

..Number  
091100  
..Version  
SUBSTITUTE 1  
..Reference

**DRAFT**

..Sponsor  
ALD. DONOVAN

..Title

Substitute resolution relating to consolidation of services provided by the City of Milwaukee, the Milwaukee Public Schools and Milwaukee County.

..Analysis

This resolution expresses the City's support for studying the possible consolidation or merger of functions or departments of the City, the Milwaukee Public Schools and Milwaukee County where overlap or duplication of functions or services exists. It also directs the Department of Administration to convene meetings with its MPS and Milwaukee County counterparts, and with representatives of relevant City, MPS and County departments, for the purpose of identifying duplicative or overlapping services and recommending consolidation or merger of functions or departments.

..Body

Whereas, The City of Milwaukee, the Milwaukee Public Schools and Milwaukee County all face persistent and growing fiscal challenges related to rising employee/retiree health-benefit and pension costs, stagnant state aid, mandated services, aging infrastructure and limited tax-base growth; and

Whereas, In light of these fiscal challenges, it is incumbent upon these 3 units of government to explore potential cost savings from the consolidation or merger of functions and departments that at least 2 of the governments – and in some cases all 3 – appear to have; and

Whereas, It is likely that functions and departments with overlap or duplication of services can be consolidated or merged without reducing the level of service provided to internal or external customers; and

Whereas, Functions or services which appear to be provided by at least 2 of these units of government, and which should be studied for possible consolidation or merger, include finance, human resources, employees' retirement, public works, health and legal counsel; and

Whereas, It is appropriate for key administrators of the City, County and MPS to meet for the purposes of:

a. Identifying departments or functions where there is overlap or duplication of services between or among the 3 units of government.

b. Developing recommendations for the consolidation or merger of departments and functions where substantial cost savings may be realized without a significant reduction in the level of services provided.

; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, that the City supports the study of possible consolidation or merger of functions or departments of the City, the Milwaukee Public Schools and Milwaukee County where overlap or duplication of functions or services exists; and, be it

Further Resolved, That the Department of Administration is directed to convene meetings with its County and MPS counterparts, and with representatives of relevant City, County and MPS departments, for the purposes of:

a. Identifying departments or functions where there is overlap or duplication of services between or among the 3 units of government.

b. Developing recommendations for the consolidation or merger of departments and functions where substantial cost savings may be realized without a significant reduction in the level of services provided.

; and, be it

Further Resolved, That the Department of Administration shall provide a report to the Common Council on the status of these intergovernmental meetings, including any relevant findings or recommendations, within 6 months of adoption of this resolution.  
..Requestor

..Drafter  
LRB09475-2  
JDO  
01/07/2010

January 8, 2009

Mayor Tom Barrett  
City Hall, Room 201  
Milwaukee, WI 53202

**DRAFT**

Dear Mayor Barrett:

As you and I are acutely aware, the City of Milwaukee, the Milwaukee Public Schools and Milwaukee County all face persistent and growing fiscal challenges related to rising employee/retiree health-benefit and pension costs, stagnant state aid, mandated services, aging infrastructure and limited tax-base growth. In light of these fiscal challenges, I believe it is incumbent upon these 3 units of government to explore potential cost savings from the consolidation or merger of functions and departments that at least 2 of the governments – and in some cases all 3 – appear to have. It seems likely that functions and departments with overlap or duplication of services could be consolidated or merged without reducing the level of service provided to internal or external customers. Examples of areas where duplication or overlap may exist include finance, human resources, employees' retirement, public works, health and legal counsel. There may be other areas of functional duplication or overlap, as well.

I believe it is imperative that knowledgeable, management-level employees of the City, County and MPS begin to have discussions about the possibility of consolidating functions or services where duplication or overlap exists. These discussions would, first of all, identify departments or functions where there is overlap or duplication of services between or among the 3 units of government. The study group would also explore the logistics of consolidating or merging services or functions, including any necessary legislation, and seek to quantify the cost savings that could be realized through consolidation or merger. Finally, the study group would develop and present a set of recommendations regarding consolidation or merger of functions or services to the legislative bodies of the 3 units of government.

