

# 2011 Capital Improvements

Research and Analysis Section – Legislative Reference Bureau

## Executive Summary : 2011 Budget

The 2011 Budget provides \$254.7 million for the Total Capital Plan, a 43% increase from the 2010 Budget. The increase is driven primarily by a large (582%) increase in Grant & Aid funding for public works projects. The City funded portion provides \$117.6 million, a decrease of approximately 3% from 2010.

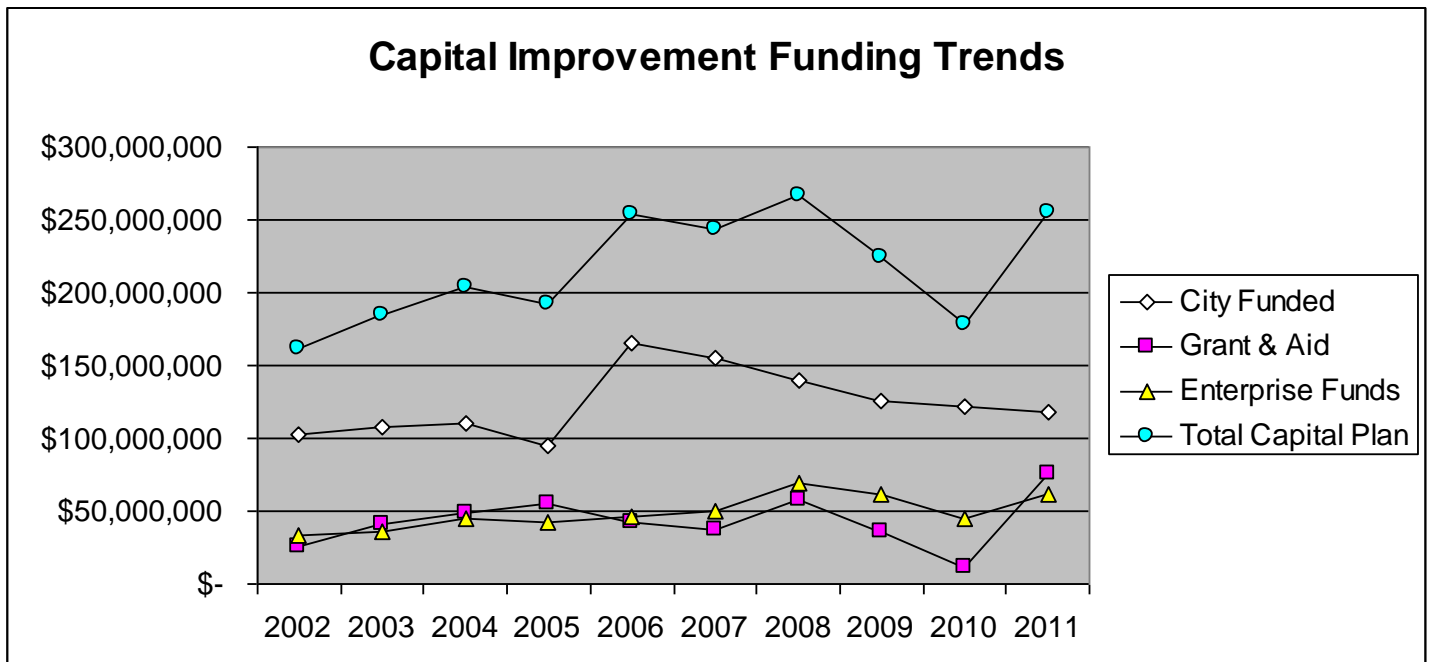
The Enterprise Fund portion of the budget increased 37% to \$61.6 million. The SMF showed the largest increase (66.4%) reflecting an increased focus and commitment to resolve sewer and stormwater issues

Although the overall City funded portion is declining, increased funding has been provided for many aspects of the City's core infrastructure, including bridges, streets, alleys, sidewalks, street lighting and traffic control.

The declining City funded portion can be partially attributed to the amount of carryover borrowing authority that exists. No new funding was provided in the 2011 Budget for several departments that had large amounts of carryover. Once the carryover amounts have been expended, the City funded portion is likely to increase.

Discussion of departmental capital programs can be found on the following pages.

