



Department of Public Works

**Jeffrey J. Mantes**  
Commissioner of Public Works

**Preston D. Cole**  
Director of Operations


November 01, 2010

Finance and Personnel Committee Members  
City Hall  
200 East Wells, Room 205  
Milwaukee, WI 53202

Dear Committee Members,

Please find attached, responses to questions that arose during the October 22<sup>nd</sup> Finance and Personnel meeting on the Mayor's Proposed 2011 Budget for the Department of Public Works.

Very truly yours,



Jeffrey J. Mantes  
Commissioner of Public Works

JJM:PH:ejg

Cc: Shirley Krug  
Preston Cole  
File

## 2010 DPW Budget Hearing Response Follow-Up Requests

### Sanitation

-Contact Kansas City to gain information about its conversion to garbage set-out stickers.

*DPW is contacting Kansas City.*

-If sticker system is pursued, identify pilot areas in Milwaukee.

*DPW would prefer to work with the Alderpersons to identify locations in which they may be willing to conduct a pilot area.*

-Create an amendment to return to current outside the cart collection.

*DPW has worked with the Budget Office to prepare an amendment. See attached chart "Alternatives to Outside the Cart Collection", row "Retain Current System".*

-Identify and price alternatives to stickers for items outside the cart.

*See attached chart "Alternatives to Outside the Cart Collection"*

-Explain cart survey data (Alderman Dudzik)

*The Sanitation Section completed a citywide survey of garbage and recycling carts in early 2010. The survey captured the cart type, manufacturer, serial-number, distance from collection point, and whether any rodent or other damage existed on each cart.*

*The cart database is a living document that is updated daily based on cart replacements and deletions. As of September 14, 2010, records showed:*

*227,482 garbage carts\*  
169,817 recycling carts  
397,299 total carts*

*\*divided by 190,162 dwelling units = 1.2 carts per dwelling unit*

*As carts are replaced, the old cart data is removed from the database and the new cart data is entered to keep the database current.*

-Provide Portland scale information and revenue streams (Alderman Murphy)

*Sanitation Section has contacted Portland. Portland should have this information within two weeks time.*

- How much is spent on outside vendors for snow removal (Alderman Kovac)
  - include plows, sidewalks, etc?

*See attached table: "Summary of Charges for Outside Vendors Related to Snow Removal" This is only for outside vendors. If a citizen hasn't shoveled their walk and is noticed, if the City ends up removing it, it is a City employee that does so.*

*For vacant lots, it varies based on snow and the exact cost is hard to pull out of FMIS as the code is for vacant lot maintenance. However, the contracts are based on 12 inches of snow per month in winter (4 months) which would cost \$311,972.64.*

- When was the last time a seasonal laborer list was put together? (Alderman Dudzik)

*DER processed 441 applications for City Laborer in 2007 and 2008. The first eligible list in 2007 had 103 individuals. The second eligible list in 2008 had 78 individuals. The lists were merged resulting in 112 individuals (that does not include individuals who were hired prior to the merge).*

- Check into Chicago's street sweeping operations. (Alderman Kovac)

*DPW will contact Chicago.*

### Forestry

- Create an amendment to get back to a 5 year pruning cycle and create several alternatives (OT, seasonal personnel to catch up, etc.)

*See attached spreadsheet "2011 Budget Amendment - Pruning backlog recovery options utilizing City Laborer Regular workforce to free up Urban Forestry Specialists".*

- For each Aldermanic district

- who is contractor for vacant lots?

- See attachment "Vacant Lot Contractor Contacts"*

- what lot is each contractor responsible for?

- See attachment "City of Milwaukee Vacant Lot Maintenance Areas"*

### Fleet

- What revenue can be gained from revenue from renting out Fleet equipment (Alderman Kovac)

*In general, the city can make equipment available to other communities, the county or the state for rent. In the case of the under-bridge inspection unit, the*

*daily rental rate is \$167.42/day, plus \$482.24 for the operator (\$60.28 x 8 hours). The unit was actually used 103 times so far in 2010. Six of these days were the result of renting the unit to the state for inspection of the Hoan Bridge. This compares with less than 140 days that it could be used.*

*Included in this rental is the cost of fuel, the costs associated with collecting the rent. The loss of an operator for use on another piece of equipment is also a concern. The ability to rent it out has to be balanced with city needs and weather conditions as well.*

*Please note, this does not factor in general maintenance and mandatory service requirements which is based upon the hours of usage.*

### **Sewer Maintenance Fund**

Create a separate communication file for rate study.

