

**COUNTY OF MILWAUKEE**  
INTER-OFFICE COMMUNICATION

DATE : October 4, 2007

TO : Milwaukee County Board of Supervisors

FROM : County Board Research Division

SUBJECT: **Overview of County Executive's 2008 Recommended Budget**

Attached is the County Board Research Division's overview of the County Executive's 2008 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 2008 Recommended Budget with the 2007 Adopted Budget.
- 3) **Section 3** provides a summary of **Major Changes**, including policy changes, proposed by the County Executive in the 2008 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 5th.

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## **SECTION 1 –GENERAL OVERVIEW 2008 RECOMMENDED BUDGET**

### **Fiscal Synopsis**

The County Executive's 2008 Recommended Milwaukee County Budget calls for total expenditures of \$1,329,536,055, an increase of \$46,113,258, or 3.6%, over the 2007 Adopted County Budget. The recommended property tax levy is \$241,047,846, the same as the 2007 levy. The recommended tax levy is comprised of two components: debt service levy of \$53,431,913 and operating levy of \$187,615,933.

The equalized tax rate for Milwaukee County is \$3.74, a decrease of 17 cents from the 2007 Adopted Budget.

The Recommended Budget uses \$29.7 million in General Obligation bonds for non-Airport projects, a \$3.5 million decrease from the 2007 Adopted Budget amount. This amount is slightly under the debt management goal established as part of the 2003 debt restructuring, based on a not-to-exceed amount of \$30 million for the 2008 budget. *(See Capital Improvements later in Section 1 of the Overview.)*

### **Tax Levy/Rate Caps**

At this time, it is unclear whether the State Legislature will reauthorize (or modify) the State-imposed tax levy cap approved two years ago. 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 2008 Recommended Budget is \$74,813,216 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%. In other words, Milwaukee County is permitted to increase its tax levy a maximum of the percentage increase of net new construction or 2%, whichever is higher. The 2005 tax levy cap statute language combines debt and operating tax levies and provides some specific exceptions. The one exception applicable for Milwaukee County excludes the change in debt service attributable to debt issued prior to July 1, 2005 from the new cap.

The Department of Revenue recently reported that the net new construction percentage for Milwaukee County did exceed 2% (2.46%), therefore the allowable tax levy limit increase is 2.46% plus the debt levy adjustment if the legislation is extended in its current form. DAS-Fiscal Affairs staff has calculated the maximum tax levy permitted under the "recently expired" law to be \$13,846,350 above the 2008 Recommended Budget amount.

### **Budget Presentation Changes**

The 2008 Recommended Budget discontinues the abatement of Countywide crosscharges. The tax levy that used to be located in the servicing department is now included in the recipient department. In past

budgets, these charges were included in the recipient departments but abated out. A separate table is used to show “Additional Costs Not Included In Tax Levy” for each department. To provide an “apples to apples” comparison, this overview compares tax levy changes from 2007 based on the total tax levy figures that are included in each departmental narrative in this supplemental table.

The policy decision to pursue this change was based on a desire by DAS to increase accountability between service providers and recipients and reduce the confusion of having a separate table to explain these costs.

The process in which the employee fringe benefit rate is calculated and charged to departmental budgets has also been modified for 2008. The new process is based on a joint recommendation by DAS, Department of Audit and County Board staff in response to concerns by the Committee on Finance and Audit about the 2007 fringe benefit allocations. For 2008, health care and other non-pension benefits are distributed as a fixed cost per full-time equivalent position. Pension costs are distributed as a percent of salary. A table included in Org. Unit 1950 – Employee Fringe Benefits indicates the cost of fringe benefits for active versus non-active (legacy) employees. The Recommended Budget includes a fringe benefit rate of 73.20% (as a percentage of the countywide average salary), which includes 41.13% for actives and a 32.07% charge for legacy benefit costs.

### **Overall Analysis**

Although the County’s fiscal challenges are readily apparent in the 2008 Recommended Budget, the focus this year seems to have shifted away from the dire fiscal forecasts that accompanied the 2007 Budget. The County Executive at that time warned of “potential insolvency” and even the Governor of Wisconsin used the “B word” – “bankruptcy” – in his announcement that he was creating a State Task Force on Milwaukee County. Since that time, the County has been able to secure labor agreements with most of its employees through 2008 that have capped pension benefits and reduced the spiraling trend in health insurance costs. Continued positive returns in pension investments have also reduced the projected unfunded liability of the fund by almost 40% - from \$443 million to \$267 million for 2008. Indeed, it appears that the traditional County fiscal strains as a result of continued unfunding or underfunding by the State and Federal governments for mandated services reemerged as significant challenges in the budget.

Some of the largest of these services include County support of the State Court System, Income Maintenance programs for the economically disadvantaged and juvenile corrections. For 2008, Child Support Enforcement joins the list as Federal and State aid has been severely cut back, resulting in a major retrenchment in efforts to collect monies owed to support children and families. Clearly, though the County is statutorily an administrative arm of the State, the State’s lack of sufficient funding of mandated services over an extended period of time has not demonstrated an appreciation of the County’s role in fulfilling what are essentially State obligations. Even more disconcerting is that at the time of this overview, the State has failed to adopt a budget for the 2007-09 biennium, making it even more difficult for the County to craft a budget to carryout the State’s mandates due to the uncertainty of State support.

Despite improved outlooks on health care and retirement benefits, unfunded State mandates, higher debt service costs, along with the County Executive’s consistent goal of a zero property tax levy increase in the face of rising costs to continue programs – create real pressure points in the 2008 Recommended Budget. As expected, the County Executive has again submitted a budget at the same level of property tax levy support as the previous year.

An argument could be made that the County Executive is allowing the County Board to set the tone on the County’s budget priorities given his consistent policy of a no property tax increase over the previous year and knowing that the County Board may restore what it considers to be the most important services,

with the result of a property tax increase of some amount. The County Executive may have set an overall plan to fund what are primarily ongoing services, but it can be argued that he has abdicated to the County Board the important decision of allocating the last several million dollars worth of direct programs and services.

It also is noteworthy 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 2007 budget (and reaffirmed with its override of the County Executive's total veto of that 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 2008 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 2008 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 to address these fiscal challenges.

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

□ **State Budget Assumptions/State Unfunded Mandates**

As of the date of this Overview, the State Legislature and Governor have not yet approved a budget for the 2007-09 biennium. This requires that certain assumptions be made in order to put together a budget for 2008. The assumptions contained in the Recommended Budget reflect the State Senate's version of the State Budget with the exception of a special annual allocation of \$3.2 million earmarked for the Milwaukee County Transit System that is not included in the Recommended Budget. Based on an analysis reviewed by the Committee on Intergovernmental Relations, the Senate version of the State Budget provides approximately \$26.4 million more over the biennium to Milwaukee County than the budget version put forth by the Assembly. This is primarily for items such as shared revenue, court grants, transportation/transit aid, and youth aids.

If the final State Budget does not include the budgeted amounts, the assumptions and proposed "fixes" by the Department of Administrative Services are as follows:

- **Shared Revenue.** The Recommended Budget includes an additional \$980,000 of State Shared Revenue for 2008. If that is not received, the intent is to remove the tax levy "overmatch" in the Income Maintenance operations in the Department of Health and Human Services (DHHS).
- **Courts.** The Recommended Budget includes an additional \$2,099,771 in State support for 2008. If this is not achieved, the Chief Judge and Clerk of Circuit Court will be asked to identify cuts to offset this shortfall.
- **Transit.** The Recommended Budget assumes an increase of \$1,513,972, or 2.5%, in Mass Transit Operating Assistance for the Milwaukee County Transit System, which includes transit and paratransit operations. As noted above, the Recommended Budget does not include a special annual appropriation of \$3.2 million included in the Senate proposal. If the additional 2.5% increase in transit aid is not provided, the Milwaukee County Transit System will be asked to put forward transit route eliminations, in addition to service cuts already proposed, to address the budget shortfall.

- **Juvenile Corrections.** The Recommended Budget assumes the rate charged by the State for housing Milwaukee County delinquent youth at State Juvenile Correctional Institutions (JCI rates) will increase from \$209 to \$259 per day effective July 1, 2007, and to \$268 per day effective July 1, 2008. This rate increase, coupled with the projected increase in daily census, is expected to cost Milwaukee County an additional \$7,662,812 in 2008. The Recommended Budget also assumes that the State Youth Aids payment provided to Milwaukee County would increase by \$5,980,595, resulting in a net negative impact of \$1,686,217 for the JCI population. If the additional Youth Aids payment is not received, DAS has indicated that the shortfall would be covered from discretionary areas within the DHHS budget, including Income Maintenance “overmatch,” 211 Line, and community-based disabilities, delinquency and/or behavioral health services.

Over the past several years, this County Board, as well as County officials throughout the State, have tried to impress upon State government the importance of fully funding State judiciary and human service programs that counties operate on behalf of the State. There even was a successful referendum initiative several years ago in most counties asking whether the State should fully fund the courts and human services programs it mandated counties to provide. By an overwhelming 86% state-wide, the voters said “yes.” More recently, a Governor-appointed State Task Force on Milwaukee County submitted a report on December 1, 2006 outlining a series of recommendations, including a closer review by the State of its funding levels for courts and juvenile correctional services. Although some additional funds are included in different versions of the uncompleted State 2007-09 Budget, no Budget is yet finalized, and even the best case scenarios do not fully fund these mandated programs.

Overall, the State has consistently ignored the voters over the years by continuing to short-change funding for these mandated programs. It could be argued that, by their actions, State officials have indicated that funding these State programs is not the State’s highest priority. As was pointed out in a minority report to the 2006 State Task Force on Milwaukee County report:

As Wisconsin’s Supreme Court has understood for many years, “the county is simply an arm of the state” that exists “in large measure to help handle the state’s burden of political organization and civil administration.” Contrary to the State’s portrayal, it is counties that use their property tax dollars (due to insufficient State funds) to carry out the State’s mission, not the State providing funding to carry out the counties’ mission.

Policymakers will need to keep this in mind as they review the 2008 County Budget and make decisions as to what priority they should give to these State programs.

❑ **Reduction in Positions**

The 2008 Recommended Budget continues the trend of reducing the number of funded positions in order to reduce tax levy. The 2007 Adopted Budget included 5,741 funded full-time equivalent (FTE) positions. The 2008 Recommended Budget includes 5,599 funded FTE’s, a reduction of 142, or 2.5% from the 2007 amount. The Department of Administrative Services indicates that 77 of the positions recommended for abolishment in 2008 are currently filled. This number does not include currently filled positions that are recommended to be unfunded in 2008. At this time, the actual number of layoffs that may occur cannot be determined due to 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.

## ❑ Pension Obligation Bonds

For 2008, the County Executive includes a proposal first offered in the 2005 Recommended Budget, and included in the 2007 Adopted Budget, to issue pension obligation bonds (POB's) to address the unfunded liability of the County Employees' Retirement System. 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."

For 2008, the actuarial required contribution to the pension fund is \$49,707,000, which is comprised of \$21,931,000 in normal cost (current service cost) and \$27,776,000 for the unfunded liability. The 2007 Budget provided an appropriation of \$49.3 million toward a total actuarial required contribution of approximately \$59 million. The actual contribution was reduced based on anticipated pension obligation bond savings of \$6.25 million and other assumption changes of \$3.5 million.

On December 31, 2005, the unfunded liability of the pension fund was determined by the County's actuaries to be approximately \$455 million. Since that time, the unfunded liability of the pension fund has been reduced primarily due to favorable investment gains. It is projected that if the assumed rate of investment return of 8% is achieved this year, the unfunded liability of the pension fund will be approximately \$329 million at the end of this year. In addition, there will be approximately \$62 million in realized but unrecognized gains (due to the methodology of recognizing gains and losses over a five-year period) that, for the purposes of the 2008 proposal, effectively reduces the unfunded liability to approximately \$267 million.

An unfunded, actuarial accrued liability for pension benefits generally represents the difference between the present value of all future benefits estimated to be payable to current pension plan members as a result of their service through the valuation date and their expected future service, and the actuarial value of plan assets available to pay those benefits. This amount changes over time as a result of changes in accrued benefits, pay levels, rates of return on investment, changes in actuarial assumptions, and the demographics of the employee base. The County normally reduces its unfunded actuarial pension liability over time as part of the annual required pension contribution. From a purely financial perspective, issuing pension obligation bonds can produce savings if the interest rate paid on the bonds is less than the rate of return earned on the proceeds placed in the pension plan.<sup>1</sup>

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.<sup>2</sup> 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 County Executive's 2008 POB plan, however, is a revised version of the 2007 recommended proposal. One key difference is that the proposed borrowing decreases by \$188 million, from \$455

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<sup>1</sup> From GFOA Recommended Practice, *Evaluating the Use of Pension Obligation Bonds*, January 2003.

<sup>2</sup> From GRS Insight, *Questions to Consider Before Issuing Pension Obligation Bonds*, February 2004.

million to \$267 million. Another difference is that the anticipated budgetary savings for 2008 is \$10,852,298, or \$4,602,298 greater than the \$6,250,000 expected this year. The assumed rate of return for the pension fund is 8%, and the cost to borrow the money is projected at 6%, the same assumptions used for the 2007 proposal. Despite the same interest rate assumptions and a 41% decrease in the proposed borrowing, the anticipated budget savings increase primarily because monies that were earmarked in the 2007 for a stabilization fund are largely used to achieve budget savings. The 2008 POB plan does propose a stabilization fund, but it includes \$4.5 million in the first year as opposed to \$27.3 million in the 2007 POB plan.

The POB plan proposed for 2005 “front-loaded” much of the anticipated savings and did not include a stabilization fund to buffer against investment losses that could result in a new unfunded liability. The 2007 POB plan included \$6.25 million in anticipated budget savings for each year, while the 2008 POB plan anticipates level debt service for each year, except the first year, of the plan. This results in an anticipated increase in 2009 of approximately \$8.7 million in the expected annual contribution to the pension plan.

To be clear, the Milwaukee County Board of Supervisors adopted the 2007 POB plan and included the formation of a work group to review the plan, modify or develop new recommendations and work to seek approval from the State Legislature in order to enact it. Several hurdles remain even if policymakers approve the pension obligation bond proposal as part of the 2008 Adopted Budget. This includes State Legislature approval to issue debt for 30-years (the 2008 POB proposal is based on a 25-year amortization to better match the time remaining on the current amortization of the unfunded liability) and, potentially, to allow the County to use financing methods not currently authorized. Moreover, the cost to borrow the funds in 2008, as determined by the credit markets, will determine if it is still financially viable to move forward.

Given all of the variables mentioned, staff strongly recommends that the POB Work Group remain in effect so that the potential use of pension obligation bonds can be carefully considered and analyzed – in much more detail than this report can provide – by County staff working with outside professionals to determine and explain the fiscal and legal implications of such an initiative.

#### □ **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 has intensified in recent years as annual budget cutbacks and deferred maintenance have taken a large toll. While long-standing debates over the funding structure for the Parks System, including a dedicated sales tax, have recently taken a more urgent tone, most everyone agrees that the Parks System is a critical countywide asset. For those wishing to protect parks and related programs from further deterioration, there will be numerous concerns about the path recommended in the 2008 Parks Budget.

A total of 96 full-time equivalent (FTE) Parks Department positions are abolished in the 2008 Recommended Budget, primarily in the parks maintenance areas. This includes 81 Park Maintenance Workers, of which 50 were filled at the time the Recommended Budget was completed. Other position abolishments occur in the areas of sales and marketing and community centers. Forty-six FTE positions, including 14 Forestry Worker DOT and six Park Maintenance Worker In-Charge positions are created. More seasonal help slots are created and an appropriation of \$634,950 is included to fill the positions.

The County Executive suggests that the seasonal workers will provide more direct labor hours and the flexibility to deploy them to meet seasonal workload needs. In addition, the Capital Improvement Budget

includes funding for more advanced mowers and grooming equipment that will reportedly increase the amount of parkland that can be groomed in a day by 300%.

One indicator of declining support to the Parks System is the total number of Parks staff. A five-year comparison of Parks Department FTE's, including full-time, part-time and seasonal positions, shows a reduction from 759 FTE's in 2003 to 485.5 FTE's in 2007 – a 36% decrease over that period. FTE's for 2008 are up somewhat, to 504.9.

Policymakers may want to consider the impact of substituting seasonal for permanent front line staff, including possible higher turnover and the loss of institutional knowledge and expertise. The 2008 labor agreement with AFSCME DC48 prohibits privatization of services in 2008. (For 2007, layoffs and privatizations are prohibited, while just privatizations are prohibited for 2008.) It should be noted that seasonal Park maintenance staff are represented employees and, in the opinion of the Director of Labor Relations, this initiative does not violate the terms of the current labor agreement.

Another major initiative in the 2008 Parks Department Budget includes the formation of a Park Patrol. The purpose of the patrol will be to provide informational, educational and safety services to the general public. The staffing includes two full time and six FTE seasonal positions. The six FTE positions will be split into half-time to provide better coverage of the parks during the higher-use summer months. The Park Patrol will not have the authority to issue citations or enforce ordinances, but will be equipped to contact law enforcement for assistance. The cost of the initiative, including personal services, radios, bicycles, uniforms and related equipment is \$170,279.

The budget does not include a fee schedule as directed in adopted County Board Resolution (File No. 06-484). There is one new fee highlighted in the narrative that would assess a Golf Course Enhancement fee of \$.50 per nine holes. The anticipated revenue of this surcharge is \$300,000 and is budgeted in Org. Unit 9960 – General County Debt Service to help offset golf related capital improvement projects.

The Capital Improvements Budget includes 13 projects for parks, recreation and culture areas. Notable projects include \$2,575,200 to begin construction on the Lincoln Park Family Aquatic Center, \$1,514,546 to build a greenhouse at the Mitchell Park Conservatory (County Grounds greenhouses are proposed to be razed and the land sold to the Lutheran College), \$1,013,400 for irrigation projects at Currie and Greenfield golf courses, and \$1,525,275 for the construction of three splash pads at County locations to be determined by policymakers at a later time. The costs for removal of wading pools at these locations, if necessary, is included in the capital improvement plans.

#### □ **Transit**

In 2007, transit funding received considerable attention from elected officials, the business community and the media. A SEWRPC study released in early 2007 warned that if adequate funding is not provided in the near future, transit cuts in the range of 35% would be needed to maintain the transit system based on its current funding allocation. One of the driving forces behind this potential shortfall is that the reallocation of federal funds, normally used for purchasing transit capital, is expected to run out in 2009 or 2010. The reallocation uses banked transit capital in place of other funding sources to run the transit system maintenance department. Once these capital funds run out, the cost of transit maintenance will have to be supported by another funding source. This will place additional strain on transit service if a funding source is not identified. While the State-created Regional Transportation Authority (RTA) study committee continues to review funding options, no single source of funding has been recommended by this committee for mass transit operations.

The 2008 Recommended Budget increases transit fares for the 4th time since 2003. The County Executive's Budget proposes an adult fare increase from \$1.75 to \$2.00. In addition, Half Fare – Cash for seniors and children will increase from \$0.85 to \$1.00, Half Fare Tickets will increase from \$8.50 to \$10.00, Premium Cash Fares for Flyer riders will increase from \$2.25 to \$2.75, Premium Tickets will increase from \$21.00 to \$22.00 and the Paratransit Cash Fare will increase from \$3.25 to \$4.00.