Special Capital Projects	p. 6
Administration, Dept of	p. 6
Assessors' Office	p. 8
City Attorney	p. 8
City Clerk	p. 8
City Development, Dept of	p. 8
City Treasurer	p. 10
Election Commission	p. 10
Fire Department	p. 10
Health Department	p. 11
Municipal Court	p. 11
Library	p. 12
Neighborhood Services	p. 13
Police Department	p. 13
Port of Milwaukee	p. 15
Public Works, Dept of	
• Administration	p. 15
• Fleet	p. 16
• Forestry	p. 16
• Sanitation	p. 17
• Infrastructure Services	p. 18
• Facilities	p. 25
Unified Call Center	p. 28
Enterprise Funds	
• Parking fund	p. 28
• Sewer Maintenance Fund	p. 29
• Water Works	p. 30



# 2011 Capital Improvements

Research and Analysis Section – Legislative Reference Bureau

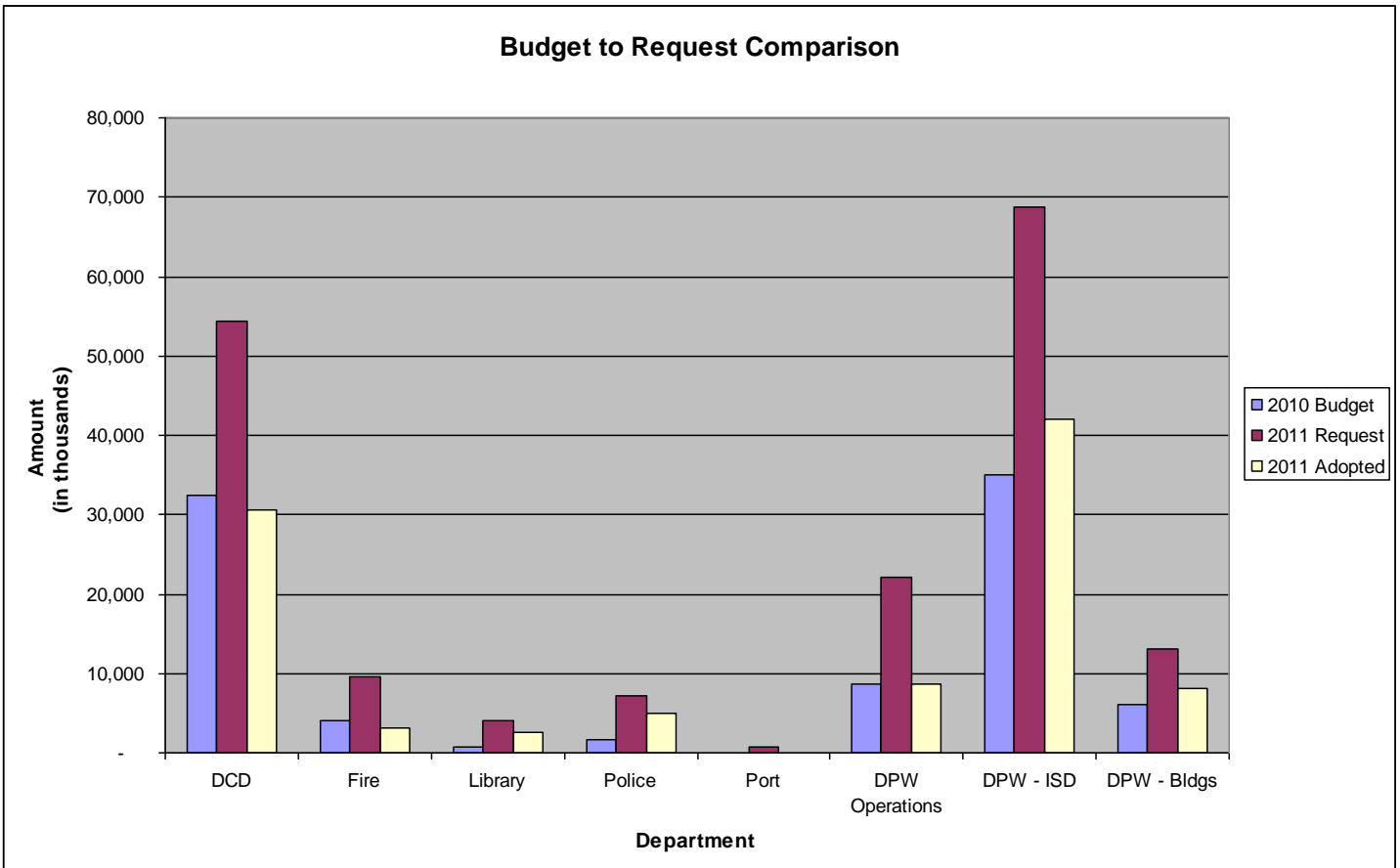
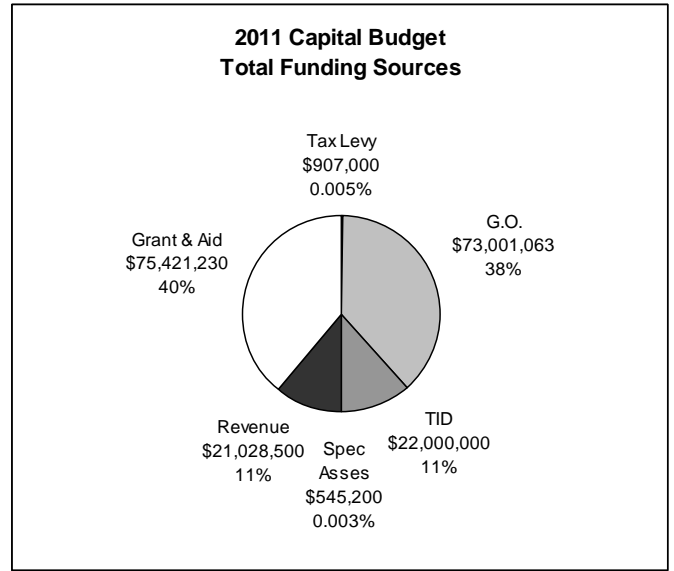
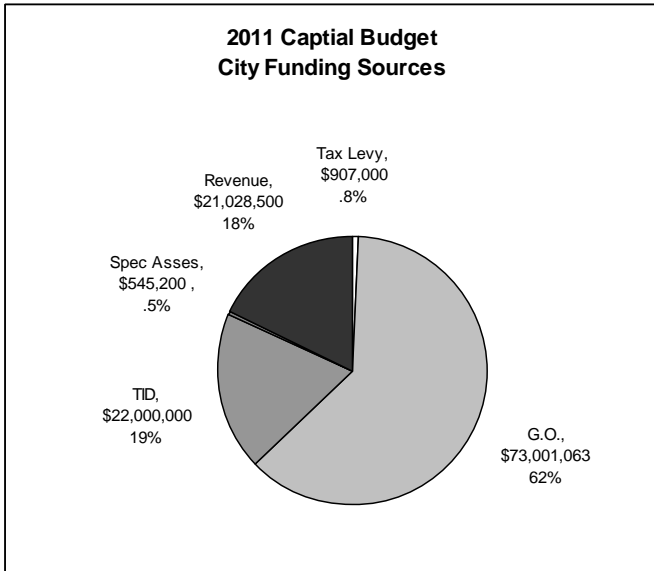
Executive Summary : 2011 Budget