To get this important, long-overdue discussion started, I have introduced a Common Council resolution expressing the City's support for studying the possible consolidation or merger of functions or departments of the City, County and MPS. This resolution also directs the City's Department of Administration to convene meetings with its County and MPS counterparts, and with representatives of relevant City, MPS and County departments, for the purposes of carrying out the study and developing recommendations.

In light of the fiscal challenges faced by the City, County and MPS, I hope that you see the wisdom of studying intergovernmental consolidation, and that you will support my efforts to get the process started. I urge you to direct the appropriate staff in your administration to participate in the discussions and meetings that will be necessary to tackle the complex but fiscally-prudent topic of service consolidation.

Thank you for your consideration of this critical matter. Please contact me if you have any questions. I look forward to working with you and other Milwaukee leaders in ensuring that our taxpayers' limited financial resources are used in the most efficient and cost-effective manner possible.

Best Regards,

Robert G. Donovan  
Alderman, 8<sup>th</sup> District

January 8, 2009

Michael Bonds, President  
Milwaukee Board of School Directors  
5225 W. Vliet Street  
Milwaukee, WI 53208

**DRAFT**

Dear Director Bonds:

As you and I are acutely aware, the City of Milwaukee, the Milwaukee Public Schools and Milwaukee County all face persistent and growing fiscal challenges related to rising employee/retiree health-benefit and pension costs, stagnant state aid, mandated services, aging infrastructure and limited tax-base growth. In light of these fiscal challenges, I believe it is incumbent upon these 3 units of government to explore potential cost savings from the consolidation or merger of functions and departments that at least 2 of the governments – and in some cases all 3 – appear to have. It seems likely that functions and departments with overlap or duplication of services could be consolidated or merged without reducing the level of service provided to internal or external customers. Examples of areas where duplication or overlap may exist include finance, human resources, employees' retirement, public works, health and legal counsel. There may be other areas of functional duplication or overlap, as well.

I believe it is imperative that knowledgeable, management-level employees of the City, County and MPS begin to have discussions about the possibility of consolidating functions or services where duplication or overlap exists. These discussions would, first of all, identify departments or functions where there is overlap or duplication of services between or among the 3 units of government. The study group would also explore the logistics of consolidating or merging services or functions, including any necessary legislation, and seek to quantify the cost savings that could be realized through consolidation or merger. Finally, the study group would develop and present a set of recommendations regarding consolidation or merger of functions or services to the legislative bodies of the 3 units of government.

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Thank you for your consideration of this critical matter. Please contact me if you have any questions. I look forward to working with you and other Milwaukee leaders in ensuring that our taxpayers' limited financial resources are used in the most efficient and cost-effective manner possible.

Best Regards,

Robert G. Donovan  
Alderman, 8<sup>th</sup> District

January 8, 2009

County Executive Scott Walker  
901 N. 9<sup>th</sup> Street  
Courthouse, Room 306  
Milwaukee, WI 53233-1458

**DRAFT**

Dear County Executive Walker:

As you and I are acutely aware, Milwaukee County, the City of Milwaukee and Milwaukee Public Schools all face persistent and growing fiscal challenges related to rising employee/retiree health-benefit and pension costs, stagnant state aid, mandated services, aging infrastructure and limited tax-base growth. In light of these fiscal challenges, I believe it is incumbent upon these 3 units of government to explore potential cost savings from the consolidation or merger of functions and departments that at least 2 of the governments – and in some cases all 3 – appear to have. It seems likely that functions and departments with overlap or duplication of services could be consolidated or merged without reducing the level of service provided to internal or external customers. Examples of areas where duplication or overlap may exist include finance, human resources, employees' retirement, public works, health and legal counsel. There may be other areas of functional duplication or overlap, as well.

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Thank you for your consideration of this critical matter. Please contact me if you have any questions. I look forward to working with you and other Milwaukee leaders in ensuring that our taxpayers' limited financial resources are used in the most efficient and cost-effective manner possible.

Best Regards,

Robert G. Donovan  
Alderman, 8<sup>th</sup> District