A \$2.00 cash fare would place Milwaukee as one of the highest cash fares in the nation for a major metropolitan transit system. Currently, San Diego has the highest fares at \$2.25, while New York, Philadelphia and Honolulu have a \$2.00 cash fare. Cash fares for other cities in the Midwest include: Chicago, \$1.75; Minneapolis, \$1.50; St. Louis, \$1.50; Indianapolis, \$1.25; Cleveland, \$1.25; Kansas City, \$1.00 and Cincinnati, \$1.00. The following table illustrates Transit fare increases since 2003:

Fare Type	2003	2004	2005	2006	2007	2008
Adult Cash	\$ 1.50	\$ 1.75	\$ 1.75	\$ 1.75	\$ 1.75	\$ 2.00
Adult Weekly Pass	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 16.00	\$16.00
Adult Ticket (10)	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 16.00	\$16.00
Half Fare <sup>1</sup>	\$ 0.75	\$ 0.85	\$ 0.85	\$ 0.85	\$ 0.85	\$1.00
Half Fare Ticket (10)	\$ 7.50	\$ 8.50	\$ 8.50	\$ 8.50	\$ 8.50	\$10.00
Student with Permit	\$ 1.10	\$ 1.30	\$ 1.30	\$ 1.30	eliminated	
Student Ticket (10)	\$ 10.00	\$ 11.00	\$ 11.00	\$ 13.00	eliminated	
Student Regular Weekly Pass	\$ 10.00	\$ 11.00	\$ 11.00	\$ 13.25	eliminated	
Student Special Weekly Pass	\$ 10.50	\$ 11.50	\$ 11.50	\$ 13.75	\$ 15.00	\$15.00
U-PASS	\$ 35.00	\$ 38.00	\$ 38.00	\$ 41.00	\$ 41.00	\$41.00
Commuter Value Pass	\$ 117.00	\$ 126.00	\$ 126.00	\$ 155.00	\$ 177.00	\$177.00
Freeway Flyer	fare + .30	fare + .30	fare + .30	fare + .50	fare + .50	fare + .75
Flyer Tickets	\$ 15.00	\$ 16.00	\$ 16.00	\$ 19.00	\$ 21.00	\$22.00

<sup>1</sup> Children Age 6 to 11/Senior/Handicapped

The 2008 Recommended Budget proposes service cuts in addition to the increases in fares. The following table illustrates the cuts made over the last five years:

- 2003: Elimination of the Downtown Trolley Service  
 Elimination of Route 227 – Franklin Shuttle  
 Elimination of Sunday Service on Route 137 – House of Corrections
- 2004: Elimination of Route 13 – Wisconsin Ave – St. Paul Ave.  
 Elimination of Route 15 – Service south of Columbia Ave in South Milwaukee  
 Elimination of Route 101 – Silver Mill – Park Place Shuttle (some service picked up by Rt.23)  
 Elimination of Route 102 – West Loop Shuttle (some service picked up by Rt.23)  
 Elimination of Route 50 – Morgan Ave.  
 Elimination of Lisbon Ave Branch of Route 57  
 Elimination of service along Delaware Ave. after 6:30  
 Elimination of Route 5 and 63U to UWM  
 Elimination of Route 84 – Frank Lloyd Wright School (West Allis)  
 Elimination of Route 86 – Nathan Hale High School (West Allis)
- 2006: Elimination of Route 44U Summer Service to UWM  
 Elimination of night service on Routes 40U, 44U and 49U to UWM (partially funded by CMAQ grant)

Proposed for 2008 are the following cuts and modifications:

- 2008: Elimination of segment of Route 15 south of Kinnickinnic Ave. and Clement Ave.
- Elimination of segment of Route 15 in South Milwaukee of the Columbia loop
- Elimination of service on Route 19 south of Layton Avenue
- Elimination of service on Route 20 south of Layton Avenue
- Elimination of service on Route 23 north and west of 91<sup>st</sup> and Mill Road (former Routes 101 and 102, eliminated in 2004)
- Elimination of service on Route 27 north of Hampton Avenue to Glendale Industrial Park
- Elimination of service on Route 31 east of 10<sup>th</sup> Street and west of 76<sup>th</sup> Street
- Elimination of service on Route 40 to the Ryan Road park and ride lot
- Elimination of service on Route 49 to the Green Bay Road and Brown Deer Road park and ride lot
- Elimination of service on Route 53 east of Kinnickinnic Avenue
- Elimination of service on Route 67 south on Connell Avenue (includes branches on 76<sup>th</sup> Street and 92<sup>nd</sup> Street)
- Elimination of service on Route 80 south of General Mitchell International Airport
- Elimination of service on Route 11 from Water Street to 47<sup>th</sup> Street – move Route 31 from Washington Blvd. to Vliet Street between 47<sup>th</sup> and 60<sup>th</sup> St.
- Elimination of service on Route 15 east on Packard on Layton Ave.
- Elimination of service on Route 15 south of Layton on Packard, covered by Route 55 which will now serve this former branch of Route 15
- Elimination of service on Route 12 north of Teutonia Ave. (Hampton Ave. branch will now become part of Route 80)
- Elimination of service on Route 80 on Locust and Hopkins Ave. (this was done to cover service of Hampton Ave. branch of Route 80)

***Maps are provided in the appendix to Section 1 that show the proposed transit segment cuts and route modifications.***

The service cuts and modifications referenced above represent a 9.6% reduction in bus hours. The proposed reduction in bus hours is the single largest cut in bus hours since the transit system was assumed by Milwaukee County. In addition, passenger fares are expected to decrease \$2,156,000 due to the reductions in service area. The route segment changes referenced above will have the potential to impact 1,475,000 rides annually.

□ **Community Correctional Center Closing**

The Recommended Budget proposes a major initiative for the House of Correction (HOC) by recommending a reduction in the number of the inmates housed at the Community Correctional Center (CCC) and significantly increasing the number of inmates in the home detention program. This recommendation is based on the availability of enhanced electronic monitoring made possible through Global Positioning System (GPS) technology.

Reducing the average daily population of the CCC will result in 350 inmates being moved into the community on home detention, bringing the community-based population to 710. Offenders convicted of violent, sexual, controlled substance, firearm, child-related and other offenses will not be eligible for the home detention program. The budget narrative does not include a law enforcement or judicial perspective on this policy.

The savings from this initiative are calculated to be \$2.4 million, achieved primarily through the abolishment of 36 positions at the CCC. (Incumbents will be offered placement into vacant positions at the HOC). Expenditures related to GPS monitoring, additional drug testing requirements and the loss of certain inmate-based revenues are offset by an increase in revenue from more detainees paying daily electronic surveillance fees and a reduction in inmate-based expenditures. The Recommended Budget does not make any recommendations on the future disposition of the CCC facility.

Major Areas of Expenditure Increases/Revenue Decreases

- **Employee Health Benefits**

The cost of providing health benefits to County employees and retirees grows by \$3.6 million, or 2.66%, from \$135.1 million to \$138.7 million. It should be noted that the Department of Administrative Services is projecting a surplus in employee health benefits in 2007 of \$6.5 million. Hence, the true increase is approximately \$10.1 million, or 7.9%, from the 2007 projected cost. The Recommended Budget includes \$1,059,285 for a new Wellness and Disease Management program that will be offered to all active employees and their spouses in 2008. The estimated cost of this program assumes a 50% participation in the Health Risk Appraisal and \$100 incentive payments to all participants. The total cost of this initiative is offset in expected medical savings for no net impact in 2008.

- **Unclaimed Money**

Unclaimed Money decreases \$1,099,295, from \$1,325,000 to \$225,705, based on projected receipts by the Treasurer's Office.

- **County Sales Tax Revenue**

County Sales Tax Revenue is projected to decrease by \$712,551, from \$65,921,500 to \$65,208,949. For 2007, the Department of Administrative Services is expecting a \$1.5 million shortfall in sales tax revenues.

- **General County Debt Service**

General County Debt Service is budgeted at \$53,431,913, an increase of \$9,071,673 from the 2007 Adopted amount of \$44,360,240. This is primarily due to an \$8 million increase in expenditures for principal and interest, a \$600,000 decrease in revenues and a \$400,000 decrease in debt service reserve contributions.

Major Areas of Expenditure Decreases/Revenue Increases

- **Medicare Part D Revenue**

This non-departmental account was created in 2006 to reflect a new Federal revenue stream related to retiree health care coverage. According to 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 \$2,768,970 in Medicare Part D revenues, an increase of \$768,970 from the amount anticipated in 2007.

- **Earnings on Investments**

Earnings on Investments increase \$1,641,000 from \$6,400,000 to \$8,041,000. This increase is based on an average investment balance of \$300 million at 4.2%. The 2007 budget was based on an average investment balance of \$267 million at a rate of 4.2%.

- **State Shared Taxes**  
State Shared Revenue is budgeted to increase by \$980,000. As explained above in *State Budget Assumptions/State Unfunded Mandates*, the State Legislature and Governor have not yet approved this increase. If it is not realized, the Department of Administrative Services suggests that reductions be made in the Income Maintenance “overmatch” funding contained in the Department of Health and Human Services budget.
- **Miscellaneous Revenue**  
Other miscellaneous revenue is budgeted at \$565,000, an increase of \$487,000 over 2007. This is primarily due to the closing of three tax incremental districts in the City of Milwaukee in 2008, compared to one anticipated in 2007.
- **Pension Contribution**  
The budgeted pension contribution for 2008 is \$38,773,571, a decrease of \$10,491,429 from the 2007 Adopted amount. This is due to a combination of a lower requested contribution from the Pension Board’s actuaries and projected greater savings from the use of pension obligation bonds. (*See the Pension Obligation Bond discussion above.*)
- **DHHS – County Health Programs – General Assistance Medical Program (GAMP)**  
Begun in 2007, the 2008 Recommended Budget includes efforts to increase the Federal claim for uncompensated hospital expenditures associated with GAMP. Milwaukee County will increase its local match provided to increase the claim of Federal Disproportionate Share Hospital (DSH) funds. The 2008 Budget includes a total of \$18,791,935 in local match funds. Overall revenues in the Division increase \$10,638,287 primarily due to an approximate \$5 million increase in voluntary hospital donations paid to the County related to the expansion of the GAMP claim for Federal DSH funds.
- **Milwaukee County University Extension Service**  
The 2008 Recommended Budget again recommends terminating the agreement with the UW Board of Regents for UW Extension services. (The Board has restored this budget cut in previous years.) An appropriation of \$37,500 is included for the first four months of rent and related lease expenses of the Roosevelt School. This results in a tax levy savings of \$184,480 compared to the 2007 Adopted Budget.

**Departmental Highlights and Initiatives**

- **Department of Administrative Services – Economic and Community Development Division.**  
The DAS – Economic and Community Development Division is changed in 2008 to include only the Community Development (CDBG) Block Grant Section and the Economic Development Section to allow the Division to focus exclusively on economic development grants, real estate sales, as well as CDBG Programs. The total property tax levy increases by \$1,426,083 based upon the actual cost in 2008 for the remaining division after deducting actual expected Federal revenue.

The HOME/Home Repair and the Voucher Program sections are transferred out of the Economic and Community Development Division in 2008 into the newly created Department of Health and Human Services (DHHS) Housing Division. These sections will be combined in the new DHHS Division with two HUD-funded special needs housing programs currently contained in BHD:

Shelter Plus Care, to focus management on prioritizing the use of County housing resources to serve persons with mental illness and other special needs.

It should be noted that this Division experienced a deficit of \$2.57 million in 2006 and a projected deficit of \$950,000 for 2007.

- **Department of Administrative Services – Human Resources Division.**

In 2007, policymakers were made aware of a number of personnel-related matters that significantly impacted the delivery of services in Milwaukee County. The Behavioral Health Division, the House of Correction and the DHHS Delinquency and Court Services Division all experienced staffing obstacles that burdened staff and administrators alike. For 2008, the DAS – Division of Human Resources plans a number of initiatives to help centrally address staffing concerns.

One position is created to focus exclusively on recruitment solutions to enhance the pool of qualified candidates for corrections and medical positions. Recruiting strategies will be further aided by an additional \$25,000 for job advertising and the implementation of the Ceridian Recruiting module that will streamline the cumbersome position application process. The Division also requests funding for specialized consulting and medical services to monitor and approve requests for leave under the Family and Medical Leave Act and will work with departments to develop effective strategies to manage excessive medical leave usage.

- **Department of Administrative Services – Division of Employee Benefits.**

This new division was established by County Board amendment as part of the 2007 Adopted Budget to provide better management of health care and pension benefit programs. For 2008, a reorganization effort is put forth that creates six new positions, partially offset with the abolishment of 3.95 FTE positions. These position actions are based on the recommendation of the new Employee Benefits Director and are intended to provide better coordination of employee and retiree benefits. Expenditures for services decrease by \$283,450, from \$450,000 to \$166,550, to reflect the development of more in-house expertise and less reliance on outside consultants.

- **Combined Court Related Operations.**

The 2008 Recommended Budget for Combined Court Related Operations 2008 spares the Courts the sharp cuts recommended by the County Executive in 2007 and largely preserves the funding restored by the County Board in the 2007 Adopted Budget. Nonetheless, there are some recommendations that may be cause for concern for policymakers. Among the 15.5 FTE abolishments are nine Legal Research Interns that, according to prior testimony by the Chief Judge, provide invaluable assistance in supporting and managing daily court operations. In particular, these positions augment Bailiff staffing in courtrooms through their ability to manage juries. Other position actions also merit a close review.

An additional concern is the uncertain status of State funding for the Circuit Court Support Grant program. The Wisconsin State Senate, with the endorsement of the State Supreme Court, has proposed additional funding and a change in allocation methodology that may result in a \$2.1 million increase in the Court Support Grant. However, given the unsettled status of budget negotiations in the State Legislature, the tenuous nature of this funding may call for the development of an unappealing contingency plan to account for a significant budget shortfall.

- **Department of Child Support Enforcement.**

The Federal Deficit Reduction Act of 2005 (DRA) resulted in a major nationwide reduction in the amount of Federal revenue available to help states and counties enforce child support collections. Those cuts are scheduled to begin October 1, 2007; however, the Department has managed to avoid the need for layoffs in the last quarter of 2007 by successfully administering the 2007 budget allocation. For 2008, the Department of Child Support Enforcement accounts for the DRA cuts by unfunding 60.5 FTE's, roughly one-third of the department staff.

Child support agencies and advocates continue to work at the Federal level and have legislation pending in Congress that will repeal these provisions of the DRA. The State of Wisconsin has proposed a supplemental allocation for 2008 from General Purpose Revenue (GPR) to help counties offset the Federal reductions. For Milwaukee County, the GPR revenue results in \$1.5 million that can be used to pull in \$3 million in federal matching funds. However, in the event the DRA cuts cannot be repealed, the Department of Child Support enforcement faces a high likelihood of large staff layoffs, which, in turn, will have a strong negative impact on child support collections for families.

- **Department on Aging – Family Care**

Family Care is a long-term care pilot program operating in selected Wisconsin counties under four federal Medicaid waivers and is intended to re-design the State's long-term support systems in order to provide individuals better choices about their living arrangements and services they receive, improve access to services, improve quality of care (including an emphasis on both health and social outcomes), and establish a system that will be cost-effective into the future.

For 2008, the Family Care Management Organization (CMO) program has been provided its own Org. Unit, 7990, to reflect its continued expansion, as well as to address its potential inclusion of persons with disabilities under the age of 60. The program remains under the oversight of the Department on Aging for 2008. CMO expenditures increase by \$26,928,644 to \$188,594,506 and revenues increase \$25,332,260 to \$188,938,466. The 2008 Recommended Budget for the CMO is based on the 2007 capitated rate, which has not yet been updated by the State. In 2008, the CMO will increase the co-pay paid to Paratransit for clients who use that service from \$3.25 to \$7.00. This rate is still below the actual per ride cost of more than \$20. This will provide an additional \$825,000 in revenue to Paratransit, helping it preserve its services for 2008. It is expected that by the end of 2007, the CMO will have repaid the County all of the \$12,217,786 in deficits that were incurred a few years ago.

- **Department of Health and Human Services - Housing Division**

A new Housing Division is created in DHHS in 2008. This initiative consolidates all housing programs currently spread across the County into a single division. DHHS was chosen to house this new division to reflect the County's desire to integrate housing programs with other social service programs and to prioritize the use of housing resources to address the needs of persons with mental illness or other special needs. The Special Needs Program is transferred from DHHS – BHD, and the Housing Choice Voucher and the HOME/Home Repair programs are transferred from DAS - Economic and Community Development. All three programs receive funding from the Federal Department of Housing and Urban Development (HUD).

Total expenditures of \$18,401,970, including \$2,457,096 in Personal Services, \$16,495,218 in revenues and \$1,906,752 in property tax levy, are transferred into the new Division.

This initiative also creates 1.0 FTE position of Executive Director 2, offset by the abolishment of 1.0 FTE Assistant Housing and Community Development Coordinator in the Community Development Block Grant program in DAS – Economic & Community Development and 1.0 FTE Assistant Housing and Community Development Coordinator in the Housing Choice Voucher Program, for a salary, social security and active fringe benefit savings of \$20,128.

- **DHHS – Behavioral Health Division**

An initiative is included in 2008 to allocate property tax levy funding and \$1,726,544 in overall expenditures to the Psychiatric Crisis Unit to address significant surges the in-patient population and safety concerns associated with the increased volume and the attendant rise in number of acute cases. This initiative comes after a series of newspaper articles highlighting safety and security concerns at BHD. Approximately \$1.3 million is budgeted in 2008 for increased nursing, psychiatric, social worker, unit clerk and security personnel. \$320,680 is included for overtime. \$224,573 is budgeted for increased security staff in response to recent spikes in patient-to-staff violence in BHD's Rehabilitation Central units. The BHD administrator will convene a task force to weigh the merits of creating an intensive management unit within the acute inpatient hospital and/or Rehab Central units to address issues related to patients who exhibit difficult and sometimes violent behavior, and provide a report to the County Board by February 1, 2008. BHD also will increase its efforts to encourage eligible clients to apply for Family Care benefits, which is projected to reduce BHD's purchase-of-service expenditures by \$450,000 in 2008.

These changes are proposed within the context of continued discussions related to the possible move of BHD programs and services from the present location to the St. Michael Hospital facility on the north side. These discussions are expected to continue for the remainder of this year and into 2008.

### **Future Fiscal Issues/Strategic Planning**

Last year's Budget Overview raised a number of fiscal and policy considerations to keep in mind as policymakers determine the best way to position the County for the next several years. Several of these continue to be major concerns for 2008 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 underfunding 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.
- ❑ Increasing 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.

The strategic planning process approved by the County Board in 2007 will begin to address these and other fiscal and program issues as we move into 2008 and beyond.

## Capital Improvements Program

The Recommended Capital Improvements Budget includes 84 separate projects at a total cost of \$55.9 million. County financing for those projects totals \$38.5 million. The 84 projects consist of 70 non-Airport projects at a total cost of \$44.6 million, plus 14 Airport projects at a total cost of \$11.3 million. The 70 corporate purpose (non-Airport) projects result in net County financing of \$34.2 million to be financed by \$29.7 million in General Obligation Corporate Purpose bonds, \$1 million in State Trust Fund Loan, \$417,000 in sales tax revenues, \$1.3 million in Passenger Facility Charges (PFC) revenue and \$791,300 in construction fund investment earnings, \$175,000 in miscellaneous revenue and \$900,000 in private donations.

Cash financing in the 2008 Recommended Capital Improvement Budget is \$5.9 million, or 15.3% of net County financing. Cash financing for non-airport projects is \$3.5 million, or 10.4% 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 \$29.7 million in General Obligation bonds for non-Airport projects, a \$3.5 million decrease from the 2007 Adopted Budget amount.

The 2008 Recommended Capital Improvements Budget continues the trend of a reduced capital program. 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.)*

- Fourteen capital projects are scheduled for General Mitchell International Airport at a total cost of \$11.2 million. This includes \$2.2 million for the **Air Cargo Way Reconstruction and Relighting Project** to reconstruct the road that leads to air cargo facilities and remote parking. The \$11.2 million in total expenditures for the 14 Airport projects are offset with \$6.9 million in Airport reimbursement revenue resulting in net County financing of \$4.3 million. This amount includes \$1.9 million in General Airport Revenue Bonds (GARB's), \$900,000 in PFC revenue bonds and/or pay-as-you-go PFC financing and \$1.5 million from the Airport capital improvements reserve.
- An appropriation of \$5.2 million is included for major reconditioning of **West Good Hope Road** from North 107<sup>th</sup> Street to North Port Washington Road. State financing will provide \$2.5 million of this cost.
- An appropriation of \$2.5 million is included to begin construction on the **Lincoln Park Family 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 \$1.5 million is included in the Capital Improvements Budget for construction of three **Splash Pads** to be located at sites to be determined later. Existing wading pools, if applicable, will be removed.

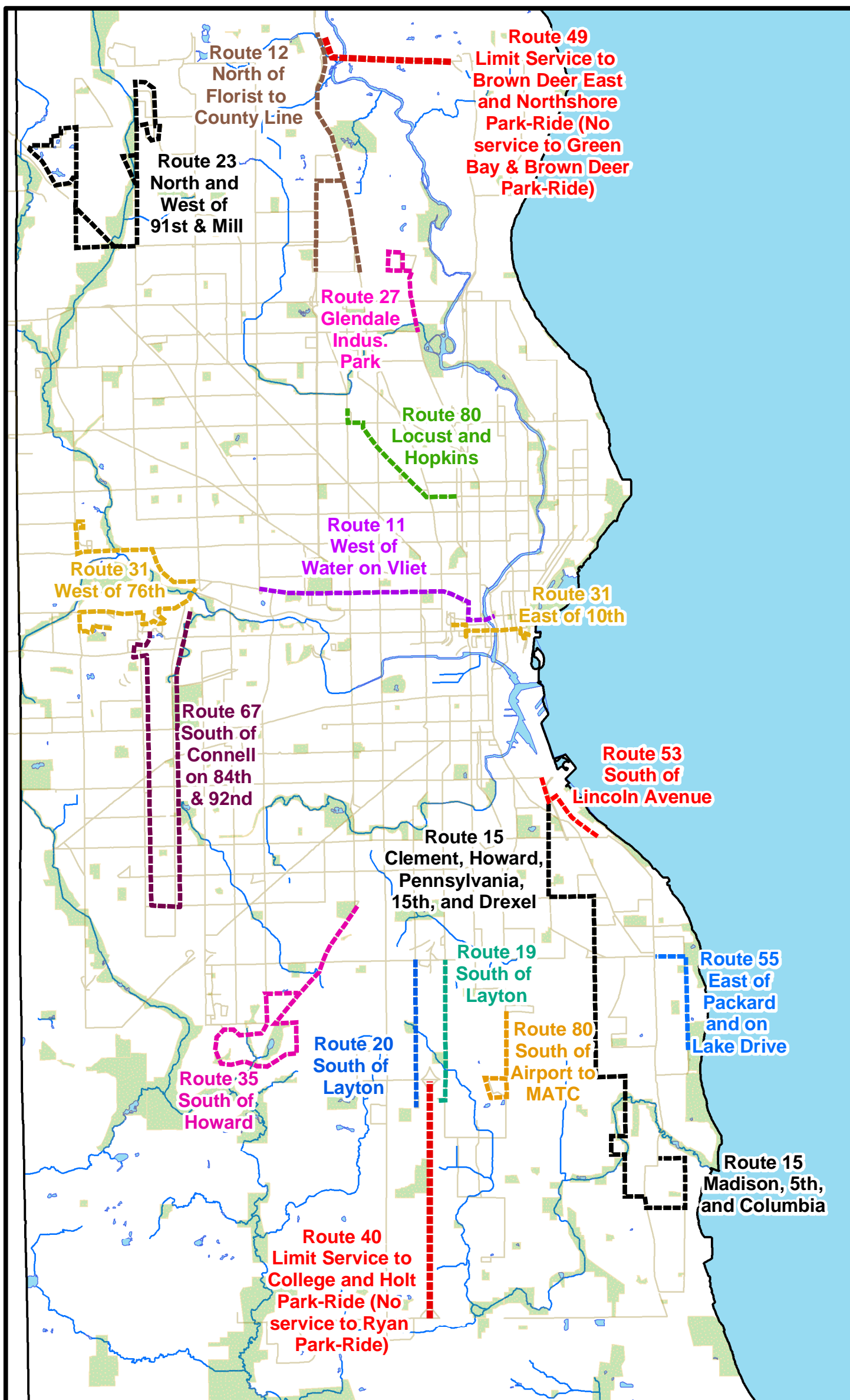
- An appropriation of \$1.5 million is included for the construction of a **Mitchell Park Greenhouse**. The Recommended Budget includes the demolition of the existing greenhouses on the County Grounds and the sale of the land to the Lutheran College.
- An appropriation of \$824,100 is included for the **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.
- An appropriation of \$1 million is budgeted for the construction or rehabilitation of housing to serve individuals who suffer from mental illness and/or substance abuse and who are clients of the Behavioral Health Division. The financing for the **Special Needs Housing Program** will be sought from the State Trust Fund Loan Program due to the determination that bond financing was not the appropriate mechanism.