2011 Capital Budget by Department						
	2007	2008	2009	2010	2011	% Change
	Adopted	Adopted	Adopted	Adopted	Adopted	(from 2010)
<b>City Funded</b>						
Special Projects	\$11,075,000	\$8,825,000	\$15,825,000	\$16,335,000	\$15,135,000	-7.3%
Administration, Dept of	1,276,000	455,720	1,656,920	949,400	2,035,000	114.3%
Assessor						
City Attorney	250,000					
City Development, Dept of	77,855,000	71,729,500	43,844,614	39,402,543	30,661,257	-22.2%
Common Council City Clerk	525,000		350,000			
Election Commission			40,000			
Employee Relations, Dept of	400,000					
Fire & Police Commission			150,000			
Fire Dept	2,918,000	3,208,000	2,807,500	4,056,000	3,064,000	-24.5%
Health Dept	476,000	800,000	864,000	100,000	110,000	10.0%
Library	830,000	1,238,000	4,144,000	4,075,000	2,526,000	-38.0%
Neighborhood Services, Dept of				76,141		-100.0%
Municipal Court	50,000	429,620	683,645	334,000		-100.0%
Police Dept	1,670,000	2,745,000	6,664,000	4,188,000	4,987,931	19.1%
Port of Milwaukee	750,000	500,000	1,500,000			
Public Works, Dept of	57,437,190	49,531,974	47,320,300	51,827,944	58,962,575	13.8%
<b>Total City Funded</b>	<b>\$155,512,190</b>	<b>\$139,462,814</b>	<b>\$125,849,979</b>	<b>\$121,344,028</b>	<b>\$117,481,763</b>	<b>-3.2%</b>
<b>Grant &amp; Aid</b>						
Library			50,000			
Police Department						
Port of Milwaukee	1,700,000	800,000	1,450,000	400,000	800,000	100.0%
Public Works, Dept of	36,090,160	56,382,825	34,886,000	10,936,200	74,621,230	582.3%
<b>Total Grant &amp; Aid</b>	<b>\$37,790,160</b>	<b>\$57,182,825</b>	<b>\$36,386,000</b>	<b>\$11,336,200</b>	<b>\$75,421,230</b>	<b>565.3%</b>
<b>Subtotal City Funded and Grant &amp; Aid</b>	<b>\$193,302,350</b>	<b>\$196,645,639</b>	<b>\$162,235,979</b>	<b>\$132,680,228</b>	<b>\$192,902,993</b>	<b>45.4%</b>
<b>Enterprise Funds</b>						
Parking	595,000	2,700,000	2,936,000	950,000	1,175,000	23.7%
Sewer Maintenance	24,500,000	29,950,000	31,450,000	23,937,000	39,833,000	66.4%
Water	25,140,500	36,769,000	27,096,000	20,030,000	20,645,000	3.1%
<b>Total Enterprise Funds</b>	<b>\$50,235,500</b>	<b>69,419,000</b>	<b>61,482,000</b>	<b>44,917,000</b>	<b>61,653,000</b>	<b>37.3%</b>
<b>TOTAL CAPITAL PLAN</b>	<b>\$243,537,850</b>	<b>\$266,064,639</b>	<b>\$223,717,979</b>	<b>\$177,597,228</b>	<b>\$254,555,993</b>	<b>43.3%</b>