*The Budget Office will schedule a separate communication file to present the Rate Study report done by Springsted to the Finance & Personnel Committee.*

-Investigate liability issue with installing backwater valves on private property.

*We have previously requested the City Attorney's office to investigate the liability issue and provide the Department with a legal opinion on the matter.*

-Are there any reports "nationally" (city or institute) addressing the changing weather patterns and their impact on sewer systems?(Ald. Murphy)

### **Infrastructure**

-What City buildings still have asbestos in them? (Alderman Dudzik)

*Between 1989 and 1991 the City of Milwaukee and Milwaukee Public Schools had a major study conducted that recorded the asbestos present in MPS and all City buildings. Since then, the study has provided a guide to address removal of asbestos during remodeling and other projects. Each garage, office building, engine house, police station, library, and every other type of building has a separate binder of this report that details the materials that were identified and estimates the amount of that asbestos containing material (ACM) present. There is no comprehensive summation of all of the ACM present nor would this necessarily be significant. What material the asbestos is in (insulation, floor tile, window glazing), where the ACM is in the building, how it needs to be removed, and what type of working is being done in the area are all factors relevant to the cost of having the ACM removed. While we have made progress in many buildings such as the Zeidler Municipal Building and City Hall, ACM still remains under carpet and floor tile, behind walls and in other rarely accessed areas. We estimate that about 10-15% of the ACM identified in the major study has been removed. About 21% of DPW buildings were built after the use of asbestos was outlawed and can therefore be considered to be asbestos free. All other buildings we still consider to contain ACM for the reasons stated above.*

-Communicate status / reason for man hole cover work and/or replacements (Alderman Dudzik)

*The stipulation entered into with the Department of Justice in 2005 as a result of a lawsuit over municipalities bypassing sanitary flow during the storms of 2004 requires municipalities to inspect and repair their sanitary manholes every 5 years. We have completed repairs for all sanitary manholes inspected during 2006 through 2009, which represents approximately 80% of all sanitary manholes. The remaining manholes were inspected in 2010 and will be repaired in 2011. This program to inspect and repair manholes must continue, but should result in less repairs needed after this initial inspection and repair cycle.*

-What is the status of the light pole replacement on Oklahoma Avenue after street construction (Alderman Dudzik)

*The shorter light poles in the tree border are being replaced with higher poles and about 50% of the light poles in the median are being replaced due to condition. The work is to go in 2011 as this typically follows one year after paving.*

#### **Parking Fund**

-Has any sensitivity analysis been performed on the impact of doubling parking rates mid-year of 2009. (Alderman Bauman)

*The Parking Fund has not performed a sensitivity analysis of the effect of doubling parking meter rates mid-year of 2009. However, on-street parking meter revenues in 2009 totaled \$4.4 million, an increase of approximately \$900,000 or 20% over the 2008 amount of \$3.5 million. The Parking Fund is currently preparing a report of revenues by meter location, comparing 6 months prior to the rate increase in 2009 to 2010. This information will be made available to the Finance and Personnel Committee members as soon as it is tabulated. The Parking Fund will also pursue conducting a sensitivity analysis of parking meter rates in various areas of the city.*