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

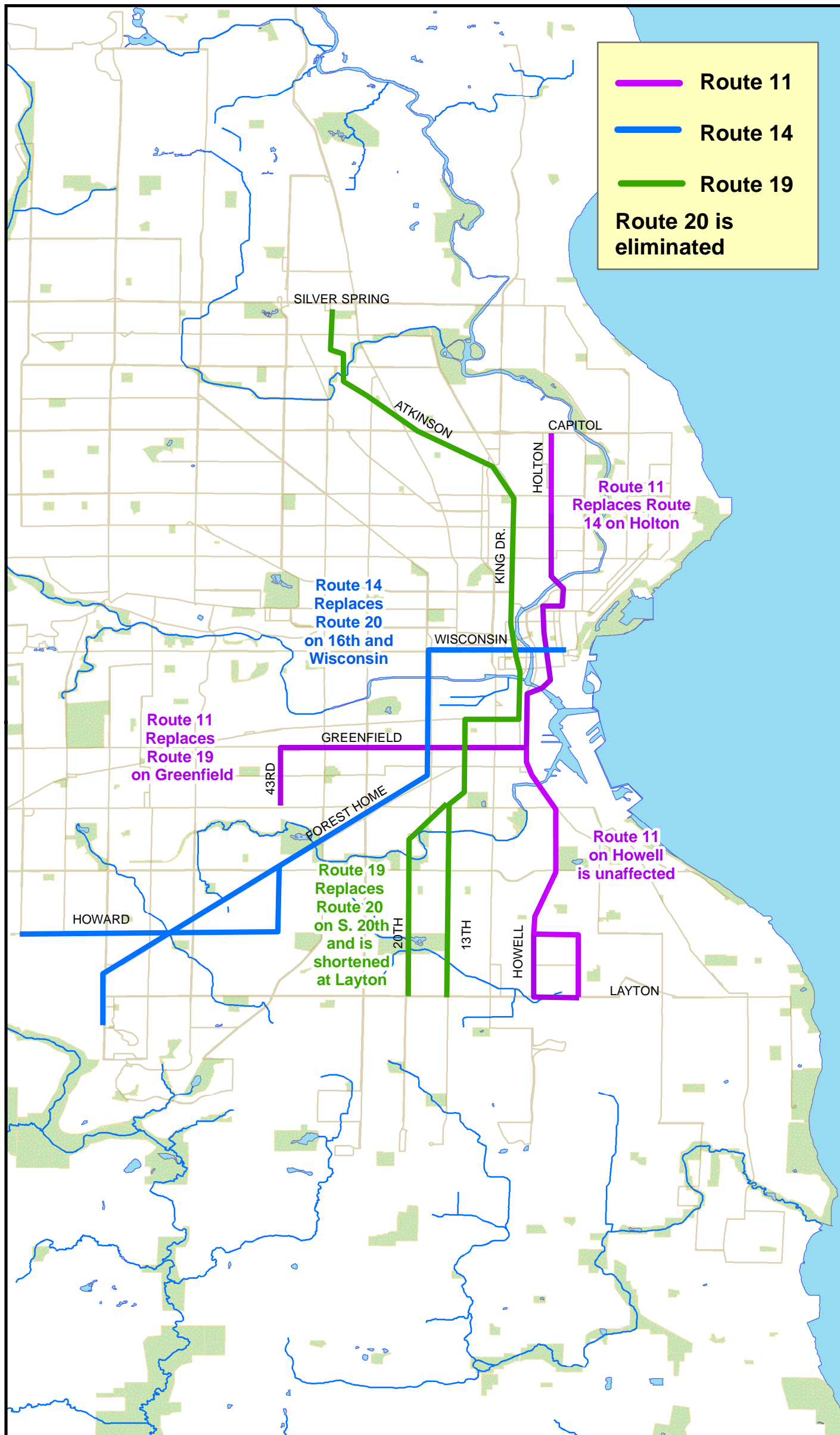
Appendix:

Transit Segment  
Eliminations  
And Route  
Reorganizational

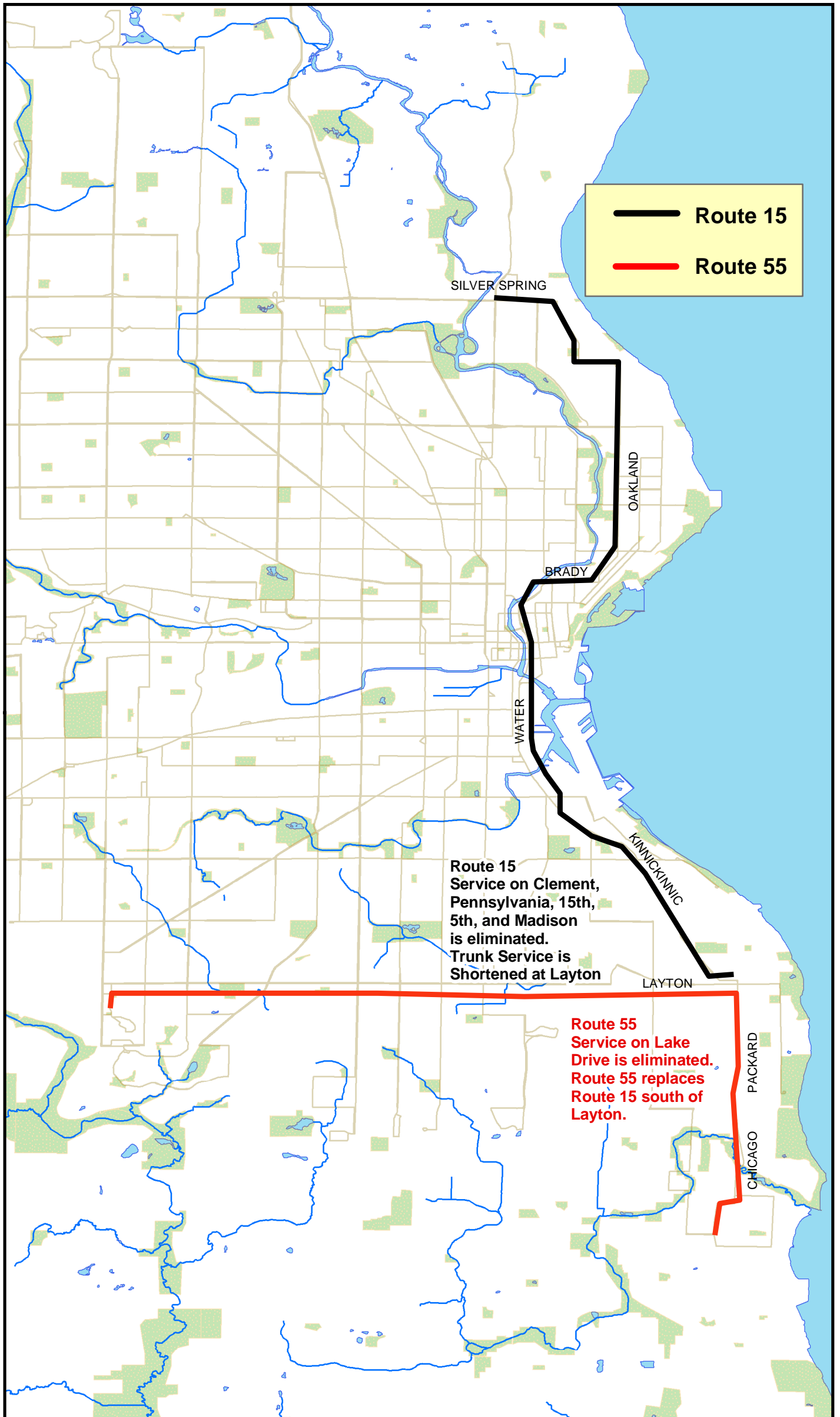
# County Executive's 2008 Budget Transit Segment Eliminations



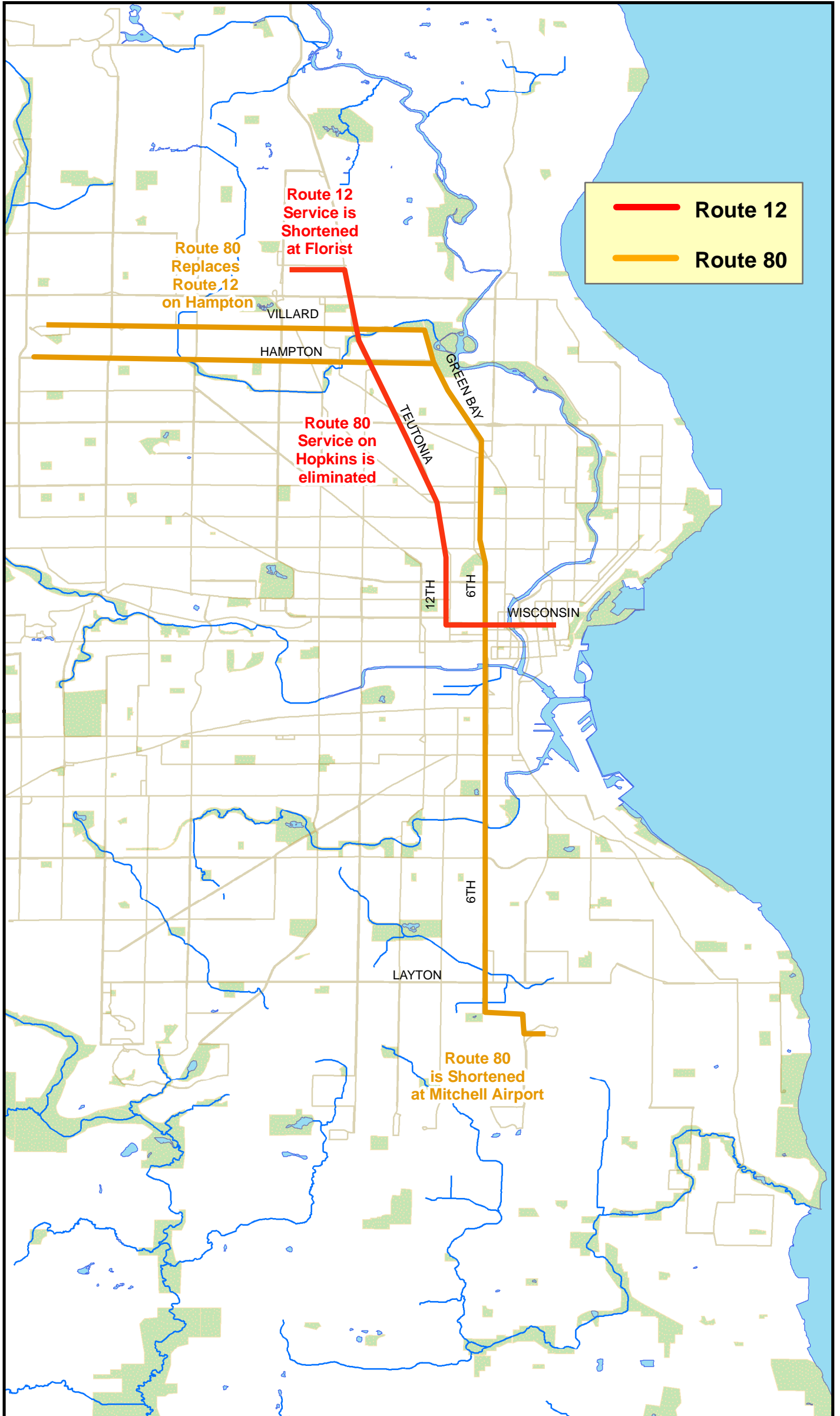
# County Executive's 2008 Budget Route 11, 14, 19, and 20 Reorganization



# County Executive's 2008 Budget Route 15 and 55 Reorganization



# County Executive's 2008 Budget Route 12 and 80 Reorganization



**SECTION 2 - TAX LEVY CHANGES IN 2008 COUNTY EXECUTIVE RECOMMENDED BUDGET**

<u>Org. Unit</u>	<u>Org. Name</u>	<u>2007 Adopted</u>	<u>2008 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
<b>Non-Departmental</b>					
<b>REVENUES</b>					
1901	Unclaimed Money	\$ (1,325,000)	\$ (225,705)	\$ 1,099,295	82.97%
1933	Land Sales	\$ (7,600,000)	\$ (7,245,331)	\$ 354,669	4.67%
1937	Potawatomi Revenue**	\$ (3,486,477)	\$ (3,486,477)	\$ -	0.00%
1969	Medicare Part D Revenue	\$ (2,000,000)	\$ (2,768,970)	\$ (768,970)	-38.45%
1992	Earnings on Investments	\$ (6,400,000)	\$ (8,041,000)	\$ (1,641,000)	-25.64%
1993	State Shared Taxes	\$ (37,082,280)	\$ (38,062,280)	\$ (980,000)	-2.64%
1994	State Exempt Computer Aid	\$ (2,547,369)	\$ (2,397,602)	\$ 149,767	5.88%
1996	County Sales Tax Revenue	\$ (65,921,500)	\$ (65,208,949)	\$ 712,551	1.08%
1997	Excess Power Plant Revenue	\$ (356,880)	\$ (356,880)	\$ -	0.00%
1998	Surplus/Deficit from Prior Year	\$ (4,664,280)	\$ (4,901,148)	\$ (236,868)	5.08%
1999	Other Misc. Revenue	\$ (78,000)	\$ (565,000)	\$ (487,000)	-624.36%
<i>Non Departmental Revenues Subtotal</i>		\$ (131,461,786)	\$ (133,259,342)	\$ (1,797,556)	-1.37%
<b>EXPENDITURES</b>					
1905	Ethics Board	\$ 59,514	\$ 56,997	\$ (2,517)	-4.23%
1908	Milwaukee Cty. Historical Society	\$ 242,550	\$ 242,550	\$ -	0.00%
1912	Visit Milwaukee	\$ 25,000	\$ 25,000	\$ -	0.00%
1913	Civil Air Patrol	\$ 9,500	\$ 10,000	\$ 500	5.26%
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	\$ (8,883,144)	\$ (10,195,078)	\$ (1,311,934)	14.77%
1945	Appropriation - Contingencies	\$ 3,110,427	\$ 3,155,758	\$ 45,331	1.46%
1950	Employee Fringe Benefits	\$ (4,218,312)	\$ -	\$ 4,218,312	-100.00%
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	\$ (9,404,445)	\$ (9,995,390)	\$ (590,945)	-6.28%
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>		\$ (15,129,822)	\$ (12,771,075)	\$ 2,358,747	-15.59%
<b>Departmental</b>					
<b>Legislative &amp; Executive</b>					
1000	County Board	\$ 6,330,611	\$ 6,243,281	\$ (87,330)	-1.38%
1001	Audit Department	\$ 2,779,463	\$ 2,647,915	\$ (131,548)	-4.73%
1040	Community Business Development Partners	\$ 533,310	\$ 690,989	\$ 157,679	29.57%
1011	County Exec. - General Office	\$ 1,129,198	\$ 1,261,438	\$ 132,240	11.71%
1021	County Exec. - Veterans Service	\$ 315,554	\$ 311,837	\$ (3,717)	-1.18%
<i>Legislative &amp; Executive Subtotal</i>		\$ 11,088,136	\$ 11,155,460	\$ 67,324	0.61%

\*\*An additional \$1,388,523 is budgeted in DHHS and BHD for a total of \$4.8 million in Potawatomi revenue for 2008.

**SECTION 2 - TAX LEVY CHANGES IN 2008 COUNTY EXECUTIVE RECOMMENDED BUDGET**

<u>Org. Unit</u>	<u>Org. Name</u>	<u>2007 Adopted</u>	<u>2008 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
<b>Staff Agencies</b>					
1110	Civil Service Commission	\$ 64,344	\$ 61,695	\$ (2,649)	-4.12%
1120	Personnel Review Board	\$ 190,878	\$ 200,482	\$ 9,604	5.03%
1130	Corporation Counsel	\$ 1,862,237	\$ 1,804,366	\$ (57,871)	-3.11%
1019	DAS - Ofc. For Persons w/Disabilities	\$ 777,462	\$ 703,955	\$ (73,507)	-9.45%
1135	DAS - Labor Relations	\$ 547,326	\$ 639,327	\$ 92,001	16.81%
1140	DAS - Human Resources	\$ 3,999,648	\$ 3,157,188	\$ (842,460)	-21.06%
1188*	DAS - Employee Benefits	\$ 866,891	\$ 997,168	\$ 130,277	15.03%
1150	DAS - Risk Management	\$ (53,183)	\$ -	\$ 53,183	100.00%
1151	DAS - Administration and Fiscal Affairs	\$ 3,838,414	\$ 4,292,121	\$ 453,707	11.82%
1152	DAS - Procurement Division	\$ 937,929	\$ 853,507	\$ (84,422)	-9.00%
1160	DAS - Information Mgt Services Division	\$ (288,840)	\$ 354,736	\$ 643,576	-222.81%
1192	DAS - Economic & Comm. Development	\$ (1,721,628)	\$ (295,545)	\$ 1,426,083	82.83%
<b>Staff Agencies Subtotal</b>		\$ 11,021,478	\$ 12,769,000	\$ 1,747,522	15.86%
<b>Courts &amp; Judiciary</b>					
2000	Combined Court Related Operations	\$ 36,706,613	\$ 36,072,407	\$ (634,206)	-1.73%
2430	Dept. of Child Support	\$ 1,498,971	\$ 996,781	\$ (502,190)	33.50%
<b>Courts &amp; Judiciary Subtotal</b>		\$ 38,205,584	\$ 37,069,188	\$ (1,136,396)	-2.97%
<b>General Government</b>					
3010	Election Commission	\$ 658,726	\$ 1,045,314	\$ 386,588	58.69%
3090	County Treasurer	\$ 53,538	\$ (514,622)	\$ (568,160)	1061.23%
3270	County Clerk	\$ 366,521	\$ 272,455	\$ (94,066)	-25.66%
3400	Register of Deeds	\$ (2,021,338)	\$ (1,547,830)	\$ 473,508	23.43%
<b>General Government Subtotal</b>		\$ (942,553)	\$ (744,683)	\$ 197,870	20.99%
<b>Public Safety</b>					
4000	Office of the Sheriff	\$ 76,830,156	\$ 73,760,152	\$ (3,070,004)	-4.00%
4300	House of Correction	\$ 48,289,344	\$ 44,322,658	\$ (3,966,686)	-8.21%
4500	District Attorney	\$ 11,541,508	\$ 11,313,549	\$ (227,959)	-1.98%
4900	Medical Examiner	\$ 3,095,905	\$ 3,133,618	\$ 37,713	1.22%
<b>Public Safety Subtotal</b>		\$ 139,756,913	\$ 132,529,977	\$ (7,226,936)	-5.17%
<b>Public Works and Transportation</b>					
5040	DPW - Airport	\$ (2,049,299)	\$ (1,965,376)	\$ 83,923	4.10%
5070	DPW - Transportation Services	\$ 243,161	\$ 200,612	\$ (42,549)	17.50%
5080	DPW - Arch/Eng/Env Services	\$ 707,291	\$ 835,199	\$ 127,908	18.08%
5100	DPW - Highway Maintenance	\$ 1,194,142	\$ 1,098,041	\$ (96,101)	-8.05%
5300	DPW - Fleet Management	\$ 314,564	\$ -	\$ (314,564)	100.00%
5600	Milwaukee County Transit/Paratransit	\$ 21,323,090	\$ 22,244,323	\$ 921,233	4.32%
5700	DPW - Facilities Management	\$ 1,474,613	\$ 1,099,550	\$ (375,063)	-25.43%
5800	DPW - Director's Office	\$ 238,573	\$ 145,314	\$ (93,259)	-39.09%
<b>Parks and Public Infrastructure Subtotal</b>		\$ 23,446,135	\$ 23,657,663	\$ 211,528	0.90%