# 2011 Capital Improvements

Research and Analysis Section – Legislative Reference Bureau

## Executive Summary : 2011 Budget



# 2011 Capital Improvements

Research and Analysis Section – Legislative Reference Bureau

Executive Summary : 2011 Budget

## Issues to Consider:

### Fire Department

The Fire Chief believes that construction of the new fire repair facility could result in significant savings, primarily through operational efficiencies and a reduction in the need to utilize outside vendors to facilitate repairs. The potential benefits of this facility, as well as any alternate strategies to address the issues, will require further analysis. Regardless of the strategy chosen, future capital funding is likely to be required for the continued maintenance of the MFD fleet.

### Forestry

The budget for state/federal aided paving has increased by 277% from its 2010 level. The budget for Concealed Irrigation/General Landscaping has only increased by 19%. Although this level of funding for paving is not likely to be sustainable in the long-run, the adequacy of funding for the Concealed Irrigation and General Landscaping program needs to be considered.

### Library

Nine of twelve branch libraries were constructed between 1961 and 1971. These buildings are in need of significant maintenance. Funding requested for neighborhood library maintenance is not adequate. \$5.3 million is required for HVAC updates alone. The 6 year capital plan requests only \$1.8 million and addresses only 1 HVAC unit. If these buildings are to remain in use, additional funding will be required to maintain them in an acceptable condition.

The Villard Square project utilizes an innovative strategy which combines housing with the operation of a branch library. Before committing significant City resources to expanding this model, it may be advisable to review its success using metrics that appropriately evaluate library operation, security issues and compatibility of use.

