creation.**

There is created a capital improvements committee to develop, maintain and update a long-term capital improvements program for the county's construction and maintenance of infrastructure and facilities.

### **36.02. - Composition.**

The committee shall be comprised of:

- (a) The director of the department of transportation, or alternate;
- (b) The fiscal and budget administrator, or alternate;
- (c) The comptroller, or alternate;
- (d) The chair of the committee on transportation, public works and transit, or alternate;
- (e) The co-chairs of the committee on finance, personnel and audit, or alternates;
- (f) Two (2) appointments of the county executive who shall be mayors or village board presidents of municipalities located in Milwaukee County, or alternates.
- (g) The chair of the county board shall appoint the chair of the committee.

### **36.03. - Duties.**

The committee shall:

- (a) Develop a prioritized five-year capital improvements plan based on anticipated maintenance and facility needs;
- (b) Establish criteria upon which a determination of the priority of each capital project included in the plan may be based;
- (c) Establish a priority for each project in the capital improvements plan based upon the established criteria;
- (d) Secure supporting data and justification for proposed projects, establish cost estimates, and obtain from county departments, agencies and offices a projection of operating costs for each identified capital project;
- (e) Monitor completion of the capital improvements program contained in each annual budget, as based on the five-year capital improvements plan.

### **36.04. - Reports.**

- (a) The capital improvements committee shall develop a five-year capital improvements plan. Initially, by April 15 of each year, department heads shall submit their five-year capital improvements plan requests to the appropriate standing committees of the county board, who shall then submit the plans, including their recommendations, to the capital improvements committee. Based on this review of projects submitted and of critical needs, the capital improvements committee shall submit a five-year capital improvements plan to the county board and the county executive by May 15 of each year for adoption in conjunction with adoption of the annual budget. Department heads and agencies shall
- (b) submit their five-year capital improvement plan request to the Capital Improvement Committee, office of the county executive and department of administrative services no later than June 30 of each year;

Based on established criteria and available data, by the first Friday of September May 15 inof each year, the capital improvements committee shall submit to the department of administrative services-administration and fiscal affairs division, the office of the county executive, and the county board of supervisors on forms prescribed by the division, an evaluation of each and every capital budget recommendation request submitted by county departments, agencies and offices, including ratings , prioritized rankings, and estimated financing., and how each project serves to implement the five-year capital improvements plan; said report shall also be provided to the county board of supervisors.

### **36.05. - Staffing.**

Staff for the capital improvements committee shall be provided by the department of administrative services-administration and fiscal affairs division, and, in this role, shall operate under the administrative direction of the committee. All county departments, agencies and offices shall cooperate with the committee, and the committee staff, and provide assistance whenever the committee so requests.

#### **LEGISLATIVE HISTORY**

All sections effective upon passage and publications unless otherwise indicated.

**Ch. 36** *Created* - Nov. 5, 2012, J. Proc.

#### **HISTORY NOTE**

(*Ord. No. 12-23, § 1, 11-5-12* )