**SECTION 2 - TAX LEVY CHANGES IN 2008 COUNTY EXECUTIVE RECOMMENDED BUDGET**

<u>Org. Unit</u>	<u>Org. Name</u>	<u>2007 Adopted</u>	<u>2008 County Exec.</u>	<u>Levy Change</u>	<u>% Change</u>
<b>Health and Human Services</b>					
6300	DHHS - Behavioral Health Division	\$ 42,086,213	\$ 44,058,140	\$ 1,971,927	4.69%
7200	DHHS - County Health Programs	\$ 19,470,910	\$ 14,357,274	\$ (5,113,636)	-26.26%
7900	Dept. on Aging	\$ 3,590,850	\$ 3,661,218	\$ 70,368	1.96%
7990*	Dept. on Aging-CMO	\$ (1,583,573)	\$ (343,960)	\$ 1,239,613	-78.28%
8000	Dept. of Health and Human Services	\$ 23,350,587	\$ 25,256,147	\$ 1,905,560	8.16%
<i>Health &amp; Human Services Subtotal</i>		\$ 86,914,987	\$ 86,988,819	\$ 73,832	0.08%
<b>Parks Recreation &amp; Culture</b>					
9000	Parks, Recreation and Culture	\$ 23,654,164	\$ 20,724,229	\$ (2,929,935)	-12.39%
9500	Zoological Dept.	\$ 6,585,126	\$ 5,956,814	\$ (628,312)	-9.54%
9700	Milwaukee Public Museum	\$ 3,327,257	\$ 3,502,376	\$ 175,119	5.26%
9910	University Extension Service	\$ 221,987	\$ 37,507	\$ (184,480)	-83.10%
<i>Recreation &amp; Culture Subtotal</i>		\$ 33,788,534	\$ 30,220,926	\$ (3,567,608)	-10.56%
<b>Debt Service</b>					
9960	General County Debt Service	\$ 44,360,240	\$ 53,431,913	\$ 9,071,673	20.45%
<i>Debt Service Subtotal</i>		\$ 44,360,240	\$ 53,431,913	\$ 9,071,673	20.45%
<b>Capital Improvements</b>					
1200-1876	Capital Improvements - Exp	\$ -	\$ -	\$ -	100.00%
<i>Capital Improvements Subtotal</i>		\$ -	\$ -	\$ -	100.00%
GRAND TOTAL DEBT SERVICE		\$ 44,360,240	\$ 53,431,913	\$ 9,071,673	20.45%
GRAND TOTAL OPERATING PURPOSE		\$ 328,149,392	\$ 320,875,275	\$ (7,274,117)	-2.22%
GRAND TOTAL REVENUES		\$ (131,461,786)	\$ (133,259,342)	\$ (1,797,556)	-1.37%
GRAND TOTAL		\$ 241,047,846	\$ 241,047,846	\$ -	0.00%

\* Indicates new budget

Note: 2007 Adopted Budget figures are based on the tax levy numbers included in the "Additional Costs Not Included in Tax Levy" table in each operating department budget. This change adjusts for the removal of abatements in the 2008 Recommended Budget and allows for a direct tax levy comparison of 2007 to 2008.

**SECTION 3 – OVERVIEW/ MAJOR CHANGES  
2008 RECOMMENDED BUDGET**

**Non-Departmental – Revenues:**

**1900 Accounts:**

**1901 Unclaimed Money**

Unclaimed Money is budgeted at \$225,705, a decrease of \$1,099,295 from the amount budgeted in 2007. This amount recognizes unclaimed money held by the Treasurer in 2007 that is expected to lapse to the County general fund in 2008.

**1933 Land Sales**

Land sale revenue is budgeted at \$7,245,331, a decrease of \$354,669. Anticipated land sales include three Park East Blocks (2E, 6E & 4W), the 6th & State parcel and the Wisconsin Lutheran/Parks Greenhouse Parcel. A recent history of budgeted vs. actual land sales revenue is depicted below:

	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
Budget	\$7,245,331	\$7,600,000	\$2,700,000	\$5,000,000	\$5,000,000
Actual			\$2,339,718	\$3,233,448	\$3,034,967
Surplus/(Deficit)			\$(360,282)	\$(1,776,552)	\$(1,965,033)

**1937 Potawatomi Revenue**

This non-departmental was created to reflect the receipt of revenue from the Potawatomi Tribe. The 2008 budget includes a total of \$4,875,000 million in Potawatomi Revenue based on monthly Class III Net Win proceeds at the Potawatomi Casino, the same as the 2007 amount. A total of \$1,388,523 of this revenue is budgeted within DHHS to offset various programs, the same as 2007. This non-departmental account reflects the remaining revenue amount, \$3,486,477, which reduces overall 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 \$2,768,970 in Medicare Part D revenues, an increase of \$768,970 from the amount anticipated in 2007.

**1991 Property Taxes**

Property Tax revenue is budgeted at \$241,047,846, the same as the 2007 Adopted amount. It is \$8,455,329, or 3.6%, more than the amount recommended in the County Executive's 2007 Budget.

**1992 Earnings on Investments**

Earnings on Investments increase \$1,641,000 from \$6,400,000 to \$8,041,000. This increase is based on an average investment balance of \$300 million at 4.20%. The 2007 budget was based on an average investment balance of \$267 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 2007.)

**1993 State Shared Taxes**

State Shared Taxes (Shared Revenue) increases \$980,000 from \$37,082,280 to \$38,062,280. 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 payments (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 \$980,000 increase is based on the estimated County share of the proposed increase of \$15 million for State Shared Revenue that is included in the Senate version of the 2007-09 State Budget.

Gross shared revenue payments are \$58.1 million, with \$20.1 million intercepted by the State for the Child Welfare reallocation, for the tenth 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 \$2,397,602, a decrease of \$149,767 from the 2007 budgeted amount of \$2,547,369. 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 tax incremental districts (TID) and the property tax levy.

**1996 County Sales Tax Revenue**

Total County sales tax receipts are projected to decrease by \$712,551, from \$65.9 million in 2007 to \$65.2 million in 2008. A total of \$53.4 million in net sales tax revenue is earmarked for debt service costs and \$417,000 is dedicated to cash finance capital improvement projects. Net County sales tax revenue is projected to exceed debt service costs by \$11.7 million, a decrease of approximately \$9.8 million from the 2007 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 should be forth coming.

**1997 Excess Power Plant Revenue**

The Recommended Budget contains \$356,880, the same as 2007. 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 2006 adjusted surplus applied to the 2008 budget is \$4,901,148, an increase of \$236,868 over the 2007 budgeted surplus of \$4,664,280. 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 \$565,000, an increase of \$487,000 over 2007. This is primarily due to the closing of three tax incremental districts (TID's) in the City of Milwaukee in 2008, compared to one in 2007.

**Non-Departmental – Expenditures:**

**1900 Accounts:**

1905 **Ethics Board**

An allocation of \$200,000 is designated in the Appropriation for Contingencies to address expenditures that may be necessary due to the implementation of a revised Ethics Code. Ethics Board expenditures are slightly higher than 2007 due to an increase in Personnel Review Board staffing, of which 25% is charged to the Ethics Board.

1908 **Milwaukee County Historical Society**

No Change.

1912 **VISIT Milwaukee**

No Change.

1913 **Civil Air Patrol**

Expenditure authority of \$10,000 is provided in 2008, a \$500 increase from 2007.

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 2007.

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. \$1,662,145 is included for operational costs for 2008. Revenues of \$237,374 are captured through crosscharges to revenue-producing departments.

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

Expenditure authority of \$995,00 is provided in 2008, \$56,000 less than 2007.

Revenue of \$792,000 is projected from the \$4 surcharge collected by the Register of Deeds. The Register of Deeds also expects revenue of \$198,000 from the \$1 surcharge collected. An additional \$5,000 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. Some of the specific expenditures include:

- \$198,000 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.
- \$225,316 to the Architectural, Engineering & Environmental Services Division of the Department of Transportation and Public Works for project management.
- \$93,369 for the Register of Deeds for MCAMLIS data maintenance.

In 2008, \$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; 2008 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 2008, expenditure offsets are equal to revenue offsets for a zero property tax levy impact. It should be noted that the discontinuation of the abatement for IMSD and Courthouse Space Rental Charges results in a decrease of \$33,869,482 in this amount for 2008.

**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. From 1997 through 2007, the Central Service Allocation was not included as an expenditure in departmental operating budgets. For 2008, centralized service costs are included in departmental budgets. The Central Service Allocation amounts for 2008 are based upon the 2008 Cost Allocation Plan, which uses 2006 actual costs as its basis.

**1945 Appropriation for Contingencies**

The Recommended Budget includes \$3,155,758, an increase of \$45,331 from the \$3,110,427 provided in 2007. An earmark of \$200,000 is provided to implement the recommendations of the Code of Ethics Study Committee, should those be approved by the County Board and require additional expenditures in 2008. The policy that any

unanticipated revenue received during the year be first placed in the Appropriation for Contingencies is continued for 2008.

**1950 Employee Fringe Benefits**

After a study of fringe allocation options, a new methodology is implemented to better reflect actual FTE costs. Health care costs are budgeted as a fixed cost per eligible FTE and pension costs are calculated as a percent of salary.

*5403 – Health Benefits-Hospital, Professional, Major Medical and Dental Expense* Costs are increased \$3,590,345 (2.7%) to \$138,700,915. Estimated 2008 HMO and PPO expenditures total \$133,350,000 and are based on actual 2007 claims data, administration costs, wellness program estimates and an estimated inflation/growth factor of 10% for health care. Since 2002, budgeted expenditures for all health benefits have increased \$61.9 million or 80.7%.

Expenditures for the two dental insurance products and the mental health/substance abuse/EAP carve-out increase a total of \$829,200 due mainly to an increase in the County Dental Plan of \$666,400 (42.2%). By comparison, the Dental Maintenance Organization plan increases a modest 3.6% to reflect actual experience.

*5404 – Employee Group Life Insurance* costs decrease \$74,800 (4.2%) due to fewer covered lives.

*5405-Annuity-County Mandatory Contribution* decreases \$10,500 to \$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* account is used to separately budget for OBRA benefit contributions. This amount is decreased by \$7,000 to \$522,000.

*5409-Retirement System Contribution* account decreases \$10,491,429 from \$49,265,000 to \$38,773,571. This represents a decrease of \$10,933,751 from the \$49,707,000 amount requested by the Pension Board. The Recommended Budget proposes issuing approximately \$267 million in pension obligation bonds for the purpose of paying a portion of the Unfunded Actuarial Liability (UAL) of the Pension Fund. The projected UAL for 2008 is \$329 million, but there is approximately \$62 million in realized but not yet recognized gains in the pension fund. The goal is to achieve pension contribution savings based on borrowing for the unfunded liability at approximately 6% versus the 8% assumed rate of return that is applied to the UAL in the annual contribution payments. These savings are projected to be \$10,933,751 for 2008, as stated above. State Legislative authority is still needed to implement any POB proposal. *(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 2007. For 2008, DAS-Fiscal Affairs will also charge this account for staff associated with the preparation and issuance of the general obligation bond issues, totaling \$202,185 in costs. These are offset with \$202,185 in general obligation bond proceeds. Airport revenue bond proceeds are also used to offset costs to issue these debt instruments.

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 2008, an appropriation of \$245,000 is included, the same as 2007.

**Departmental:**

***NOTE: Because the 2008 Recommended Budget discontinues the abatement of Countywide crosscharges that has been included for the last several years, departmental tax levy changes to the prior year are based on the tax levy change reflected in the "Additional Costs Not Included In Tax Levy" table in each budget, which is a more accurate comparison.***

1000 **County Board**

Tax levy decreases \$87,330, or 1.38%, compared to 2007. Personal services include \$58,810 to fund a reclassification for Legislative Assistants that the Personnel Committee approved on September 21, 2007. Not included is a three percent salary increase for Supervisors, effective May 1, 2008, that had been included in the Requested Budget. On the other hand, there is a three percent lump sum reduction in total salaries, reducing personal service expenditures approximately \$86,000 which was not included in the Requested Budget. Services are reduced \$18,674, mainly reflecting reduced use of outside printers and greater use of the House of Correction Print Shop.

1001 **Department of Audit**

Tax levy decreases \$131,548 compared to 2007, including a personal services reduction of \$37,944. Three positions (2.21 FTE's) are unfunded for a total savings of \$127,903, including a Forensic Auditor whose duties are reassigned to another position. Expenditures for outside auditor services are decreased \$35,000, reducing resources for external audit support. Training dollars are decreased \$5,900, reducing resources for mandatory training required by audit standards.

1040 **Office of Community Business Development Partners (CBDP)**

Tax levy increases \$157,679 compared to 2007. One Secretarial Assistant position is abolished, reducing expenditures \$34,565. Crosscharge revenue is reduced from \$250,000 to \$63,700 for charges to capital projects. In 2007, crosscharge revenue included

\$200,000 charged to capital projects, \$25,000 to Airport operations and \$25,000 to Transit operations. Revenues of \$21,000 for CBDP services to the Park East Redevelopment Compact are continued. An expenditure of \$15,000 for translations services also is continued.

**1011 County Executive – General Office**

Tax levy increases \$132,240, or 11.7%, compared to 2007. Personal service appropriations provide funding for 10.2 FTE positions, an increase of 2.1 FTE's from 2007. The language included in the 2003-2007 Adopted Budgets reflecting the reimbursement of \$60,000 by the County Executive for a portion of his salary has been discontinued for 2008.

**1021 County Executive – Veterans Service Office**

No major changes.

**1110 Civil Service Commission**

No major changes.

**1120 Personnel Review Board**

The recommended budget adds a 0.5 FTE Administrative Intern to address the increase in the number of PRB hearings.

**1130 Corporation Counsel**

Tax levy is reduced \$57,871 (3.1%) to \$1,804,366. Crosscharges for legal services to other departments increase \$230,257, with Aging, DHHS and BHD experiencing the largest increases.

**1019 Department of Administrative Services - Office for Persons with Disabilities**

Tax levy decreases \$73,507 compared to 2007. Revenue increases \$7,000 (5.2%) from \$128,500 to 135,500 due to increases in Wil-O-Way rental income and key card proceeds, based on experience.

Expenditures for interpreter services decrease \$21,050 (8.8%) from \$238,250 to \$217,200 to reflect Courts assuming greater responsibility for coordination of interpreting services.

Service expenditures decrease \$48,059 (15.7%) from \$305,602 to \$257,583, due to decreased appropriations for short-term contracts including sign language interpreters.

Appropriations for maintenance of accessibility related assets are reduced \$50,000, from \$150,000 to \$100,000.

**1135 Department of Administrative Services – Division of Labor Relations**

Tax levy increases \$92,001 (16.8%) to \$639,327 due primarily to the funding of one Labor Relations Specialist 3 position. Legal fees are reduced \$47,000, and professional services fees are increased \$10,000 for arbitration costs.

**1140 Department of Administrative Services – Division of Human Resources**

Tax levy is reduced \$842,460 (21.1%) to \$3,157,188. Four positions are abolished, two are unfunded, one is funded and two are created for net salary savings of \$138,703.

- A number of initiatives undertaken in 2007 are included in the 2008 narrative, including:
- Creation of a Recruitment Specialist to enhance recruitment efforts and reduce barriers in the hiring process.
  - Creation of a Human Resources Specialist for better oversight of overtime and Family and Medical Leave policies, including the approval of FMLA off time. Funding is included for retention of a consultant to aid this position.
  - Increased capacity for processing personnel data, made possible by the final implementation of the Ceridian/HRIS solution.

Full time equivalent positions are reduced from 36.9 to 31, reflecting the abolishment of positions and the transfer of 3.95 FTE's to the Division of Employee Benefits.

Services are reduced by \$99,385 due primarily to the expiration of 2007 funding for a compensation study.

**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 2008, the Recommended Budget increases \$130,277 to just under \$1 million. The increase is attributed to a number of position actions to reflect a reorganization of the division. Four FTE are abolished and six are created for a net salary increase of \$120,558.

Revenue is increased \$166,417 for Employee Retirement System staffing and other expenditures.

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.

**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 self-insurance increase \$100,000, from \$875,500 to \$975,500, to reflect experience.

**1151 Department of Administrative Services – Administration and Fiscal Affairs**

Tax levy increases \$453,707, or 11.8%, compared to 2007. DAS – Fiscal Affairs will begin to charge out approximately 60% of DAS Capital Finance Section costs related to bond financings to the debt issue expense budget (Org. 1987). The total eligible costs estimated for 2008 are \$202,185. An appropriation of \$80,000 is included for a set of strategic planning initiatives including Long-Range Strategic Planning (\$40,000), County Government Space and Facilities Plan (\$40,000) and County Grounds/Milwaukee Regional Medical Center Master Plan.

DAS – Fiscal Affairs also takes steps in 2008 to improve the County's fiscal monitoring and accounting oversight. In addition to position actions approved for DAS in 2007, one position of Accounting Manager is created in Fiscal Affairs mid-year, one Capital Finance Planning Analyst created for a full-year, and several position actions that are contained in other budgets. These budgets include the Treasurer's Office, Department on Aging – CMO, Sheriff's Department and House of Correction.

- 1152 **Department of Administrative Services - Procurement Division**  
One position each of Office Support Assistant, Buyer 3 and Clerical Assistant 2 are abolished. Funded authorized positions decrease 1.2, from 9 to 7.8.

The Procurement Division continues 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 maintained at \$39,551. Milwaukee County Procurement Division and the City of Milwaukee Procurement Division continue to identify duplicate commodities and collaborate on cost-effective procurement.

- 1160 **Department of Administrative Services – Information Management Services Division (IMSD)**

Due to the reallocation of countywide crosscharges, total property tax levy is reduced from \$18,670,943 to \$354,736 and indirect revenue is increased \$17,733,538, effectively establishing IMSD as a revenue department.

One unfunded position is abolished, 7.5 FTE are unfunded, 1.08 FTE are funded and one half-time intern is created for a net salary savings of \$457,293.

Funding for Other Post Employment Benefits increases \$143,799 to \$796,499.

Conversion of the Genesys and Scripts legacy systems is continued. Additionally, a countywide Lotus Notes update is scheduled.

The Division continues to pursue collaborations with the City of Milwaukee, neighboring counties, and Milwaukee Metropolitan Sewerage District in an effort to attain efficiencies in duplicative IT functions, purchasing and resources.

Funding for centralized technology purchases for departments is reduced from \$223,144 to \$50,000, reflecting the directive that departments are now required to budget for their own minor technology purchases. A contract for disaster recovery services is included for \$180,000.

IMSD staff will continue to be deployed to the Sheriff's Office and DHHS – Economic Support Division to provide direct services. Those departments will be crosscharged for these services.

The next phase of a project to reband public safety radio systems continues in 2008, with Nextel providing \$165,410 to offset associated staff costs.

- 1192 **Department of Administrative Services – Economic and Community Development Division**

Departmental

Personal services without fringe benefits decrease \$1,012,320, from \$1,461,227 to \$448,907, due primarily to the reorganization discussed below.

Abatements change by \$3,072,644 due to the budgeting of costs directly in program cost centers and the correction of overstated administrative charges in 2007.

### Housing

The DAS – Economic and Community Development Division is changed in 2008 to include only the Block Grant Section and the Economic Development Section to allow the Division to focus exclusively on economic development grants and activities.

The HOME/Home Repair and Voucher Program sections are transferred out of the Economic and Community Development Division in 2008 into the newly created Department of Health and Human Services (DHHS) Housing Division. These sections will be combined in the new DHHS Division with two HUD-funded special needs housing programs currently contained in BHD: Shelter Plus Care and Safe Haven, to focus management on prioritizing the use of County housing resources to serve persons with mental illness and other special needs.

Expenditures for the HOME/Home Repair Program of \$1,825,232 and corresponding revenues of \$1,920,000 are transferred along with the following five positions: 1 Clerical Assistant 2, 2 Housing Program Assistant Rehab positions, 1 Housing Rehab Analyst and 1 Housing & Community Development Program Coordinator.

Expenditures for the Voucher Program of \$12,149,313 and corresponding revenues of \$11,842,548 are transferred along with the following fifteen positions: two Office Support Assistant 2, two Housing Inspector Rent Assistance, nine Housing Program Assistance Rent Assistants, one Housing & Community Development Program Coordinator, one Assistant Housing & Community Development Program Coordinator and one Accountant 4.

The following positions unfunded in 2007 are again unfunded in 2008: one Fiscal and Management Analyst and one Housing and Community Development Program Coordinator.

Three positions are unfunded in 2008: one Fiscal Assistant 2, one Administrative Assistant 2 – Accounts Receivable and one Assistant Housing and Development Coordinator C/D, for a savings of \$207,895.