## Police Department

### Police Administration Building

- The City has already invested \$9.2 million in addition to grant funding for improvements to the PAB. Renovating the existing PAB would require less capital investment than relocating staff from the PAB. Cost however is not the only concern. Philosophical, policy and political issues must also be considered.
- The abatement and building code issues at the PAB will need to be addressed regardless of where the functions of the Police Administration, District 1, Municipal Court and City Attorney are located. Estimated remediation cost is \$9.3 million.
- There are no significant new options available today that were not considered in the 1994 study. Cost estimates could be updated and the list of potential sites could be reviewed and updated but only marginal benefit would be obtained by commissioning a new study to examine options for the disposition of the PAB.
- The 1994 study recommended picking an “option series” (retain, disperse, relocate) and choosing the best alternative within that series. Option 2H from that study was considered to be the “best” of the dispersed options. The City has already relocated the Communications/Data center as recommended in that alternative. Current space needs for the MPD will allow them to renovate their space in the PAB without having to change the footprint of the building. This will result in a cost savings over the original alternative which required an addition to be constructed to accommodate staff.

## Port

The 2011 Budget continues to shift funding for the Port's infrastructure maintenance projects from capital funding to O&M funding.

# 2011 Capital Improvements

Research and Analysis Section – Legislative Reference Bureau

## Executive Summary : 2011 Budget

### DPW - Infrastructure Services

The size of the local paving program is growing, which drives increases in other related programs such as street lighting and traffic control.

Even though the current level of funding for local paving has decreased the replacement cycle significantly from recent years, it is still above the expected useful life of the pavements being constructed.

### DPW - Facilities

MacArthur Square Plaza is an underutilized public space with significant deficiencies. Consideration should be given to the long range plans for this area.

The municipal garages continue to age. Consideration should be given to their long range use.

The deferred maintenance needs of City facilities will present an on-going challenge. Deferred maintenance and ADA compliance costs exceed \$70 million on DPW managed buildings.

### Sewer Maintenance Fund

Performing significant amounts of work on private property to address Infiltration/Inflow issues would require a change in the City's current policy of performing work almost exclusively in the public right-of-way. Any change in this policy needs to include discussions regarding affordability, equity, and long term sustainability.

Improvements to the sewer systems need to be considered within the context of several key issues:

- An aging sewer system
- Increased regulation of non-point pollution relating to unfunded mandates
- Policy questions regarding sewer maintenance work done on private property

- Climate patterns which appear to be increasing the frequency and severity of storm events
- Cost/benefits issues relating to the age and value of buildings

Although the overall replacement cycle for sewer mains is still well above the recommended 90 years, increases in other sewer programs, especially I/I, may provide a broader strategy for addressing sewer issues.

### Water

Delays in the approval of the Water Work's Public Service Commission rate increase application have caused revenues to be at least \$15 million and perhaps as much as \$18 million below estimates. Continued delays may affect the replacement of capital assets.

### Special Capital Projects

The 2011 Budget contained funding for 4 capital improvement items.

**Grant and Aid - \$8,000,000** This account provides budget authority for unanticipated capital grants that the City receives. In addition to the funding provided in the 2011 Budget there is \$900,000 in carryover authority available.

**Municipal Art Fund - \$50,000** – This is the City’s annual contribution to the Municipal Art Fund, a pool of money set aside for the acquisition of works of art to be incorporated in City buildings and other public facilities. The Milwaukee Arts Board determines how money in the Municipal Art Fund is expended on various works of art for City construction projects. The Municipal Art Fund has received \$25,000 per year (on average) since at least 2000 with the exception of 2010 when no funding was provided.

**Housing Trust Fund – \$400,000** This fund primarily supports developers in the acquisition, construction, rehabilitation and modification of affordable and accessible housing for low-income households. It also finances support services that assist low-income households in obtaining and maintaining affordable housing. Although other funding sources have been investigated, funding comes primarily from the City of

Housing Trust Fund Summary				
	Rental	Home Ownership	Homeless	Total
<b>2008</b>				
Projects	3	1	1	5
Award	\$589,000	\$68,000	\$750,000	\$1,407,000
Units	94	2	80	176
<b>2009</b>				
Projects	2	6	1	9
Award	\$350,000	\$495,750	\$75,000	\$920,750
Units	79	51	16	146
<b>2010</b>				
Projects	2	2	0	4
Award	\$543,395	\$125,000	0	\$668,395
Units	87	5	0	92
<b>Totals</b>				
Projects	7	9	2	18
Award	\$1,482,395	\$688,750	\$820,000	\$2,996,145
Units	260	58	96	414

Milwaukee tax levy.