### Alternatives for Outside the Cart Collection

| Solution  | Other Operating Services Account | Salaries    | Fringe Benefits | Total Cost   | Titles                   | FTE's | Pros  | Carts  | Comparable Cities   |
|---|----------------------------------|-------------|-----------------|--------------|--------------------------|-------|---|--|---|
| Retain current system - 2 cubic yards outside the cart (returns 10,000 tons to budget)          | \$ 373,800                       | \$ 98,250   | \$ 46,200       | \$ 518,250   | Operations Driver Worker | 2     | Easy for citizens and workers to continue current practice; 2010 changes have worked well so far                              | No push towards reducing waste; does not help City move to eliminating waste; costs are high; may move us backward if coupled with additional cart fee | Chicago (unlimited); Cleveland (up to 8 bags); Memphis (no limit); Philadelphia (unlimited) |
| Allow up to 2 cubic yards outside the cart one week per month (returns 7,500 tons to budget)    | \$ 280,350                       | \$ 98,250   | \$ 46,200       | \$ 422,800   | Operations Driver Worker | 2     | Allows for transition period; allows for some waste to still be put outside cart; reduces some costs; begins behavior changes | Problems tracking week for outside the cart; enforcement may be problematic; operations concerns with Sanitation routes                                | Newark, NJ (unlimited size 1st and 3rd Wednesdays)  |
| Allow up to 1 cubic yard outside the cart each week (returns 5,000 tons to budget)              | \$ 186,900                       | \$ 96,250   | \$ 46,200       | \$ 329,350   | Operations Driver Worker | 2     | Allows for transition period; allows for some waste to still be put outside cart; reduces some costs; begins behavior changes | May cause increase in illegal dumping; will force citizens to change behaviors; may cause enforcement problems if more than 1 cubic yard is put out    |   |
| Allow up to 1/2 cubic yard outside the cart each week (returns 3,500 tons to the budget)        | \$ 130,830                       | \$ 96,250   | \$ 46,200       | \$ 273,280   | Operations Driver Worker | 2     | Allows for transition period; allows for some waste to still be put outside cart; reduces some costs; begins behavior changes | May cause increase in illegal dumping; will force citizens to change behaviors; may cause enforcement problems if more than 1/2 cubic yard is put out  |   |
| Allow 2 items up to 2 cubic yards outside the cart each week (returns 3,000 tons to the budget) | \$ 112,140                       | \$ 96,250   | \$ 46,200       | \$ 254,590   | Operations Driver Worker | 2     | Allows for transition period; allows for some waste to still be put outside cart; reduces some costs; begins behavior changes | May cause increase in illegal dumping; will force citizens to change behaviors; may cause enforcement problems if restrictions are exceeded            | Minneapolis; Buffalo; Cincinnati (3 items)  |
| Allow 1 item up to 2 cubic yards outside the cart each week (returns 2,500 tons to the budget)  | \$ 93,450                        | \$ 96,250   | \$ 46,200       | \$ 235,900   | Operations Driver Worker | 2     | Allows for transition period; allows for some waste to still be put outside cart; reduces some costs; begins behavior changes | May cause increase in illegal dumping; will force citizens to change behaviors; may cause enforcement problems if restrictions are exceeded            |   |
| Nothing allowed outside the cart (assumes 2,500 tons eliminated)                                | \$ (93,450)                      | \$ (48,125) | \$ (23,100)     | \$ (164,675) | Operations Driver Worker | -1    | Easy to comprehend; saves money; easy to enforce; paves way for Pay as You Throw  | May cause increase in illegal dumping; will be unpopular with citizens;  | Indianapolis; St. Louis; Detroit; Miami   |

Pay for Items Outside the Cart  
 Kansas City, KS; Austin, TX; Seattle, WA; Portland, OR; Toronto, ON

**Ten Poorest Cities 2009**  
 Detroit, MI  
 Cleveland, OH  
 Buffalo, NY  
 Milwaukee, WI  
 St. Louis, MO  
 Miami, FL  
 Memphis, TN  
 Cincinnati, OH  
 Philadelphia, PA  
 Newark, NJ

Nothing Outside the cart, quarterly bulky item pickup  
 Up to 8 bags outside the cart  
 2 items outside the cart each week, plus 2 bulky item pickups per year

Nothing Outside the cart  
 Nothing Outside the cart  
 Unlimited items outside cart (do have PAYT)  
 Up to 3 bulk items  
 Unlimited items outside cart  
 Bulk item collection 1st and 3rd Wednesday of the month

Snow and Ice Control Expenditures  
(Excluding City Labor)