The Budget Manager (Aging) deployed to the Department on Aging in 2007 from the Department of Administrative Services is re-deployed half-time to DAS-Economic & Community Development. The position will also remain deployed half-time to the Department on Aging.

### Economic Development

Revenue of \$400,000 from a 10 percent service charge on the County's first \$4 million in land sales is continued in 2008.

Total parking revenue is decreased \$150,000, from \$1,550,000 to \$1,400,000, due to an expiring lease.

A \$50,000 appropriation for the Economic and Community Development Reserve Fund is eliminated due to fiscal constraints.

Revenue from Cellular Tower contracts increases \$25,000, from \$100,000 to \$125,000.

2000 **Combined Court Related Operations**

Total property tax levy is reduced \$634,206 to \$36,072,407. Fifteen positions are abolished, 2.5 FTE's are unfunded and four positions are funded for an overall salary reduction of \$593,287. Position abolishments include all nine Legal Research Intern positions, two Deputy Clerk Courts Judicial Assistants and two Clerical Assistants.

Major fees paid by the Courts for Guardian ad Litem (GAL), adversary counsel, juror expenses, and other fees decrease \$77,857 to \$5,756,393. A portion of these fees are reimbursed by the State of Wisconsin. Reimbursement for GAL fees is expected to increase from 38.8% to 41.1% for a net cost of \$1,413,970.

The 2008 Recommended Budget includes a Circuit Court Support payment of \$5,656,291, of which \$2,100,000 is attributed to the recommended increase contained in the State Senate's version of the State 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, representing an increase of six Deputies and one Bailiff post. Courts will be crosscharged \$9,555,842 for these services. Bailiff staffing since 2005 is reflected in the following table.

2005 Adopted	2006 Adopted	2007 Adopted	2008 Recommended
97 Deputies for 88 posts	78 Deputies for 71 posts	81 Deputies for 74 posts	87 Deputies for 75 posts

Family Court

Net property tax levy support for the Family Court Commissioner Division totals \$1,668,429. Crosscharges from Family Court for support for Child Support Enforcement increase \$1,014,984 (25.4%) to \$3,989,732. 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 \$2,009,330. Legal Aid fees increase \$25,000 to reflect an increased caseload. The number of GAL cases is reduced.

County-funded State Court Services Division

Net property tax levy support for the County-funded State Court Services Division totals \$32,394,648.

Expenditure authority for the Chief Judge's Alternatives to Incarceration program increases \$269,908 (11.6%) to \$2,332,504.

Revenue for the Operating While Intoxicated program decreases \$68,059 to \$109,470. Receipt of a Treatment and Diversion grant is acknowledged for \$228,357. The following table lists state grants and reimbursements:

STATE GRANTS & REIMBURSEMENT			
County Funded State Court Services	2007 Budget	2008 Budget	2007/2008 Change
Court Support Grant	\$6,155,915	\$5,656,291	\$(499,624)
Guardian ad Litem Fees	965,417	986,773	21,356
Permanency Plan Review	626,246	708,644	82,398
Interpreter Reimbursement	234,000	281,000	47,000
Support Staff for Chief Judge	42,419	42,414	(5)
WCS – OWI Project	177,529	109,470	(68,059)
TAD Grant	0	228,357	228,357
<b>Total</b>	<b>\$8,201,526</b>	<b>\$8,012,949</b>	<b>\$(188,577)</b>

Interest on Investment returns increase revenue by \$100,000 to \$600,000. Bail forfeiture revenue is level at \$700,000, although a change in state law may reassign forfeited bail to court ordered restitution.

As in previous years, the Clerk of Circuit Court requests authority to enter into professional services contracts with Wisconsin Community Services, Justice 2000 and the Legal Aid Society for a variety of programs. For 2008, mental health/AODA treatment services are reduced \$169,518 and court-appointed attorney services are increased \$137,376. Requested professional services contracts total \$4,105,370.

**2430 Department of Child Support**

Total property tax levy is reduced \$502,190 to \$996,781. Total state and federal revenue is reduced \$3,444,758 (18.7%) to \$14,999,716 due to pending federal cuts authorized by the Deficit Reduction Act (DRA) of 2005. Sixty-one positions are unfunded for a salary savings of \$2,567,620.

For 2008, the State of Wisconsin is expected to allocate General Purpose Revenue of \$1,573,881 to help offset the DRA reductions. This revenue will be leveraged for federal matching funds of \$3,055,178. If the GPR revenue is not realized, additional expenditure reductions, including possible personnel actions, will be necessary.

Fees are increased for providing payment histories and non-Title IV-D income withholding notices, and new fees are established for duplication services and non-Title IV-D court date notification, resulting in a total revenue increase of \$81,600.

Crosscharges received by Child Support from the Courts and the District Attorney increase \$1,023,872 to \$4,147,557.

Revenue from Call Center services for Racine County increases \$40,000 to \$65,000.

**3010 Election Commission**

Appropriations for services are increased by \$398,991 to \$686,274 for ballots and election supplies for four 2008 elections. Touch screen technology for voters with disabilities is included in that appropriation to meet the requirements of the Help Americans to Vote Act.

A new State mandated fee is added for voter list database services. Other fees are unchanged.

**3090 County Treasurer**

Total tax levy decreases \$568,160 compared to 2007. This is primarily due to the change in accounting for abatements and from efficiencies gained from enhanced technology that resulted in the abolishment of two Fiscal Assistant 1 positions. One position of Accountant 1 is created to assume these duties. Unpaid Personal Property Tax Chargebacks increase \$100,000, from \$300,000 to \$400,000 based on experience. Total revenue increases \$598,000, from \$1,407,000, to \$2,005,000, primarily due to a \$600,000 increase, to \$2 million, in interest collected on delinquent property taxes.

A total of \$320,000 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 Deputy County Clerk position is abolished for a savings of \$59,022. Fees are unchanged.

**3400 Register of Deeds**

The Deputy Register of Deeds position is abolished for a savings of \$66,817. The property tax levy offset decreases \$437,508 to \$1,547,830 due primarily to a reduction in revenues from Real Estate Transfer Fees of \$490,000 and General Recording Fees of \$380,000. Revenue reductions are partially offset by three position abolishments (including the Deputy position) for a salary savings of \$130,650.

A new fee of \$400 per month for internet access to real estate records is included. Other fees are unchanged.

**4000 Sheriff**

Total property tax levy is reduced by \$3,070,004 (4.0%) to \$73,760,152. Thirty-four positions are unfunded, sixteen abolished and twelve created for a net salary savings of \$1,973,360. Fifteen Deputy Sheriff 1 positions are abolished for the outsourcing of inmate transportation services.

Departmental

An undistributed lump sum reduction is included in the amount \$1,162,837.

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

The vacant position of Director of Emergency Management is unfunded.

Police Services

Six Deputy Sheriff 1 positions in the General Investigative Services section are unfunded.

Five Deputy Sheriff 1 positions are added to staffing levels at the Airport, bringing the total to 59. Crosscharges to the Airport are increased \$489,799 to \$7,077,369.

Security and patrol services for the County Grounds, the Zoo, Froedtert Hospital and other County departments are unchanged.

Park Patrols are funded at \$416,675, representing a decrease of \$340,139 over the amount included in the 2007 Adopted Budget.

The General Investigative Services section is staffed with 25 Deputy Sheriff 1 positions, down from 50 in the 2007 Adopted Budget. The number of Deputy Sheriff 1 positions assigned to the Tactical Enforcement Unit increases from 17 to 25 to supplement Park Patrols, expressway and bailiff services.

As in 2007, the Expressway Patrol Unit is staffed with 50 FTE Deputy Sheriff 1 positions. Revenue for expressway patrols is unchanged with the exception of a \$250,000 reduction in state revenue.

#### Detention Bureau

Inmate transportation services are contracted with Transcor for \$1.5 million, offset by a reduction in personnel services from the abolishment of 15 Deputy Sheriff 1 positions and fleet equipment costs for a net savings \$324,490.

Under a pending agreement with the State of Wisconsin, revenue of \$3,600,000 is included for the housing of State inmates, offset by expenditures of \$1,080,000. This revenue is shared with the House of Correction.

The Jail Literacy and Library Services programs are continued. Commissary revenue is unchanged.

Federal revenue from the US Marshal's Service increases \$375,000 to \$1,575,000 based on experience. The State Criminal Alien Assistance Program provides \$58,000 for incarcerations costs 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 \$555,281 to \$15,915,130. Outside medical fees are increased \$100,000. Inmate co-payments are unchanged.

#### Special Operations

The Sheriff's Office receives \$800,000 in reimbursement revenue for serving as the Public Safety Answering Point for cellular 911 calls, an increase of \$467,844 over 2007. Under the original agreement, reimbursement is scheduled to end in May 2009.

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, representing an increase of six Deputies and one Bailiff post. Courts will be crosscharged \$9,555,842 for these services. Eight posts that had been assigned to general Court security are eliminated. The 2006 Adopted Budget established 78 Deputy Sheriff 1 positions for 71 posts, and the Sheriff and the Courts Administration reached agreement in early 2006 to assign three additional Deputies for bailiff staffing.

4300 **House of Correction**

Total property tax levy is reduced \$3,966,686 (8.2%) to \$44,322,658 due primarily to a reduction in inmates at the Community Correctional Center (CCC) and an increase in home detention. Thirty-six positions are abolished and one created at the CCC to reflect the home detention expansion. Overall in the HOC recommended budget, 37 positions are abolished and two created for a net salary savings of \$1,518,546.

The home detention program is expanded from 350 inmates to 710, allowing for a reduction in the daily population at the CCC. The reduction in CCC inmates precipitates the following adjustments:

- a reduction in food service costs of \$308,318
- a \$342,618 reduction in job development/training costs and AODA services
- a contract of \$790,560 for GPS services and a \$60,000 contract for the additional drug testing needed for home detainees
- a net revenue increase of \$319,530 from inmates, based on a reduction in Huber Board and beverage revenues and an increase of \$1.4 million in home detention program revenue
- reassignment of incumbents in Corrections positions at the CCC to vacancies at the Adult Correctional facility in Franklin
- creation of one Community Services Coordinator at the CCC to assist offenders in accessing community programs
- a supplemental appropriation of \$199,980 for phase-in needs and alternative inmate placement.

Due to the increase in inmate population, the department anticipates closing only two dorms during 2008, down from seven in 2007. Also due to the population increase, food service costs increase \$309,898 to \$3,609,898. Under a pending agreement with the State of Wisconsin, revenue of \$3,600,000 is included for housing State inmates, offset by expenditures of \$1,080,000. This revenue is shared with the Sheriff's Office.

The Community Justice Resource Center is maintained with tax levy support of \$881,377, an increase of \$250,563.

Funding for the Farm and Fish Hatchery is eliminated for a tax levy savings of \$256,384.

The Adult Education and Library Services programs are continued. The Print Shop training program initiated in 2007 continues.

Revenue from telephone commissions increases \$902,042, commissary revenue increases \$95,466 and municipal board revenue decreases \$96,026.

4500 **District Attorney**

Total property tax levy decreases \$227,959 to \$11,313,549. Four positions are abolished due to loss of grant funding and 5.57 FTE's are unfunded for a salary savings of \$372,024.

State grants are largely unchanged. Charges from the State for salaries and benefits of 34.5 FTE Assistant District Attorneys increase \$241,515 to \$2,685,800.

Federal grants increase overall \$574,272 to \$3,074,672 due primarily to a new Violence Against Women Act grant of \$638,300.

4900 **Medical Examiner**

Total property tax levy in the Medical Examiner's Office increases \$37,713 to \$3,133,618. One vacant Forensic Investigator-in-Charge is abolished.

The forensic pathology fellowship program is eliminated, reducing expenditures \$60,000. Revenue of \$95,000 is realized through a contract with the Medical College of Wisconsin for pathology education services.

Fees for death certificates increase \$10 to \$75.

Outside testing expenditures of \$45,000 will be reduced up to 80% through the capital purchase of new lab equipment.

5040 **Department Public Works – Airport Division**

Personal services without fringe benefits increase by \$1,239,007 from \$10,062,441 to \$11,301,448.

One Electrical Mechanic position (1.0 FTE) is created in response to the growth of airfield demand for power. Salary, fringe and related positions costs for this position total \$85,440.

Contractual services increase \$2,161,220 to reflect the rising cost of utilities, increased bank services fees due to increase use of credit cards in the parking structure, increased parking structure operator costs for the replacement of revenue control equipment and increased maintenance associated with repair of older terminal areas.

The appropriation for Capital outlay is increased by \$927,550, from \$1,613,550 to \$2,541,100. Major items include: \$110,000 for an improved exhaust system in the firehouse, \$100,000 to replace the corporate hanger power line, \$250,000 for the replacement of HVAC parts, \$134,000 for the replacement of a primary electrical transformer, \$85,000 for sliding door replacements, \$80,000 for overhead doors at the Combined Maintenance Facility, \$60,000 to replace several AWD riding lawnmowers, and \$75,000 for a new voice recorder system in operations.

Funding of other post employment benefits (OPEB) liability increases \$967,690 from \$1,223,900 to \$2,191,590.

All airport expenditures are offset by revenues generated by the airport; no tax levy is required for airport operations. The following revenues are identified in the 2008 budget:

- Passenger facility revenue increases \$1,871,300, from \$5,353,700 to \$7,225,000.
- Interest on Investments increases \$405,000, from \$95,000 to \$500,000.
- Earnings on revenue bonds increase \$267,000 from \$583,000 to \$850,000.
- Parking revenue increases \$3,564,000 from \$22,750,000 to \$26,314,000.
- Car rental concessions increase \$600,000 from \$7,000,000 to \$7,600,000.
- Landing fees increase \$812,753.

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

Tax levy decreases \$42,549 compared to 2007. Personal services expenditures without fringe benefits increase \$30,476, from \$1,321,639 to \$1,352,115.

Unabated crosscharges increased by \$14,092, of which, \$14,000 is due to a cross-charge from Highway Maintenance for the implementation of a permit inspection program. Highway Maintenance will assist in the performing of permit inspections on County Trunk right-of-ways.

Capital outlay will decrease by \$276,310 from \$278,810 to \$2,500. This reflects the completion of the two-year federally funded Hazard Elimination Safety Project.

State revenues of \$13,000 are included for the administration of the Local Road Improvement Program (LRIP). These funds are received biennially in even numbered years.

The amount of OPEB liability for the Transportation Services division is increased in 2008 by \$33,808 to \$169,808.

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

Tax levy increases \$127,908 compared to 2007. Personal services expenditures without fringe benefits increase \$172,830, from \$3,007,722 to \$2,834,892.

The following position changes are being made:

Abolish the following positions: three Clerical Assistant 1 (two unfunded in 2007), one Record Center Technician (unfunded in 2007), one Contract Payment Analyst (unfunded in 2007), one Facilities Assessment Analyst (unfunded in 2007), one Specifications Writer (unfunded in 2007), one Managing Engineer Design and one Architectural Designer (unfunded in 2007). Unfund one Engineer, fund one Engineering Tech, fund one Record Center Tech (DPW) and create one Office Support Assistant 2 (hourly). These position changes result in a salary and fringe savings of \$68,959.

In addition to the position changes listed above, the position of Executive Director 2 – Director of Energy & Environmental Services will be recreated as the Director of Sustainability and Environmental Services. This position will be responsible for the management of the current environmental services work as well as administering the County's Green Print initiatives.

Indirect revenue decreases \$669,859 from \$5,573,978 to \$4,904,119. The Revenue decrease is attributed a lack of eligible operating costs from capital projects and capitalized major maintenance projects in the 2008 budget. As a result of the reduction in billable revenue, tax levy will offset these costs.

A Wisconsin Department of Natural Resources/Department of Agriculture, Trade and Consumer Protection Land Conservation grant of \$105,000 is budgeted in 2008, an increase of \$20,000. This grant funding will offset salaries in the Environmental/Energy Section.

In 2008, AE&ES will receive \$225,316 in revenue for Milwaukee County Automated Mapping and Land Information System (MCAMLIS) project management.

Contractual services in the amount of \$125,000 are provided for storm water permit compliance project work, required by the Wisconsin Department of Natural Resources to meet various mandated conditions.

The contractual services appropriation of \$150,000 for the building inventory and assessment program is eliminated in 2008. The program will continue to perform digitization of building plans and building systems inventory work using division staff. Division staff will concentrate on the remaining Parks buildings, Fleet Maintenance and the Milwaukee Public Museum.

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

Tax levy decreases \$96,101 compared to 2007. Personal services expenditures without fringe benefits increase \$319,438 from \$5,528,390 to \$5,847,828.

The following positions changes are being made: abolish one Highway Operations Manager (unfunded), abolish one Building Painter (unfunded), abolish three Highway Maintenance Worker 3 (unfunded) and fund four Highway Maintenance Worker 3 (vacant). Salary and fringe benefit costs for the four Highway Maintenance Worker 3 positions is \$280,579.

General Transportation Aids decrease by \$208,096, from \$2,690,710 to \$2,482,614, reflecting an anticipated reduced allocation from the Wisconsin Department of Transportation.

Funding of \$23,100 is provided for: one set of winches for confined space safety (\$4,400), one Toughbook laptop (\$5,600), building maintenance (\$8,000) and for salt conveyor maintenance equipment (\$5,100).

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

Tax levy decreases \$314,564 compared to 2007. Personal services without fringe benefits decrease \$298,891 from \$2,687,704 to \$2,388,813.

The following positions changes are being made: abolish one Administrative Assistant (NR) (unfunded), abolish one Auto Equipment Attendant (unfunded), abolish one Fleet Maintenance Worker (unfunded), abolish one Ironworker – DPW (unfunded), unfund one Auto Equipment Services Tech (DOT) (vacant), unfund one Executive Director 2 – Fleet Management (vacant), unfund one Auto & Equipment Service Tech in Charge (currently filled). The salary and fringe benefit savings associated with these position changes are \$264,983.

The amount of OPEB liability for the Fleet Maintenance division increases \$281,472 from \$312,800 to \$594,272.

In 2008, a direct charge of \$290,000 is budgeted for service provided to vehicles damaged through accidents or misuse. These changes previously have not been budgeted. This policy is intended to provide departments with an accounting of how much is spent on vehicle repair due to accidents, abuse or misuse.

Budgeted revenue for items sold at auction increases \$175,656 from \$25,000 to \$200,656.

5600 **Milwaukee County Transit/Paratransit System**

Tax levy increases \$921,233 compared to 2007.

The following fare increases are proposed for 2008:

	<b>Current</b>	<b>Proposed</b>	<b>Difference</b>
Adult cash fare:	\$1.75	\$2.00	\$0.25
Half Fare (Cash):	\$0.85	\$1.00	\$0.15
Half Fare (Ticket):	\$8.50	\$10.00	\$1.50
Premium Cash Fare:	\$2.25	\$2.75	\$0.50
Premium Ticket Book:	\$21.00	\$22.00	\$1.00
Paratransit Cash Fare:	\$3.25	\$4.00	\$0.75

The following route segment cuts are proposed for 2008:

- Route 15 – Clement-Howard-Pennsylvania branch and 5th and Columbia loop in South Milwaukee
- Route 20 – South of Layton Avenue
- Route 23 – North and West of 91st and Mill Road (former Route 101 and Route 102 industrial and business park segments)
- Route 27 – North of Hampton Avenue to the Glendale Industrial Park
- Route 31 – East of 10th Street and West of 76th Street (Branches to Mayfair Mall and the Milwaukee County Research Park)
- Route 35 – South of Howard Avenue
- Route 40 – Service eliminated to the Ryan Road park and ride lot
- Route 49 – Service eliminated to the Green Bay Road and Brown Deer Road park and ride lot
- Route 53 – East of Kinnickinnic Avenue
- Route 67 – South of Connell Avenue (Branches of 76th Street and 92nd Street on the southside)
- Route 80 – South of Mitchell International Airport (Eliminates service to MATC south campus)

The following reorganization of route services is proposed for 2008:

Routes 11, 14, 19 and 20 – Service on Route 11 would be eliminated from Water Street to 47th Street, Route 31 would be moved from Washington Blvd. To Vliet Street between 47th St. and 60th St.

Routes 15 and 55 – Route 15 would terminate at Layton and Packard Avenue in Cudahy. Route 55 would provide service south of Layton and Parkard Avenue that was previously covered by Route 15. Service east of Parkard Avenue on Layton, and south of Layton on Lake Drive would be eliminated.

Route 12 and 80 – Route service on Locust/Hopkins branch would be eliminated. Route 12 service north on Florist would also be eliminated. The Route 12 Hampton Ave. branch would become a branch of Route 80.

Expenditures for Transit and Paratransit are budgeted to increase \$3,217,963 from \$157,230,674 to \$160,448,637. Revenues are budgeted to increase \$1,033,528 from \$136,071,110 to \$138,204,314.

Overall passenger revenues are projected to decrease \$2,155,764 due to proposed route cuts.

State operating assistance is anticipated to be \$60,585,000, an increase of \$1,478,000 (2.5%). State specialized transportation assistance is projected to increase \$35,972 to \$1,477,000.

Federal formula funds reallocated for transit operations (capitalized maintenance) will be \$18,700,000, an increase of \$400,000 in 2008.

Federal cost of contracting funds (FTA formula funds) of \$1,750,000 will be used for paratransit operations, an increase of \$100,000 for 2008.