Organizations that received funding in 2010 were:

- Center for Veterans Issues, Ltd (35th & Wisconsin)
- Layton Boulevard West Neighbors
- Northcott Neighborhood House, Inc (26th & Cherry)
- Our Space, Inc (1527 W National Ave)

**Capital Improvements Committee - \$85,000** The 2011 Budget includes \$85,000 in capital funding for the salary and fringe benefits for a Fiscal Planning Specialist position. This position will be in the City Clerk’s Office and will serve as staff to the Capital Improvements Committee and provide budget analysis for the Finance and Personnel Committee.

**Affordable Housing Initiative - \$0** No new funding is provided in the 2011 Budget. \$250,000 in carryover borrowing authority remains from 2010.

**Energy Challenge Fund - \$0** The 2011 Budget contains no new funding for the Energy Challenge Fund. This fund was created in 2008 to support the goal of helping City departments reduce energy consumption by 15% from 2008 to 2012, using 2005 City energy consumption as a baseline. The fund has almost \$700,000 in carryover borrowing authority. Awards will be made to departments for capital projects that result in energy efficiencies or that use renewable energy or alternative fuel sources. Awards will be based on projected reductions in energy use and demand and demonstration of project payback within a reasonable time period. The Office of Environmental Sustainability will administer the Energy Challenge Fund.

**Payment to Debt Service and Payment to General Fund - \$6,600,000** The 2011 Budget includes a transfer of \$3.0 million to the Debt Service Fund for the retirement of street related debt and a transfer of \$3.3 million to the General Fund for street related capital improvements. The transfers will be funded with revenue from the Motor Vehicle Registration Fee.

### Administration, Department of

The 2011 Budget includes capital improvement funding for 4 projects for the Department of Administration totaling \$2,035,000, an increase of \$1,085,000 (114%) from the 2010

Budget. The projects, which are all one year in duration, were funded as requested. Because many Dept. of Administration projects are related to technological obsolescence, delaying projects may result in additional costs related to lost efficiencies and equipment failure. The Dept. of Administration's total 6 year capital request was \$5,115,250.

**Currently funded projects:**

**Record Center Work Environment Improvement (Rooms B1, B1-B & B1-C) - \$198,000** This project will increase productivity and bring the space into compliance with building codes and ADA regulations. The increased productivity will allow the Division to address a large backlog of plans.

**Oracle/PeopleSoft HRMS Upgrade – \$1,470,000** The current Human Resources module of the City's Peoplesoft product is outdated. This upgrade will guarantee continued product support and provide enhance functionality. This upgrade has an expected useful life of four years.

**E-Server Replacement – \$ 227,000** This is a two part project. Part 1 involves the evaluation of the information systems on the z9 e-server. Part 2 is the purchase of a new e-server or the migration of the information systems to alternative platforms. Information systems affected by this project are the Treasurer's Collection system; the Police Department's Wants and Warrants and Health Alert Systems; DPW's Road Life and Traffic Accident databases; the MIPS payroll system (obsolete but still needed); and several others.

**Improve/Update City Web Site – \$140,000** This project will create a more contemporary and visually appealing web site, provide interdepartmental consistency and incorporate greater use of multi-media elements (flyouts, xml stylesheets, streaming video, flash, etc) on the City's website. The cost estimate has decreased by \$100,000 since the project was first requested in 2009 due to advances in technology and the decision to perform more of the work internally rather than through outside consultants. Although this project will allow greater use of multi-media elements, it will not ensure a consistent video experience from department to department (see Webcasting below).