| Sum of Sum Amount<br>Descr2    | Year                   |                        |                        |                        |                        |                        |  | Grand Total             |
|--------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|--|-------------------------|
|                                | 2005                   | 2006                   | 2007                   | 2008                   | 2009                   | 2010 (blank)           |  |                         |
| Advertising                    | \$ 375.07              |                        |                        |                        |                        |                        |  | \$ 375.07               |
| Architecture & Engineering     |                        |                        |                        | \$ 2,615.93            |                        |                        |  | \$ 2,615.93             |
| Bridge Maintenance             |                        | \$ 4,611.31            | \$ 301.05              |                        |                        |                        |  | \$ 4,912.36             |
| Building and Ground Security   |                        |                        | \$ (1,727.50)          |                        |                        |                        |  | \$ (1,727.50)           |
| Building Machinery & Supplies  | \$ 1,634.36            | \$ 2,872.92            | \$ 2,158.28            | \$ 2,381.25            | \$ 2,564.24            | \$ 20.66               |  | \$ 11,631.71            |
| Castings, Forgings, Pipe       |                        |                        | \$ 561.97              |                        |                        |                        |  | \$ 561.97               |
| Chemicals                      | \$ 2,234,668.05        | \$ 1,021,980.56        | \$ 3,585,833.60        | \$ 3,273,073.98        | \$ 1,828,837.84        | \$ 890,192.93          |  | \$ 12,834,586.96        |
| Clothing                       |                        | \$ 2,452.03            | \$ 1,591.35            | \$ 2,307.95            | \$ 1,167.06            |                        |  | \$ 7,518.39             |
| Cordage, Cable, Chain          | \$ 583.35              |                        |                        | \$ 45.00               |                        |                        |  | \$ 628.35               |
| Electrical & Electronic Suppli |                        | \$ 95.28               | \$ 597.00              | \$ 79.98               | \$ 606.60              |                        |  | \$ 1,378.86             |
| Electrical Tools & Parts       |                        |                        |                        | \$ 95.64               |                        |                        |  | \$ 95.64                |
| Equipment Repair (Parts & Labo | \$ 1,263.68            | \$ 4,117.23            | \$ 214.36              | \$ 1,363.75            | \$ 110.58              | \$ 10.98               |  | \$ 7,080.58             |
| Films & Other Educational Item |                        |                        |                        | \$ 33.00               |                        |                        |  | \$ 33.00                |
| Food & Forage                  |                        |                        | \$ 1,751.47            | \$ 285.94              | \$ 1,284.03            |                        |  | \$ 3,321.44             |
| Fuel & Lubricants              | \$ 252.27              | \$ 169.30              | \$ 74.95               |                        |                        |                        |  | \$ 496.52               |
| Grounds Maintenance            |                        |                        |                        | \$ 87,500.00           |                        |                        |  | \$ 87,500.00            |
| Hand Tools & Parts             | \$ 2,443.02            | \$ 270.30              | \$ 667.34              | \$ 1,329.45            |                        | \$ 1,153.52            |  | \$ 5,863.63             |
| IT Infrastructure              |                        |                        |                        | \$ 6,014.19            |                        |                        |  | \$ 6,014.19             |
| Light & Medium Truck Rental    | \$ 1,640.00            |                        | \$ -                   | \$ 1,427.64            |                        |                        |  | \$ 3,067.64             |
| Lumber & Wood Products         |                        |                        |                        |                        | \$ 99.54               |                        |  | \$ 99.54                |
| Magazines, Subscription        | \$ 34.00               | \$ 34.00               | \$ 51.95               | \$ 34.00               | \$ 34.00               |                        |  | \$ 187.95               |
| Motor Vehicle Mechanical       |                        | \$ 170.54              |                        |                        |                        |                        |  | \$ 170.54               |
| Office Supplies                |                        |                        | \$ 409.70              |                        |                        |                        |  | \$ 409.70               |
| Other Construct Supply         | \$ 707.68              | \$ 352.57              | \$ 1,056.82            | \$ 516.42              |                        |                        |  | \$ 2,633.49             |
| Other Misc Services            | \$ 188,206.47          | \$ 94,636.87           | \$ 300,120.03          | \$ 1,136,694.23        | \$ 347,688.47          | \$ 414,338.16          |  | \$ 2,481,684.23         |
| Other Non Vehicular Rental     |                        | \$ 379.81              |                        |                        |                        |                        |  | \$ 379.81               |
| Other Operating Supply         | \$ 4,457.20            | \$ 3,468.13            | \$ 6,405.66            | \$ 4,973.48            | \$ 200.15              |                        |  | \$ 19,504.62            |
| Other Vehicle Rental           | \$ 2,115.00            | \$ 1,640.00            | \$ 1,986.00            | \$ -                   | \$ 2,850.00            |                        |  | \$ 8,591.00             |
| Passenger Vehicle Rental       |                        | \$ 3,272.50            | \$ 766.80              |                        | \$ 2,700.00            |                        |  | \$ 6,739.30             |
| Plumbing Supplies              |                        |                        |                        |                        | \$ 700.92              |                        |  | \$ 700.92               |
| Printing Services              |                        | \$ 318.00              |                        |                        |                        |                        |  | \$ 318.00               |
| Railway Maintenance            |                        |                        |                        | \$ 130.46              | \$ 124.98              |                        |  | \$ 255.44               |
| Reimburse Other Departments    | \$ 140,244.82          | \$ 124,403.97          | \$ 385,769.98          | \$ 664,533.63          | \$ 184,854.13          | \$ 241,006.17          |  | \$ 1,740,812.70         |
| Roadway Maintenance            |                        |                        |                        |                        | \$ 7,750.00            |                        |  | \$ 7,750.00             |
| Snow & Ice Control             | \$ 380,411.79          | \$ 285,713.62          | \$ 62,208.60           | \$ 65,243.48           | \$ 67,538.05           | \$ 53,223.78           |  | \$ 914,339.32           |
| Snow Control, Special Rental   | \$ 351,480.25          | \$ 206,383.50          | \$ 1,008,787.09        | \$ 2,351,631.79        | \$ 549,476.62          | \$ 603,734.85          |  | \$ 5,071,494.10         |
| Systems Support                |                        |                        | \$ 6,430.72            |                        |                        |                        |  | \$ 6,430.72             |
| Telephone, Communications      | \$ 17,476.53           | \$ 17,730.82           | \$ 14,933.62           | \$ 16,276.50           | \$ 28,962.82           | \$ 21,919.56           |  | \$ 117,299.85           |
| Tractor Rental                 |                        | \$ 2,652.21            |                        |                        |                        |                        |  | \$ 2,652.21             |
| Travel & Subsistence           | \$ 500.00              | \$ 2,668.66            |                        | \$ 1,161.92            | \$ 1,184.98            |                        |  | \$ 5,515.56             |
| Uniform Allowance              | \$ 20.00               |                        |                        |                        |                        |                        |  | \$ 20.00                |
| Vehicular Parts & Supplies     |                        | \$ 634.95              | \$ 1,404.91            | \$ 1,711.51            | \$ 1,396.55            |                        |  | \$ 5,147.92             |
| (blank)                        |                        |                        |                        |                        |                        |                        |  |                         |
| <b>Grand Total</b>             | <b>\$ 3,326,003.92</b> | <b>\$ 1,762,611.98</b> | <b>\$ 5,384,662.44</b> | <b>\$ 7,531,664.51</b> | <b>\$ 3,118,449.39</b> | <b>\$ 2,245,699.42</b> |  | <b>\$ 23,369,091.66</b> |