5700 **Department of Public Works - Facilities Management**

Tax levy decreases \$16,299,154 compared to 2007. (This division's budget is significantly impacted by the change is a cross-charge abatement. See Section 1 for further explanation of these changes.) Personal Services expenditures without fringe benefits increase \$1,118,497 from \$6,917,827 to \$8,036,324.

The following positions changes are being made: abolish five Facility Worker 4, un fund nine Facility Worker 4, create five Facility Worker 4 (Hourly), un fund two Painter Buildings, un fund one Electrical Mechanic DOT, un fund one Stone Mason, un fund one Plumber, un fund five Facility Worker Security (Hourly), and un fund four Facility Worker Security positions. Savings associated with these position actions total \$1,476,071.

Funding is fully restored for 16.0 FTE Facility Worker 4 housekeeping and 6.5 FTE Facility Worker Security that were either unfunded or partially funded in 2007. An additional \$991,673 is budgeted for salary and fringe costs.

Contractual Services increase by \$343,888 from \$5,521,730 to \$5,865,618 due to increased costs for utility costs associated with heat, steam and electricity.

Commodities increase by \$100,359 for the restoration of housekeeping supplies.

An increase of \$53,777 from \$1,231,862 to \$1,285,639 is included to reflect the estimated increase of fire protection by the City of Wauwatosa on the County Grounds.

Parking revenues decrease \$131,087 from \$662,516 to \$531,429 to reflect a technical correction made in the 2007 budget.

5800 **Department of Public Works - Director's Office**

Tax levy decreases \$93,259 compared to 2007. Personal services without fringe benefits decrease \$57,047 from \$321,349 to \$264,302.

A Clerical Assistant I position, currently vacant, will be unfunded in 2008. A salary reduction of approximately \$50,000 is budgeted in the Director's Office for projected vacancy and turnover.

6300 **Department of Health and Human Services – Behavioral Health Division**

Tax levy increases \$1,971,927 compared to 2007. Personal services expenditures increase \$3,253,093 (7%) from \$43,495,918 to \$46,749,011.

AODA prevention and intervention contracts are reduced \$2,610,087, (37%) from approximately \$7 million to approximately \$4.8 million due to decreased Federal grant revenue for the Access to Recovery (ATR) program.

BHD and DAS continue possible purchase or long-term lease negotiations for the St. Michael Hospital facility to determine the feasibility of moving BHD operations from the County Grounds.

Inpatient Services/Acute Adult/Child Services

Pharmaceutical service expenditures increase \$400,000 (12.5%), from \$2,800,000 to \$3,200,000 based on increasing medication costs.

One vacant position of Clinical Nurse Specialist is abolished for a savings of \$87,331.

Adult Community Services

In 2008 the Special Needs Housing Section is transferred due to consolidation of various County housing programs into the newly created Department of Health and Human Services Housing Division. The Mental Health Housing Initiative that focuses on providing permanent housing for persons with mental illness is also transferred. Total property tax levy transferred into DHHS is \$1,058,162.

The Adult Community Service Mental Health Purchase of Service budget is decreased by \$450,000 based on a contractual relationship for services received by clients between the Care Management Organization (CMO) and providers.

One vacant position of Integrated Service Coordinator is abolished for a savings of \$106,388.

Adult Crisis Services

Based on an extension of the existing agreement between DHHS and four major hospital system partners, 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.

\$370,049 is budgeted to increase observation beds in BHD's Crisis Unit from 11 to 18 in 2008. Due to this increase, 8.6 FTE's are created at a budgeted cost of \$858,064.

\$224,573 is budgeted to sustain increased security in BHD's Rehab Central units.

Alcohol and Other Drug Abuse (AODA) Services

Total AODA expenditures decrease from \$21,093,235 to \$17,776,359 with a tax levy decrease of \$691,795 (46%) from \$1,482,184 to \$790,389. The net AODA expenditure budget is \$17,776,359, which includes a \$2,001,340 reduction in prevention and service contracts.

Federal Access to Recovery (ATR) funding decreases by \$2,488,845 (34%) from \$7,291,845 to \$4,803,000.

BHD funding for the Community Information (211) phone line is discontinued in 2008 reducing BHD expenditures \$80,000. (Total County funding of the 211 line is reduced from \$480,000 to \$200,000).

Total funding of AODA Services for 2008 compared to 2007 is shown in the following table:

Combined AODA Budgeted Revenue			
Revenue Source	2008 Recommended	2007 Adopted	2007/2008 Change
Base Community Aids	\$2,526,913	\$2,526,913	\$0
Block Grant	\$2,431,021	\$2,431,021	\$0
Day Care	\$68,800	\$68,800	\$0
IV Drug Abuse	\$920,000	\$920,000	\$0
ATR Admin	\$483,000	\$825,513	\$(342,513)
ATR Voucher	\$4,320,000	\$6,466,332	\$(2,146,332)
Enhanced Female Offender Reentry	\$224,500	\$224,500	\$0
TANF Grant	\$5,000,000	\$5,000,000	\$0
Court Intoxicated Driver Program	\$511,736	\$511,736	\$0
Potawatomi Revenue	\$500,000	\$500,000	\$0
<b>Net Revenue</b>	<b>\$16,985,970</b>	<b>\$19,474,815</b>	<b>\$(2,488,845)</b>
Tax Levy*	\$790,682	\$1,482,183	\$(691,501)
<b>Total Revenue including Tax Levy</b>	<b>\$17,776,652</b>	<b>\$20,956,998</b>	<b>\$(3,180,346)</b>

\* The 2008 reduction in AODA tax levy includes reductions to the AIDS Resource Center, Fighting Back Inc., 211 phone line, the abolishment of one administrative coordinator position and other internal operation expenditures.

Child and Adolescent Community Services

Wraparound Milwaukee receives more than \$16.2 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 620 children.

The DHHS-Delinquency and Court Services Division and Wraparound Milwaukee will continue collaboration on the successful FOCUS program for youth who would otherwise be committed to Juvenile Corrections and budgets \$8,032,174 in 2008 for this program.

Total State Child Welfare and Medicaid funding for the Family Intervention and Support Services program (FISS) is budgeted at \$440,000 to serve approximately 40 families per month in 2008.

Medicaid revenues increase \$3,789,600 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 SED youth to target youth in the Milwaukee Public School system with serious emotional need who are not under court order.

Medicaid revenues and expenses totaling \$4,875,000 are eliminated in 2008 due to the State's termination of a contract with Abri in 2007.

Three vacant positions are abolished for savings of \$228,534.

Management/Support Services

Expenditures increase by \$724, 573 for the Commodity/Service account.

Utilities expenditures increase \$200,000 based on experience.

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

Total tax levy decreases \$5,113,637 compared to 2007.

Emergency Medical Services (Paramedics)

EMS expenditures decrease \$5,732,881 (45%) from \$12,840,087 to \$7,107,206 and revenues decrease \$6,566,806 to \$489,000 due to a new market based funding paradigm approved by the Milwaukee County Board of Supervisors in November 2006, implemented during 2007 and fully reflected for 2008. Under this initiative, host municipalities retain reimbursement revenue directly for Advanced Life Support (ALS) services. Paramedic recovery revenue of \$6,297,806 is eliminated based on this funding paradigm shift. In 2008, \$3 million is budgeted as a supplemental payment for participating municipalities.

The Flight for Life dispatching contract is eliminated, reducing revenue \$200,000.

Net revenues from the Tax Refund Intercept Program (TRIP) are budgeted at \$179,296, the same as 2007.

General Assistance-Medical Program (GAMP)

GAMP expenditures increase by \$11,791,876 (20%) from \$48,454,514 to \$60,246,390 and revenues increase \$11,562,558 (24%) from \$36,137,146 to \$47,699,704. Revenue increases are due to an increase in the GAMP application fee and additional TRIP and ITP revenue. 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. As in 2007, \$319,080 is used to offset a portion of the salary and fringe benefit cost of 9.5 Health Care Plan Specialist. 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 2008, the same as 2007.

In 2008, the Intergovernmental Transfer Program (ITP) County payment increases by \$11,909,609 (63%) from \$6,882,326 to \$18,791,935 and is matched with State General

Purpose Revenue of \$7 million to increase the Federal disproportionate share hospital (DSH) drawdown of \$60,550,000.

The Healthier Wisconsin Partnership Program awarded GAMP a three-year grant for 2006-08 to study and improve GAMP's Chronic Disease Management. In 2008, \$150,000 in expenses and revenue are budgeted to cover grant activities.

GAMP administrative revenue decreases \$150,000, based on a decreasing number of GAMP applications in 2007, partially offset with \$100,000 in revenue from a \$5 increase in the GAMP application fee from \$45 to \$50.

7900 **Department on Aging**

Total tax levy increases \$70,368 compared to 2007.

Elderly Services

Revenues decrease \$298,283 due to the end of the four-year \$276,566 Robert Wood Johnson Foundation Community Partnerships for Older Adults grant to fund the Connecting Caring Communities Initiative. This is partially offset by a reduction in expenditures of \$243,251 for related purchase of service contracts.

Senior Meal Program

Expenditures increase \$44,826 and revenues increase \$75,141. Meal sites remain at 31.

Senior Centers

\$300,000 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. In 2008 \$1,258,867 is budgeted for County support of operations for the five County owned sites, same as the 2007 level.

Resource Center

Expenditures increase \$710,440 due to increased personal services and a new abatement methodology. Revenues increase \$286,243 due to 100% time reporting for functional screens.

7990 **Department on Aging - Care Management Organization (CMO)**

To recognize the continued expansion of Family Care's distinct programming and to address the potential inclusion of persons with disabilities under the age of sixty, the CMO has a separate budget in 2008 and may become a new department or division in 2009.

CMO expenditures increase \$26,928,644 from \$161,665,862 to \$188,594,506 and revenues increase \$25,332,260 due to assumed growth in CMO enrollments and capitation rates from the State.

For 2008, contract services increase \$955,748 from \$3,399,453 to \$4,355,201 to implement Best Practices and to continue development and maintenance of the MIDAS system.

The CMO increases co-payments for Paratransit in 2008 from \$3.25 to \$7.00 resulting in increased revenue of \$825,000 in the Paratransit budget.

Department on Aging funding of the Community Information (211) phone line totals \$20,000. (Total County funding of the 211 line is reduced from \$480,000 to \$200,000.)

A surplus of \$343,960 is projected for the CMO in 2008. The 2007 projected surplus is \$1,940,244.

**8000 Department of Health and Human Services (DHHS)**

Total tax levy increases \$1,905,560 compared to 2007.

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 decrease \$752,258 due to increased Personal Services costs and revenues decrease \$1,821,065 based on actual experience and Federal match revenue from Income Maintenance (IM) increases resulting from additional budgeted tax levy to support operations.

Based on preliminary notification from the State, ESD projects Income Maintenance (IM) revenue of \$16,058,198, the same as 2007. Because this flat funding does not keep pace with rising IM operational costs, a total of 23 IM positions are either unfunded or abolished for a savings of \$1,345,870.

Health and Safety funding decreases by \$238,809 from \$422,679 to \$183,870 and includes a \$128,750 allocation for the Coggs Center Child Care Drop-off Center that also serves as a best practices training model.

\$8,084,938 of Child Day Care administration revenue from the State is budgeted for 2008, a reduction of \$526,264 from 2007.

The Interim Disability Assistance Program (IDAP) is eliminated in 2008 for a tax levy savings of \$182,248.

\$2,280,000 for W-2 and Supplemental Security Income (SSI) burials is budgeted in 2008, the same level as 2007.

Funding for the Community Information (211) line decreases by \$220,000 from \$400,000 to \$180,000. (Total County funding of the 211 line is reduced from \$480,000 to \$200,000.)

Delinquency and Court Services Division (DCSD)

Expenditures increase \$1,604,203 from \$39,887,337 to \$41,491,540, and revenues decrease \$864,227 from \$25,597,705 to \$24,733,478.

Youth Aids revenue is budgeted at \$38,248,422, an increase of \$5,980,595 from \$32,627,827 budgeted in 2007 assuming approval of the State Senate version of the State Budget.

Total State Department of Corrections charges for juveniles placed into State custody by Children's Court Judges are projected at \$25,852,346, an increase of \$7,031,836 over the

2007 level. This increase is funded by a decrease in Youth Aids revenue for community-based programs of \$1,051,241 and increased State revenue of \$5,980,595 (as identified above).

Total Corrections charges and census changes are:

<b>Program Component</b>	<b>Placements</b>	<b>Change</b>	<b>Expenditures</b>	<b>Change</b>
Department of Corrections	245	40	\$23,556,530	\$7,662,812
Child Caring Institutions	12	(2)	\$1,249,193	(\$40,861)
Aftercare			\$518,148	(\$180,780)
Corrective Sanctions Program			\$528,475	(\$409,335)
<b>Total</b>	<b>257</b>	<b>38</b>	<b>\$25,852,346</b>	<b>\$7,031,836</b>

Prior year State contract reconciliation is budgeted at \$2,100,000, an increase of \$250,000 from 2007. An additional \$1,050,000 of prior year revenue is budgeted in the Disabilities Services Division, an increase of \$250,000 over 2007.

Expenditures for the Firearm Offender Supervision program, which diverts delinquents from institutions into community programs, increases \$144,965 to \$946,640.

DHHS will pay \$8,032,174 for 350 slots in the basic Wraparound Program, the same amount as 2007.

DCSD will pay \$1,768,416 for 47 slots in BHD's intensive Wraparound program known as FOCUS, the same as the 2007 level.

Three positions are abolished for a tax levy savings of \$189,703.

Funding for the Youth Sports Authority is discontinued in 2008 for a savings of \$145,000.

Disabilities Services Division

Expenditures increase \$2,819,205 (2.7%) from \$101,330,879 to \$104,150,084 due to increased client services and revenues increase \$3,620,097 (3.5%) from \$98,478,378 to \$102,098,475.

Funding for Long Term Support client services increases \$2,628,605 based on experience and expenditure needs.

In 2005 DSD implemented a staff realignment and information technology enhancements to maximize Medical Assistance Personal Care (MAPC) revenue. This revenue is reimbursement from the Federal government for services provided to LTS clients. In 2008 MAPC revenue increases \$650,000 over the 2007 amount of \$3,855,276.

\$250,000 is budgeted in 2008 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.

State contract reconciliation revenue increases \$250,000 to \$1,050,000.

Four positions are abolished for a savings of \$412,717.

### Management Services Division

Three positions are unfunded in 2008 for a savings of \$222,651.

### Housing Division

A new housing division is created in DHHS in 2008 that consolidates all housing program 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 of \$18,401,970, revenues of \$16,495,218, Personal Services of \$2,457,096 and tax levy of \$1,906,752 are transferred to the new division.

The Housing Division will assume oversight of the Mental Health Housing initiative created in 2007 and formerly located at BHD. This package of initiative focuses on increasing options for providing permanent, safe and affordable housing for persons with mental illness.

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

An appropriation of \$55,000 is budgeted to provide onsite support services for the United Christian Church Cardinal/Capital Management project scheduled to open in June 2008.

The Housing Division will administer a \$1,000,000 loan from the State Trust Fund Loan Program to fund capital projects with the goal of providing permanent affordable housing for persons with serious and persistent mental illness. The County applied for and received this loan in 2007. (See Section 5 – Capital Improvements.)

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

Total property tax levy decreases \$2,929,935 compared to 2007. The number of positions abolished in the 2008 budget is 96.62 FTE's and the number of positions created is 46.21 FTE's for a net decrease of approximately 50 FTE's.

The budget restructures Parks maintenance staff by abolishing 81 FTE Park Maintenance Worker positions (50 FTE are filled and 31 FTE are vacant) and creating 14 FTE Forestry Worker DOT positions and six FTE Park Maintenance Work 2 In-Charge positions. Approximately \$600,000 is included for seasonal park maintenance worker salaries.

A Park Patrol Unit is created that includes two permanent park patrol positions and six seasonal park patrol positions. The six seasonal positions will be split into twelve half-time positions. The Park Patrol's three-pronged mission includes (1) education/outreach, (2) coordination with the Sheriff's Department and local law enforcement and (3) monitoring of park patron safety, including compliance with county ordinances.

Three filled Park Unit Coordinator 2-Horticulturalist positions are abolished and three Horticulturalist 2 In-Charge positions are created to perform work and supervisor staff for greater flexibility and efficiency.

The following vacant positions are abolished: three Head Lifeguard positions (duties to be performed by seasonal staff) and three Office Assistant 3 positions. The following filled positions are abolished: .5 Special Events Coordinator HR position; one Special Events

Coordinator position; one Community Center Manager position; 1.04 Park Intern – Athletics positions and two Park Maintenance Worker Assistant positions.

The budget proposes a \$.50 (per 9-hole round) golf course enhancement fee that is expected to generate \$300,000 in additional revenue. The revenue is budgeted in the General Debt Service Fund budget for golf course capital improvements.

Through the guaranteed energy savings performance contracting (GESPC) pilot project, the Parks Department will work with the approved vendor to retrofit or replace energy-consuming equipment at a budgeted savings of \$200,000. It is expected that the savings will offset the cost of securing a loan for the proposed equipment of the same amount.

**9500 Zoological Department**

Tax levy funding for the Zoo decreases \$628,312 compared to 2007. Personal Services expenditures increase \$559,407; however, the Employee Fringe Benefits Account decreases \$286,803. A total of 4.0 position equivalents are unfunded in this budget.

Zoo admission fees increase \$0.75 so that, for example, admission fees for County residents from April 1, 2007 through October 31, 2007 will be \$9.50 for adults, \$6.50 for children ages 3-12, and \$8.50 for seniors and, for non-county residents, the fees will be \$11.25 for adults, \$8.25 for children ages 3-12, and \$10.25 for seniors. These fee increases are projected to generate increased revenue of \$442,988. In addition, parking rates increase \$1.00, from \$9.00 to \$10.00.

The Zoological Society support will increase approximately \$430,000 in 2008 to \$926,115. Reimbursement revenue from the Parking Plus Program increases \$131,806 to \$1,179,378 due to the Zoo parking fee increase.

**9700 Milwaukee Public Museum**

Milwaukee County's contribution to the Milwaukee Public Museum increases \$175,119, from \$3,327,257 in 2007 to \$3,502,376 in 2008. This is equivalent to the 2006 contribution provided in the Museum Recovery Plan and Amendment 10 to the Lease and Management Agreement between Milwaukee County and the Milwaukee Public Museum, Inc., adopted by the County Board (File No. 07-260) on June 21, 2007.

**9910 Milwaukee County University Extension Service**

The contract between Milwaukee County and the University of Wisconsin System Board of Regents is terminated for 2008. A total of \$37,500 is budgeted for rent and related lease expenses for the first four months of 2008. This results in a tax levy decrease of \$184,480 compared to 2007.

**9960 General County Debt Service**

The tax levy (or sales tax revenue) needed for the General County Debt Service increases in 2008 by \$9,071,673, from \$44,360,240 to \$53,431,913. Total debt service principal and interest increases by \$8,045,072 million, from \$54,286,355 to \$62,331,427. Contributions from the Debt Service Reserve (DSR) total \$3,009,454, a decrease of \$402,104 from the \$3,411,558 provided in 2007. The DSR contribution of \$3.4 million includes: \$109,454 from the sale of the 2007 General Obligation Corporate Purpose Bonds, \$900,000 in surplus 2006 proceeds from the Courthouse Annex Demolition and Surface Lot Reconstruction project, and \$2 million that was deposited in the debt service reserve from the 2006 surplus. This results in a debt service reserve balance of \$0.

Debt Service revenues decrease \$624,497, from \$6,514,557 to \$5,890,060 for 2008. This is primarily due to a decrease of \$877,000, from \$3,796,000 to \$2,919,000, in the anticipated payment from Froedtert Memorial Lutheran Hospital. The hospital payment is based on 5.25% of net operating cash flow and will not be determined until sometime in 2008. A new revenue stream of \$300,000 is included for 2008 from the assessment of a Golf Course Enhancement fee of \$.50 for every nine holes. There are two outstanding State Trust Fund loan obligations for 2008: \$18.6 million for prior pension contribution variances and \$539,524 for equipment purchases. The total debt service payments budgeted in 2008 for these loans are \$4,522,569. The 2008 Recommended Capital Improvements Budget includes an additional \$1 million loan to finance housing for persons with mental illness. If authorized, the first payment of this loan would not be due until 2009 or 2010.

**SECTION 4 – ADDITIONAL ISSUES/CONCERNS/QUESTIONS  
2008 RECOMMENDED BUDGET**

**Non-Departmental – Revenues:**

**1996 County Sales Tax Revenue**

Has the reconciliation of sales tax proceeds with the State Department of Revenue been successfully resolved? Should the proposal to permanently extend the authority to use “surplus” sales tax proceeds for extraordinary operating expenses (i.e. employee fringe benefits) or supplement the Appropriation for Contingencies be granted? If so, should the purposes for which these funds can be used be changed?

**Non-Departmental – Expenditures:**

**1933 Land Sales**

Milwaukee County has successfully approved the sale of four blocks of the former Park East Freeway lands. What is the estimated schedule for closing the sales in 2008?

What other county-owned lands are available for sale in 2008 such as the county grounds and the Mill Road Transit Center?

Will any revenue from the future sale of real estate be allocated to the Inclusive Housing Fund (WO043), adopted in the 2006 and 2007 Capital Improvements budget?

If the land located at 6th and State is sold in 2008, how will the employee parking which is now on this site be provided to courthouse complex employees?

**1945 Appropriation for Contingencies**

The Recommended Budget includes \$3,155,758, an increase of \$45,331 from the \$3,110,427 provided in 2007. However, this increased amount includes an earmark of \$200,000 to implement the recommendations of the Code of Ethics Study Committee should those be approved by the County Board and require additional expenditures in 2008. Does the total amount in the contingency fund provide enough protection to help offset budgetary shortfalls and avert a year-end deficit, especially in light of the uncertainty of the State Budget assumptions?

**1950 Employee Fringe Benefits**

Please see Section 1 for issues and concerns related to the proposed pension obligation bond plan.

**Departmental:**

**1040 Office of Community Business Development Partners (CBDP)**

A Secretarial Assistant position is abolished, for a savings of \$34,565, even though a 2004 County audit of CBDP and a 2005 contract compliance review of CBDP by the Federal Transit Administration both indicated the need to build staff resources in the CBDP Office to monitor and comply with requirements for the \$90 million in Federal transportation funds the County receives annually. The CBDP Office has in the past charged County operating divisions where it has had significant disadvantaged business

enterprise (DBE) activity, including the Airport and Transit (\$25,000 each in 2007), but such charges are not included in 2008, though DBE activity has not decreased.

1151 **Department of Administrative Services – Administration and Fiscal Affairs**  
Should the County charge approximately 60% of the cost of the DAS Capital Finance staff to issuance expenses associated with General Obligation Bonds?

1160 **DAS – Information Management Services Division**  
The plan to expand regional efforts in IMSD through collaboration with the City of Milwaukee, other counties and the Metropolitan Sewerage District could be a cost-effective strategy for increasing efficiency among several local jurisdictions. However, such regional collaboration raises significant governance, service, liability and equity issues. What steps has IMSD taken to assure that the interests of the County and its taxpayers are sufficiently protected? Are agreements properly vetted through the Administration and the County Board?

2000 **Combined Court Related Operations**  
What will be the overall impact of the proposed abolishment of nine Legal Research Interns on management of juries and day-to-day court functioning?

What is the department's contingency plan in the event the recommended \$2 million increase in State revenue does not materialize?

3090 **County Treasurer**  
Does the Treasurer have the resources to increase interest collected on delinquent sales taxes by \$600,000, or over 40%?

4000 **Office of the Sheriff**  
The 2007 Adopted Budget included a provision for enhanced Park Patrols on summer weekends, but that language is omitted in the 2008 Recommended Budget. Is there a specific plan for utilizing the Tactical Enforcement Unit as a supplement to Park Patrols or will that unit only be deployed as needed?

4300 **House of Correction**  
The initiative to expand the home detention program and close the Community Correctional Center will place an additional 350 inmates in the community on electronic surveillance. Is this policy consistent with general, nationwide corrections policies and practices? Have the Sheriff and the District Attorney offered any perspective on the impact this policy may have on community law enforcement? How are the sentencing recommendations of the Courts accommodated?

Staffing for the K-9 program is reduced from twelve to nine. What effect will this have on perimeter security at the facility?

5600 **Milwaukee County Transit/Paratransit System**  
Once again Federal formula funds used to offset maintenance costs (capitalized maintenance) are being increased in 2008. Increases in the amount of capitalized maintenance will draw down the total amount of Federal funds available for future capital purchases. It is anticipated that in 2009 or 2010, the amount of 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)**

How will significantly reduced Access to Recovery (ATR) funding for the next three years affect AODA treatment services and what initiatives are needed to ensure sufficient services in future years?

How likely is it that a possible move of BHD operations into the former St. Michael's Hospital facility will produce sufficient revenues to assure the continuation of mental health services into the future?

7200 **DHHS-County Health Programs**

How will the Governor's proposed expansion of Medical Assistance affect the General Assistance Medical Program in future years? How will the Hospital system partners view and react to this proposed change?

7900 **Department on Aging**

How likely is the Family Care CMO to continue producing surpluses, or at a minimum to be self-sustaining, if the State's capitation rates are decreased or insufficient in future years?

8000 **Department of Health and Human Services**

What will be the effect of a new housing division under DHHS on services and placement of persons suffering from chronic and persistent mental illness and/or substance abuse? How will diverse housing programs for persons with mental illness and other populations be coordinated?

What will be the anticipated role of the Disabilities Services Division in the expansion of the Family Care CMO to include persons with disabilities?

What would be the impact on clients of human service reductions (in Income Maintenance, 211 phone line, community based services, etc.) if State revenue assumptions are not included in the State 2007-09 Budget?

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 2008.

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?

The budget eliminates a management staff position 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 vital to the health and welfare of the youth and elderly in those areas?

The utility savings anticipated in this budget as a result of performance contracting may not be achievable in the amount that is expected to cover debt service in 2008 for the purchase of energy saving equipment. A similar argument was used by the Department of Administrative Services Fiscal Affairs Division in its due diligence analysis of the performance contracts with the various vendors.

**9500 Zoological Department**

What will be the impact on Zoo admissions, and the ability to achieve budgeted revenues given a \$0.75 increase in all admission rates and a \$1.00 increase in parking fees?

Should the Zoological Society increase its support to Milwaukee County because their membership is likely to grow as the admission rates and parking fees continue to increase?

**9960 General County Debt Service**

The Debt Service Reserve is projected to have an available balance of \$0. This affords no flexibility in case of a sudden debt service need.

**Capital:**

**WG003 County Grounds West Water Tower**

Is the capital cost of this project, plus interest, recovered through the water rates or the County Grounds cost sharing agreements?

**WP143 Mitchell Park Greenhouse**

Although the Parks Department would substantially benefit from the construction of new greenhouses, is this the right time to use capital funds to replace the greenhouses on the County Grounds when there are so many other deferred maintenance needs? There is also a concern that a sale of the greenhouse parcel at the County Grounds, under the terms and conditions of the Option to Purchase/Right of First Refusal provision in the Purchase and Sale Agreement between Milwaukee County and the Wisconsin Lutheran College, would yield substantially less per acre than the current estimated value of the land. Under the Option to Purchase/Right of First Refusal provision, the College would pay \$100,000 per acre. The provision further stipulates a holdback for demolition, hazardous material abatement/remediation and utility relocation at a cost not to exceed one half of the sale price, which would result in a net sales price of approximately \$400,000 if the College were allowed to exercise its option. \$400,000 in revenues would not provide adequate funding to construct a new greenhouse. The current option price expires in February 2009.

**SECTION 5 - CAPITAL IMPROVEMENTS OVERVIEW  
2008 RECOMMENDED BUDGET**

**Highways and Bridges**

WH001      **Traffic Hazard Elimination Program**

WH001091      Expenditure \$91,500

Revenue Reimbursement: \$82,080 of Federal funds.

Net County Commitment: \$9,220 to be financed with general obligation bonds and \$200 of investment earnings.

This appropriation will provide funding for the planning and design of traffic signal interconnection, communication equipment, signage, pedestrian enhancements, system hardware and traffic signal coordination along West Hampton Avenue from North 60<sup>th</sup> St. to North 124<sup>th</sup> St. in the City of Milwaukee. Construction is scheduled for 2009.

WH010      **County Highway Action Program**

WH010021      Expenditure: \$5,230,600

WH010073

WH010092

Revenue Reimbursement: \$900,000 of Federal funds and \$1,915,130 of State funds.

Net County Commitment: \$2,352,770 to be financed with general obligation bonds and \$62,700 of investment earnings.

This appropriation will provide funding for basic planning, and design phases for West Mill Road (North 43<sup>rd</sup> Street to North Teutonia Avenue), completion of the right-of-way phase for the South 13<sup>th</sup> Street (West of Rawson Avenue to West College Avenue) project, and for the construction phase of the West Hampton (North 92<sup>nd</sup> Street and Hwy 100).

WH020      **Major Rehabilitation**

WH020042      Expenditure: \$2,869,400

Revenue Reimbursement: \$1,177,769 of State funds

Net County Commitment: \$1,647,731 to be financed with general obligations bonds and \$43,900 of investment earnings.

Funds will be used for the construction phase of West Mill Road from North 91<sup>st</sup> Street to State Highway 45. There is a potential loss of State revenue if not completed by the end of 2008.

WH030      **Bridge Replacement Program**

WH030022      Expenditure: \$2,380,200

WH030032

WH030162

Revenue Reimbursement: \$1,892,800 in Federal funds

Net County Commitment: \$474,800 to be financed with general obligation bonds and \$12,600 in interest earnings.

Work will be done on three projects, the Oak Creek Parkway Bridge over Oak Creek, the Milwaukee River Parkway Bridge over the Milwaukee River in Glendale and the West Oklahoma Avenue Bridge over Honey Creek in the City of West Allis.

WH080                    **Bridge Rehabilitation Program**  
WH080012              Expenditure: \$1,091,500  
WH080041              Revenue Reimbursement: \$868,000 in Federal funds.  
Net County Commitment: \$217,700 to be financed with general obligation bonds and \$5,800 in investment earnings.

Funds are budgeted for the construction costs phase of the 76<sup>th</sup> Street Bridge over Forest Home Avenue and the design phase of the Kinnickinnic River Parkway Bridge in the City of Milwaukee.

WH086                    **West Good Hope Road**  
Expenditure: \$5,203,700  
Revenue Reimbursement: \$2,511,775 in State funds  
Net County Commitment: \$2,622,025 to be financed with general obligation bonds and \$69,900 in investment earnings.

This appropriation will cover the cost of the basic planning and design, construction and right-of-way phases of West Good Hope Road reconstruction project. This project will include the segment from North 107<sup>th</sup> Street to North Port Washington Road.

## **Mass Transit**

WT030                    **Replace TRAKS Fueling System**  
Expenditure: \$377,300  
Revenue Reimbursement: \$300,000 in Federal funds  
Net County Commitment: \$75,300 in general obligation bonds and \$2,000 in investment earnings.

This appropriation will provide funds to replace the 20-year old TRAKS fueling system. This system monitors fuel and oil usage and is the basis for scheduling routine bus maintenance. The system has been in need of constant repair over the past few years and is at the end of its useful life.

WT302                    **Diesel Pump and UST Piping**  
Expenditure: \$155,900  
Revenue Reimbursement: \$124,000 in Federal funds  
Net County Commitment: \$31,100 in general obligation bonds and \$800 in investment earnings.

Funds for this appropriation will be used for the replacement of the diesel pump and underground piping at the Fond du Lac Operating Garage.

WT304           **Roof Replacement at the Downtown Transit Center**  
Expenditure: \$120,700  
Revenue Reimbursement: \$96,000 in Federal funds  
Net County Commitment: \$24,100 in general obligation bonds and \$600 in investment earnings.

This appropriation will be used to replace the 15 year old roof at the downtown transit center. The current roof has multiple leaks causing interior damage and is in constant need of patching.

WT307           **Oil/Water Separator Replacement at the Kinnickinnic Garage**  
Expenditure: \$251,500  
Revenue Reimbursement: \$200,000 in Federal funds  
Net County Commitment: \$50,200 in general obligation bonds, and \$1,300 in investment earnings.

Funds for this appropriation will be used for the replacement of the oil/water separator at the Kinnickinnic Garage. This system is 26 years old and is in need of replacement. In 2004 a similarly aged unit at the Fond du Lac Garage failed causing expensive emergency repairs.

## **Airports**

WA069           **GMIA Replacement of Taxiway “M” from Taxiway “B” to Taxiway “E”**  
Expenditure: \$840,000  
Revenue Reimbursement: \$630,000 in Federal funds  
Net County Commitment: \$105,000 to be financed with Passenger Facility Charge Revenue.

Funds will be used for the replacement of deteriorated sections of pavement that is heavily used by commercial air traffic. These sections have been rated as poor to very poor in a 2004 inspection. The total area that requires replacement is 3,000 square yards.

WA072           **LJT Airfield Pavement Rehabilitation**  
Expenditure: \$475,000  
Revenue Reimbursement: \$451,250 in Federal funds, and \$11,875 in State funds.  
Net County Commitment: \$11,875 in airport reserve.

This appropriation will continue work on various pavement areas of Lawrence J. Timmerman field. Crack repair is necessary to maintain and preserve the existing asphalt areas of LJT. This method allows for extending the life of asphalt pavement.

WA097           **GMIA Air Cargo Way Reconstruction and Relighting**  
Expenditure: \$2,194,000  
Revenue Reimbursement: \$1,645,500 in Federal funds, and \$274,250 in State funds.  
Net County Commitment: \$274,250 in Passenger Facility Charges.

Funding for this appropriation will be used for the reconstruction and relighting of the Air Cargo Way road from Howell Avenue to Sixth Street. This roadway is used to access remote parking, air cargo facilities and the Amtrak train Station. The roadway is used 24 hours a day by heavy truck traffic serving the air cargo distributors. The road surface is 27 years old and has several areas of deterioration and cracks.

WA098      **GMIA Equipment Storage Building**  
Expenditure: \$850,000  
Revenue Reimbursement: \$637,500 in Federal funds, and \$106,250 in State funds.  
Net County Commitment: \$106,250 in PFC revenue.

Project funds will be used to construct a new storage facility for the GMIA South Maintenance Shop. This facility will allow for storage of equipment and materials that are currently being stored outside.

WA104      **GMIA Southside Trituration Building**  
Expenditure: \$12,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$ 12,000 in Airport reserve.

Funds are included for additional design work of the Southside Trituration Building designed as the disposal facility of aircraft sanitary waste.

WA106      **GMIA Terminal Mall and Ticketing Re-carpeting**  
Expenditure: \$975,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$975,000 in Airport reserve.

This appropriation will replace the carpeting in the Terminal Mall and Ticketing areas. The current carpeting is worn and can no longer be properly maintained.

WA108      **GMIA Terminal HVAC Equipment Replacement**  
Expenditure: \$1,950,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$ 1,950,000 in General Obligation Bonds.

Funds are included for the replacement of five HVAC units. A total of 25 units will be scheduled for replacement from 2007 to 2011. The units scheduled for replacement are beyond their useful life. This is the second year of the five-year project.

WA122      **GMIA Airfield Pavement Rehabilitation**  
Expenditure: \$840,000  
Revenue Reimbursement: \$630,000 in Federal funds  
Net County Commitment: \$105,000 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.

WA124      **GMIA Concourse E Ground Power and Preconditioned Air Units**  
Expenditure: \$1,260,000  
Revenue Reimbursement: \$1,008,000 in Federal funds and \$126,000 in State funds  
Net County Commitment: \$126,000 in Passenger Facility Charge revenue.

This appropriation is for the purchase and installation of ground power and preconditioned air units on the nine passenger loading bridges located in Concourse E. This project is recommended by the FAA Part 150 Noise Study Update to reduce noise to surrounding neighborhoods.

WA125      **GMIA Security and Wildlife Deterrent Perimeter Fencing**  
Expenditure: \$358,000  
Revenue Reimbursement: \$268,500 in Federal funds and \$44,750 in State revenue.  
Net County Commitment: \$44,750 in Passenger Facility Charge revenue.

Funds are included for perimeter fencing along the east property line. A 10 foot fence with three strands of barbed wire and an additional two feet of fabric buried below ground is proposed to keep animals off the airfield areas.

WA126      **GMIA Stormwater Box Tunnel Repairs**  
Expenditure: \$580,000  
Revenue Reimbursement: \$435,000 in Federal funds and \$72,500 in State funds.  
Net County Commitment: \$72,500 in Passenger Facility Charge revenue.

Funds are included to repair several areas of the stormwater box tunnel that provides storm water drainage for the northern two-thirds of GMIA property. While this structure was recently rated in good condition, there are areas that need repair. This structure is partially located under three sections of runway and four sections of taxiway.

WA128      **GMIA Concourse D Hammerhead Re-carpeting**  
Expenditure: \$455,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$455,000 in Airport reserve.

This appropriation will be used for the re-carpeting of GMIA Concourse D Hammerhead gate level corridor and commons area. The current carpeting is worn and can no longer be maintained properly.

WA130      **GMIA Part 150 Study – Noise Barrier Study**  
Expenditure: \$180,000  
Revenue Reimbursement: \$144,000 in Federal funds and \$18,000 in State funds.  
Net County Commitment: \$18,000 in Passenger Facility Charge revenue.

This appropriation will be used for the installation of noise barriers at GMIA as recommended by the FAA Part 150 Noise Study Update to reduce noise for surrounding neighborhoods.

WA131

**GMIA Part 150 Study – Ramp Electrification – Design**

Expenditure: \$270,000

Revenue Reimbursement: \$216,000 in Federal funds and \$27,000 in State funds

Net County Commitment: \$27,000 in Passenger Facility Charge revenue.

Funds are included for the design of ramp electrification at GMIA as a recommended outcome of the FAA Part 150 Noise Study Update. Ramp electrification will address noise generated by parked aircraft that either idle their engines or use generator powered auxiliary units to maintain onboard instruments or provide temperature control in the aircraft.

**Environmental Services**

WV009

**Countywide Sanitary Sewer Repairs**

Expenditure: \$515,000

Revenue Reimbursement: \$0

Net County Commitment: \$13,400 to be financed by investment earnings and \$501,600 to be financed with 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. While the stipulation was being finalized, Milwaukee County began manhole lid replacements and limited manhole chimney reconstruction.

This appropriation provides for the continued rehabilitation of the sanitary sewer system by placing piping and lining of the manholes.

WV013

**McKinley Beach SW Outfall Pretreatment**

Expenditure: \$360,500

Revenue Reimbursement: \$0

Net County Commitment: \$9,400 to be financed by investment earnings and \$351,100 to be financed with general obligation bonds.

This appropriation will be used to pretreat stormwater prior to discharge at six of the eight Bradford Beach outfalls, which were designed and reconstructed in 2006 and 2007. Pretreatment of the stormwater discharge at these locations is required per NR216, the Wisconsin Department of Natural Resources’ Storm Water Discharge permit program.

**Parks, Recreation and Culture**

WP017

**Countywide Trail and Hard Surface Renovation Program**

Expenditure: \$180,800

Revenue Reimbursement: \$0

Net County Commitment: \$4,700 in investment earnings and \$176,100 to be financed by general obligation Bonds.

Replacement of the Parks worst ranked asphalt walks and hard surfaces, as identified in an update of the 2002/2003 system-wide assessment will continue with this appropriation.

WP044

**Currie Park Irrigation Planning**

Expenditure: \$656,200

Revenue Reimbursement: \$0

Net County Commitment: \$17,000 in investment earnings and \$639,200 in general obligation bonds.

This appropriation will be used for the second phase of construction of the Currie Park Golf Course irrigation project. The second phase includes installation of the water main, irrigation to the greens, tees and fairways and the wiring and programming of the irrigation control system.

WP049

**Boerner Gardens Irrigation System**

Expenditure: \$283,300

Revenue Reimbursement: \$0

Net County Commitment: \$7,400 in investment earnings and \$275,900 in general obligation bonds.

The Boerner Botanical Gardens irrigation system is aging and continues to experience repairs. Its replacement with an automatic system for the gardens will help eliminate many of the major repairs, allow more staff time to maintain the gardens, control the amount of water the plants receive and allow visitors to have a better experience by not having to walk over water hoses or through wet paths.

This appropriation will complete installation of the automatic sprinklers, wiring and irrigation control system as well as increased costs for labor and materials.

WP062

**Golf Course Improvements – Greenfield Course Water Mains**

Expenditure: \$357,200

Revenue Reimbursement: \$0

Net County Commitment: \$9,300 in investment earnings and \$347,900 in general obligation bonds.

The water main that services the golf course clubhouse, service yard comfort building and Cool Waters is failing and needs replacement. This appropriation will finance the entire project.

WP069

**County-Wide Play Area Redevelopment**

Expenditure: \$257,500

Revenue Reimbursement: \$0

Net County Commitment: \$6,700 in investment earnings and \$250,800 in general obligation bonds.

This appropriation will allow for the replacement of either the playground equipment at Kosciuszko Park or the one at McGovern Park, which are both

rated as “C-”. The remainder of the appropriation will be used to remove sand in South Shore Park’s playground area and replace it with wheelchair accessible rubber safety surfacing and a drainpipe system.

WP105            **Lincoln Park Family Aquatic Center**  
Expenditure: \$2,575,200  
Revenue Reimbursement: \$0  
Net County Commitment: \$66,900 in investment earnings and \$2,508,300 in general obligation bonds.

Funding is appropriated for the construction of a new aquatics complex. The Parks Department is in the design phase and anticipates completion by April 2008, which is the beginning of construction season.

WP130            **Splash Pad #1**  
Expenditure: \$508,425  
Revenue Reimbursement: \$0  
Net County Commitment: \$13,200 in investment earnings and \$495,225 in general obligation bonds.

WP141            **Splash Pad #2**  
Expenditure: \$508,425  
Revenue Reimbursement: \$0  
Net County Commitment: \$13,200 in investment earnings and \$495,225 in general obligation bonds.

WP142            **Splash Pad #3**  
Expenditure: \$508,425  
Revenue Reimbursement: \$0  
Net County Commitment: \$13,200 in investment earnings and \$495,225 in general obligation bonds.