**2011 Budget Amendment - Pruning backlog recovery options utilizing City Laborer Regular workforce to free up Urban Forestry Specialists**

**Recovery Strategy:** Increase City Laborer Regular staffing levels to support summer pruning crews  
**Recovery Goal:** Eliminate pruning backlog to establish 5-year pruning cycle

**Current Status**

Street Tree Population: 193,000 Trees  
Current Pruning Cycle: 5.8 Years  
Average number of cycle trees pruned annually in past 5 years: 33,122  
Current cycle pruning backlog: 26,000 trees

**2 Year recovery plan**

Summer Pruning Period (PP12-PP21)  
Projected number of trees pruned (30 Urban Forestry Specialists): 13,000  
Additional City Laborer Regular employees needed: 30  
City Laborer Regular Salary per pay period: \$1,517.61  
 $\$1,517.61 \times 10 \text{ pay periods} \times 30 \text{ employees} = \$455,283.00$   
Fringe Benefits: .48  
**Total budget amendment:  $\$455,283 \times 1.48 = \$617,819$**

**3 year recovery plan**

Summer Pruning Period (PP12-PP21)  
Projected number of trees pruned (20 Urban Forestry Specialists): 8,667  
Additional City Laborer Regular employees needed: 20  
City Laborer Regular Salary per pay period: \$1,517.61  
 $\$1,517.61 \times 10 \text{ pay periods} \times 20 \text{ employees} = \$303,522.00$   
Fringe Benefits: .48  
**Total budget amendment:  $\$303,522 \times 1.48 = \$449,213$**

Both the 2 year and 3 year recovery plan would require full restoration of \$458,767 plus fringe AMR reductions to Forestry's O&M budget and retain funding and position authority for Urban Forestry Specialists based on 2010 authorized levels.

Additionally, as there are Urban Forestry Specialists interviewing for the AMR positions, and selected for these positions would need to be replaced prior to summer to meet pruning projections



Vacant Lot Contractor Contacts  
2010

Active Contractors:

All Season Lawn Care – Areas 1, 2, 3  
Patrick Conley  
Office: 462-1902  
Cell: 915-1963

Smithsonian Materials – Area 4  
Jim Smith  
Office: (262) 790-9443

United Landscape – Areas 5, 6, 8  
Linda Swift  
Office: 357-7116  
Cell: 708-4476

Rodriguez Landscaping – Area 7  
Raul Rodriguez  
Office: 383-3300

Larsen Landscaping – Barricading and Posting & Barricade Construction  
Dan Larsen  
Office: (262) 375-6106  
Cell: 378-4201

Rodriguez Landscape – Small Trees and Shrubs  
Raul Rodriguez  
Office: (414) 383-3300

# City of Milwaukee Vacant Lot Maintenance Areas