Funding is appropriated for above three projects for the planning, design and construction of three splash pads at wading pool sites that are yet to be determined. Splash pad facilities would be constructed similar to Gordon Park. The splash pads include water geysers and interactive play toys and each has a footprint of approximately 4,000 square feet.

WP143            **Mitchell Park Greenhouse**  
Expenditure: \$1,514,546  
Revenue Reimbursement: \$0  
Net County Commitment: \$39,300 in investment earnings and \$1,475,246 to be financed by general obligation bonds.

This appropriation will be used for the construction of a greenhouse at the Mitchell Park Conservatory. It will be used for propagating the plants required for all three domes and for environmental education of school groups. It is assumed that the existing greenhouses on the County Grounds will be removed and the land sold to the Wisconsin Lutheran College.

WP144            **Dineen Park Bathhouse Renovation**  
Expenditure: \$193,700  
Revenue Reimbursement: \$0  
Net County Commitment: \$5,000 in investment earnings and \$188,700 to be financed by general obligation bonds.

Bathhouse renovations are expected to be complete with this appropriation. This project will complement the new splash pad at Dineen Park, which was included in the 2007 Budget and will be completed in June 2008.

WP145            **Rehabilitation of the Lake Park Lion Bridges**  
Expenditure: \$695,100  
Revenue Reimbursement: \$342,400 in State of Wisconsin grant funding.  
Net County Commitment: \$9,200 in investment earnings and \$343,500 to be financed by general obligation bonds.

This appropriation will be used to blast and repaint the steel arches of the bridge structure. Also included in the funding is approximately \$100,000 to ensure preservation of the historical integrity of the structures and their surroundings in accordance with State and local preservation guidelines.

WP146            **Brown Deer Clubhouse Roof**  
Expenditure: \$58,500  
Revenue Reimbursement: \$0  
Net County Commitment: \$1,500 in investment earnings and \$57,000 to be financed by general obligation bonds.

Funding for this project will be used to repair the flat section of the roof structure to prevent further damage to the structure, interior attic walls, porch and gathering spaces within the clubhouse. This project was identified in the Department of Transportation and Public Works (DTPW) as critical. DTPW will work with the Parks Department to develop a comprehensive estimate for replacement of the remaining portions of the clubhouse roof for consideration as a future capital improvement request.

## **McKinley Marina**

WP513            **McKinley Seawall Improvements**  
Expenditure: \$1,135,880  
Revenue Reimbursement: \$0  
Net County Commitment: \$29,500 in investment earnings and \$1,106,380 to be financed by general obligation bonds.

This appropriation will be used to replace a section of failing seawall east of the Coast Guard Station. This project assumes demolition of the bridge and boat well will have been completed via the demolition of the Coast Guard Station.

WP514            **Old Coast Guard Demolition**  
Expenditure: \$401,700  
Revenue Reimbursement: \$0  
Net County Commitment: \$10,400 in investment earnings and \$391,300 to be financed by general obligation bonds.

This appropriation will be used for demolition of the Coast Guard Station, including removal of the boat well, bridge work and the construction of an open-air picnic shelter near this location.

**Milwaukee Public Museum**

WM005      **Museum Air Handling and Piping Replacement**  
 Expenditure: \$824,100  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$21,400 in investment earnings and \$802,700 to be financed by general obligation bonds.

This appropriation will be used to repair and replace various failing mechanical systems at the Museum. This project will continue in 2009.

**Zoo**

WZ014      **Zoo Infrastructure Improvements**  
 Expenditure: \$243,100  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$6,300 in investment earnings and \$236,800 in general obligation bonds.

The appropriation for infrastructure improvements has decreased \$675,683 from \$918,783 in 2007. Projects for 2008 include:

<b>Project Name</b>	<b>Project Cost</b>
Sea Lion Renovation – Show Pool	\$ 42,000
Farm Office Building HVAC Replacement	\$ 48,000
North American Barn Roof Replacement	\$ 52,000
Aquarium/Reptile Center Boiler Replacement	\$ 94,000
<b>Total Cost</b>	<b>\$236,000</b>

WZ018      **Apes of Africa Cladding**  
 Expenditure: \$503,700  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$13,100 in investment earnings and \$490,600 in general obligation bonds.

This appropriation will be used to replace wall claddings that are deteriorating due to the high moisture content of the rain forest exhibits inside the building.

WZ019      **Pachyderm Door Replacement**  
 Expenditure: \$119,500  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$3,100 in investment earnings and \$116,400 in general obligation bonds.

This appropriation will be used to replace four stainless steel doors and 15 gate swing doors on animal stalls to address immediate safety and regulatory needs.

- WZ021      **Small Mammal Renovations**  
 Expenditure: \$91,700  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$2,400 in investment earnings and \$89,300 in general obligation bonds.
- Twelve heaters on the night side of the Small Mammals exhibit will be replaced with this appropriation. The original hot air furnace was installed in 1965 and is very inefficient.
- WZ022      **Penguin Exhibit Renovations**  
 Expenditure: \$148,800  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$3,900 in investment earnings and \$144,900 in general obligation bonds.
- Rocks within the exhibit will be reconstructed to minimize animal waste in the penguin pool and, therefore, will reduce the incidence of foot disease for the penguins and provide a safer environment for Zoo workers.
- WZ024      **Winter Quarters Stall Resilient Flooring**  
 Expenditure: \$15,500  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$400 in investment earnings and \$15,100 in general obligation bonds.
- A rubber-membrane flooring within the Winter Quarters will be installed with this appropriation. A more comfortable surface will provide long-term animal health benefits including fewer occurrences of arthritis and lameness.
- WZ026      **Admission Booth Replacement**  
 Expenditure: \$264,700  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$6,900 in investment earnings and \$257,800 in general obligation bonds.
- This appropriation will be used for the design and construction of new admission booths at the entrance to the Zoo and will address traffic flow and safety issues.
- WZ027      **Pachyderm Corridor Roof Placement**  
 Expenditure: \$154,500  
 Revenue Reimbursement: \$0  
 Net County Commitment: \$4,000 in investment earnings and \$150,500 in general obligation bonds.
- This appropriation will be used for replacement of the east and west roofs of the Pachyderm Corridor, including asbestos abatement.

## **Department of Health and Human Services - Behavioral Health Department**

**WE028      Replace Nurse Call System**  
Expenditure: \$240,280  
Revenue Reimbursement: \$0  
Net County Commitment: \$240,280 to be financed with \$234,080 in general obligation bonds and \$6,200 in investment earnings.

An appropriation of \$240,280 is budgeted, including \$7,000 in capitalized interest, to replace the nurse call systems in patient units in the Behavioral Health Division – Psychiatric Hospital that are over 28 years old.

## **Department of Health and Human Services**

**WS017      Coggs Center Electrical Substation Replacement**  
Expenditure: \$934,500  
Revenue Reimbursement: \$0  
Net County Commitment: \$934,500 to be financed with \$910,200 in general obligation bonds and \$24,300 in investment earnings.

An appropriation of \$934,500 is budgeted, including \$27,300 in capitalized interest, to replace the electrical substation in the basement of the Marcia P. Coggs Human Services Center building.

**WS019      Wilson Senior Center Exterior Doors**  
Expenditure: \$46,400  
Revenue Reimbursement: \$0  
Net County Commitment: \$46,400 to be financed with \$45,200 in general obligation bonds and \$1,200 in investment earnings.

An appropriation of \$46,400 is budgeted, including \$1,400 in capitalized interest, to replace exterior doors at the Wilson Park Senior Center.

**WS020      Washington Senior Center Doors**  
Expenditure: \$142,200  
Revenue Reimbursement: \$0  
Net County Commitment: \$142,200 to be financed with \$138,500 in general obligation bonds and \$3,700 in investment earnings.

An appropriation of \$142,200 is budgeted, including \$4,200 in capitalized interest, to replace 14 doors at the Washington Park Senior Center.

**WS023      Monitor/Defibrillator “E” Series Implementation**  
Expenditure: \$556,279  
Revenue Reimbursement: \$0  
Net County Commitment: \$556,279 to be financed with \$541,879 in general obligation bonds and \$14,400 in investment earnings.

An appropriation of \$556,279 is budgeted, including \$16,300 in capitalized interest, to purchase thirty cardiac monitor/defibrillators. The useful life of monitor/defibrillators used in emergency vehicles is five years. The current cardiac monitor/defibrillators were purchased over six years ago.

## County Grounds

- WG003 County Grounds West Water Tower**  
Expenditure: \$879,700  
Revenue Reimbursement: \$0  
Net County Commitment: \$22,900 in investment earnings and \$854,000 to be financed by general obligation bonds.
- \$879,700 is budgeted including \$25,700 in capitalized interest, for the west water tower. This project is critical to the safe operation of the potable water system for the County Grounds.

## Courthouse Complex

- WC025 Courthouse Restroom Renovation**  
Expenditure: \$165,600  
Revenue Reimbursement: \$0  
Investment Earnings: \$4,300  
Net County Commitment: \$161,300 to be financed with general obligation bonds.
- This project will provide for the redesign and renovation of existing restroom facilities located at the north end of the Fifth Floor of the Courthouse to comply with Americans with Disabilities Act (ADA) guidelines.
- WC049 Medical Examiner Molecular Toxicology Laboratory Equipment**  
Expenditure: \$170,594  
Revenue Reimbursement: \$0  
Investment Earnings: \$4,400  
Net County Commitment: \$166,194 to be financed with general obligation bonds.
- This appropriation will provide for the replacement of two chromatograph machines in the Medical Examiner's Office. These machines are used to perform drug testing. Newer machines will reduce the use and related cost of outside laboratories to perform these services.
- WC053 Courthouse Videoconferencing Equipment**  
Expenditure: \$103,800  
Revenue Reimbursement: \$0  
Investment Earnings: \$2,700  
Net County Commitment: \$101,100 to be financed with general obligation bonds.
- This appropriation will provide for the replacement of the existing Courts videoconferencing system. The current system is integrated services digital network based, while the current technology at other conference sites (e.g. other local jails and State prisons) has switched to Internet Protocol technology. Videoconferencing reduces the need to transport inmates for court appearances, which enhances public safety and reduces operating costs.
- WC057 Court Room Bullet Resistant Glazing Wall**  
Expenditure: \$235,700  
Revenue Reimbursement: \$0

Investment Earnings: \$6,100

Net County Commitment: \$229,600 to be financed with general obligation bonds.

This appropriation is the first phase of a three phased project to purchase and install bullet resistant glazing walls in the misdemeanor courts and traffic court located in the Safety Building. Felony courts are currently equipped with bullet resistant glazing walls and this project will provide a consistent level of safety during all proceedings.

### **House of Correction (HOC)**

#### **WJ010 Kitchen Equipment Replacement**

Expenditure: \$129,800

Revenue Reimbursement: \$0

Net County Commitment: \$129,800 to be financed with investment earnings (\$3,400) and general obligation bonds (\$126,400).

Kitchen equipment at the HOC and CJF needs to be replaced. This project allows for the purchase of one dish machine for the HOC and the transfer of one dish machine from the CCC to the CJF. Additional kitchen equipment replacement in 2009 is anticipated at \$300,000.

#### **WJ031 Laundry Equipment Replacement**

Expenditure: \$265,800

Revenue Reimbursement: \$0

Net County Commitment: \$265,800 to be financed with investment earnings (\$6,900) and general obligation bonds (\$258,900).

Laundry equipment at the HOC needs to be replaced due to the workload associated with an institution of its size. This will be the second year of a three-year replacement schedule with a total project cost of \$662,138. Costs for 2009 are anticipated to be \$160,460.

#### **WJ049 HOC Infrastructure Improvements**

Expenditure: \$61,080

Revenue Reimbursement: \$0

Net County Commitment: \$61,080 to be financed with investment earnings (\$1,600) and general obligation bonds (\$59,480).

This ongoing appropriation for infrastructure improvements at the HOC aims to replace the internal components of the BAC cooling tower on the roof of the HOC. Costs for 2009 infrastructure improvements at the HOC are anticipated to be \$61,200.

#### **WJ050 HOC Security Fence Replacement**

Expenditure: \$206,000

Revenue Reimbursement: \$0

Net County Commitment: \$206,000 to be financed with investment earnings (\$5,300) and general obligation bonds (\$200,700).

The existing electronic perimeter fence at the HOC is susceptible to wildlife triggers, making the fence ineffective. The replacement fence will address these sensitivity issues.

WJ051

**HOC Security Cameras**

Expenditure: \$51,500

Revenue Reimbursement: \$0

Net County Commitment: \$51,500 to be financed with investment earnings (\$1,300) and general obligation bonds (\$50,200).

Five motion detection cameras will be installed for the northeast and northwest quadrants to monitor inmates and security staff rounds.

**Other County Agencies**

WO029

**Milwaukee County Historical Society Renovation Phase III**

Expenditure: \$1,136,900

Revenue Reimbursement: \$900,000 in private donations.

Net County Commitment: \$6,200 in investment earnings and \$230,700 to be financed with general obligation bonds.

This is the third phase of the renovation and addresses mechanical improvements such as structural reinforcement of the mezzanine and replacement of the electrical system to meet building codes. This phase will also provide functional improvements by expanding the research library and consolidating the administrative offices.

Milwaukee County's share of project costs for 2008 is \$335,000 less than the agreed upon match. The County will contribute the remaining \$335,000 in 2009 for continuation of Phase III.

WO030

**Countywide Access Road Improvement Program**

Expenditure: \$960,700

Revenue Reimbursement: \$0

Net County Commitment: \$935,800 to be financed with general obligation bonds and \$24,900 in investment earnings.

Funds for this appropriation will be used for three roadway improvement and replacement projects: the reconstruction phase of the parkway drive of Honey Creek Parkway from 76<sup>th</sup> Street to Beloit Road; the roadway reconstruction of the parkway drive of Root River Parkway from College Avenue to 92<sup>nd</sup> Street; and the reconstruction of Greenfield Park Roadway from 118<sup>th</sup> Street to Root River Parkway and Lincoln Avenue.

WO054

**Underwood Wil-O-Way Furnace and Water Heater Replacement**

Expenditure: \$17,540

Revenue Reimbursement: \$0

Net County Commitment: \$17,540 to be financed with \$17,040 in general obligation bonds and \$500 in investment earnings.

An appropriation of \$17,540 is budgeted, including \$500 in capitalized interest, to replace a furnace over 40 years old and a deteriorated water heater.

- WO055      **Underwood ADA Improvements**  
Expenditure: \$150,400  
Revenue Reimbursement: \$0  
Net County Commitment: \$150,400 to be financed with \$146,500 in general obligation bonds and \$3,900 in investment earnings.
- An appropriation is of \$150,400 is budgeted, including \$4,400 in capitalized interest, to upgrade building facilities to meet Americans with Disabilities Act (ADA) guidelines.
- WO112      **Fleet Equipment Acquisition**  
Expenditure: \$3,156,700  
Revenue Reimbursement: \$0  
Net County Commitment: \$1,823,100 is to be financed with general obligation bonds, \$1,285,000 in Passenger Facility Charge revenue, and \$48,600 in investment earnings.
- Funding of \$1,143,000 is requested for the replacement of vehicles and equipment in the Parks Department. The vast majority of this equipment for Parks is mowing equipment. The Sheriff's Department will require \$150,000 for the replacement of 4 SUV's for the Tactical Enforcement Unit. Funding of \$1,285,000 is requested for various pieces of Airport equipment, paid for by passenger facility charge revenue. Equipment needs for general County purposes total \$524,000.
- WO205      **Fiscal Monitoring System**  
Expenditure: \$150,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$150,000 to be financed with \$150,000 in sales tax revenue.
- An appropriation of \$150,000 is budgeted in 2008 to continue the development of a monitoring system to improve fiscal reporting for more efficient, effective and timely decision-making.
- WO211      **Ceridian Phase II**  
Expenditure: \$116,400  
Revenue Reimbursement: \$0  
Net County Commitment: \$116,400 to be financed with investment earnings (\$3,000) and general obligation bonds (\$113,400).
- This project provides for two identification production sites to create ID cards that are compatible with the Ceridian time and attendance system and also provides for the purchase of computer kiosks for employees to access Ceridian.
- WO412      **Automated Vehicle Locator**  
Expenditure: \$175,000  
Revenue Reimbursement: \$175,000 in Federal revenue.  
Net County Commitment: \$0.

The Automatic Vehicle Location system and Advanced Tactical Map technology allows the Sheriff's Communication Center to map the location of any patrol vehicles and download maps to the mobile data computer in the squad, enhancing response time and field efficiency. The project is funded through a Byrne Justice Assistance Grant.

WO422      **In Squad Cameras – Vision Hawk Digital**  
Expenditure: \$195,700  
Revenue Reimbursement: \$0  
Net County Commitment: \$195,700 to be financed with investment earnings (\$5,100) and general obligation bonds (\$190,600).

This is the first year of a three project to install 64 digital cameras and image storage hardware in squad cars. For 2008, 21 cameras and corresponding image storage will be purchased. Similar bonding will be required in 2009 and 2010.

WO429      **Safety Building – Prisoner Area Holding Door Replacement**  
Expenditure: \$69,200  
Revenue Reimbursement: \$0  
Net County Commitment: \$69,200 to be financed with investment earnings (\$1,800) and general obligation bonds (\$67,400).

Two holding doors in the Safety Building require replacement to meet general detention strength requirements. The replacement of one door will also require wall reconstruction to support the weight of the door.

WO504      **Charles Allis Art Museum – Wiring Replacement**  
Expenditure: \$519,200  
Revenue Reimbursement: \$0  
Net County Commitment: \$13,500 in investment earnings and \$505,700 to be financed with general obligation bonds.

The existing electrical system is approximately 60 years old. There are concerns that failure of the electrical distribution system equipment could cause a fire.

WO500      **War Memorial HVAC Renovation**  
Expenditure: \$712,000  
Revenue Reimbursement: \$0  
Net County Commitment: \$18,500 in investment earnings and \$693,500 to be financed with general obligation bonds.

This appropriation is budgeted for Phase III of the HVAC renovation project. It will provide for completion of the project.

WO601      **Countywide Technical Infrastructure Improvements**  
Expenditure: \$180,300  
Revenue Reimbursement: \$0  
Net County Commitment: \$180,300 to be financed with investment earnings (\$4,700) and general obligation bonds (\$175,600).

The technical improvement project is an ongoing capital program. For 2008, this project builds on the server replacement authorized in the 2007 Adopted Capital Improvements Budget to ‘virtualize’ servers.

**WO604 Coggs Phone and Voicemail System Replacement**

Expenditure: \$432,600

Revenue Reimbursement: \$0

Net County Commitment: \$432,600 to be financed with \$421,400 in general obligation bonds and \$11,200 in investment earnings.

An appropriation of \$432,600 is budgeted, including \$12,600 in capitalized interest, to replace the phone and voicemail system at the Marcia P. Coggs Human Services building.

**WO609 Centralized Disc to Disc Backup**

Expenditure: \$185,400

Revenue Reimbursement: \$0

Net County Commitment: \$185,400 to be financed with investment earnings (\$4,800) and general obligation bonds (\$180,600).

This ongoing capital project builds capacity for data storage space on the County data network.

**WO870 County Special Assessments**

Expenditure: \$250,000

Revenue Reimbursement: \$0

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

This appropriation is budgeted for special assessments related to improvements such as street pavement, curb and gutter, etc. in lands abutting County land or facilities.

**WO950 Milwaukee County Public Art Program**

Expenditure: \$221,019

Revenue Reimbursement: \$0

Net County Commitment: \$17,000 in sales tax revenue, \$5,300 in investment earnings and \$198,719 in general obligation bonds.

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

<b>Project Name</b>	<b>Construction Budget</b>	<b>1 Percent</b>
County Grounds Water Tower	\$711,746	\$7,117
Reconstruct Hampton 92 <sup>nd</sup>	\$3,421,750	\$34,218
Mill Road 91 <sup>st</sup> to STH 45	\$2,380,000	\$23,800
West Oklahoma Ave Honey Creek Bridge	\$1,185,000	\$11,850
S. 76 <sup>th</sup> to West Forest Home	\$855,000	\$8,500
Lake Park Bridge over Drainage Ravine	\$500,000	\$5,000
West Good Hope Road	\$4,271,250	\$42,713
Milwaukee Co. Historical Society	\$1,070,000	\$10,700
Mitchell Park Greenhouse	\$1,162,250	\$11,623

<b>Project Name</b>	<b>Construction Budget</b>	<b>1 Percent</b>
Lake Park Lions Bridge	\$733,900	\$7,339
Lincoln Family Aquatic Center	\$2,500,000	\$25,000
McKinley Marina Seawall	\$1,021,000	\$10,210
<b>Total</b>	<b>\$19,811,896</b>	<b>\$198,119</b>

Project administration costs of \$17,000 are financed with sales tax revenues. Capitalized interest costs total \$5,900.

WO951

**Special Needs Housing**

Expenditure: \$1,000,000

Revenue Reimbursement: \$0

Net County Commitment: \$1,000,000 to be financed by the State Trust Fund Loan Program.

This new capital accounted is budgeted at \$1 million for Special Needs Housing, which is to be financed with a loan from the State Trust Fund Loan Program. This amount is the same as provided in the Adopted 2007 Budget from general obligation bonds in capital project account WO043.