**Requested projects totaling \$2,630,250 which were not funded:**

**Exchange Server Replacement – \$0** The exchange server handles all City e-mail including webmail and e-mail to/from handheld devices. Originally installed in 2006, the servers do not support the latest version of the e-mail software. Failure of the server may require emergency funding for repair or replacement. (Request = \$250,000)

**Webcasting – \$0** This project would centralize the purchase and implementation of hardware and software which would allow departments to add streaming video, webcasts and information-rich materials to their websites. It would ensure a consistent video experience throughout the City's website and allow the City to retain ownership of posted video. This project would have an on-going operational cost of approximately \$15,000. (Request = \$140,000)

**Remodeling – 809 Building – \$0** This project would remodel the offices of ITMD to address changes in technology, staffing, division mission and heightened security requirements. This request is supported by a 2004 space study and has been submitted each year since 2006. Due to the specialized nature of the equipment in the department, relocating to a new space that does not require substantial renovation is not generally considered to be a viable option. (Request = \$2,240,250)

Projects included in the 6 year plan which **do not require 2011 funding:**

1. Fusion Upgrade Study - \$300,000 (2012)
2. eAps for Procurement Life Cycles - \$450,000 (2012)
3. Email Archive Server Replacement - \$124,000 (2012)
4. Map Milw Upgrade/Expansion - \$483,630(2012-2014)
5. milwaukee.gov Hot Disaster Site - \$200,000 (2013)
6. Server Consolidation/Storage Area Network - \$333,000 (2013)
7. Web Application Server Equipment - \$75,000 (2014)

### Assessor's Office

The 2011 Budget does not include any capital funding for the Assessor's Officers

### City Attorney

The 2011 Budget does not include any capital funding for the City Attorney. A request of \$4,804,000 (\$282.59 per SF) was submitted to remodel the 8th floor of City Hall to facilitate the return of the City Attorney's offices from their current location on the 7th and 10th floors of the Zeidler Municipal Building. Mechanical equipment on the 8th floor is also in need of upgrade. It would be most cost effective to replace the mechanicals in conjunction with the type of renovation that the City Attorney is proposing. The cost estimate for the total project has decreased by \$829,000 from the 2009 request. The City may realize some decrease in operating costs primarily through the reduction of energy use; however, these effects have not been quantified.

Although the current offices of the City Attorney are generally adequate, operational efficiencies in the areas of staff supervision, case strategy, mail delivery and reception services may be gained by consolidating their workspaces on one floor. Potential efficiencies have not been quantified.

### City Clerk

The 2011 Budget does not include any capital funding for the City Clerk's Office. A capital request of \$435,299 (\$164 per SF) was requested to remodel Room 301 in City Hall, which is currently used by the LRB research staff. In addition, staff from the Historic Preservation Commission requires the reconfiguration of office space. The timing of the personnel shift did not allow for the renovation of Room 307 prior to staff being assigned there. The department's request for Room 307 included replacement of an outdated HVAC system, improved lighting and the replacement of carpeting, ceiling tiles and workstations. Because the room is already occupied, there are no efficiencies to be gained by phasing the project. The City will realize some decrease in operating costs primarily through

the reduction in energy use; however, these effects have not been quantified.

The License Division continues to implement the license Management Information System. The project will improve the City's licensing process by providing departments with increased access to licensing records and information. The new system was recently brought online in the License Division and is currently running parallel with the existing licensing system. Additional departments will be phased in over the next few months. The tentative schedule will bring the City Treasurer's Office and Health Department online in early October, the Department of Neighborhood Services in late October, followed by the Police Department in November. Final record conversion is expected to take place in December. The system will be available to the Common council and associated staff in January 2011. At this time, the project is within its authorized budget. Over the next two to three months, as implementation expands, issues may be identified that could require additional funding.

### City Development, Department of

The 2011 Budget includes 9 capital improvement items for the Department of City Development totaling \$30,661,257, a decrease of \$8,741,286 (22%) from the 2010 Budget. With the exception of \$4,200,000 of cash revenues for Tax Incremental Financing Districts and \$150,000 and \$300,000 from the tax levy for Advanced Planning and the Development Fund respectively, all capital funding is supported by general obligation borrowing.

#### **Neighborhood Commercial District Street Improvement**

**Fund – \$250,000** This program provides matching funds for BID commercial district streetscaping projects and Congestion Mitigation and Air Quality Improvement Program (CMAQ) grants that fund neighborhood street construction projects. projects for 2011 include BID #39 - Center Street Marketplace and BID #32 - North Avenue Market Place. Requested funding for this program was \$500,000. Remaining carryover borrowing authority is \$1.3 million.



Department of City Development Capital Program Summary					
Program	2011 Adopted	2010 Budget	Increase (decrease)	% Change	6 year Request
Neighborhood Commercial District Street Improvement Fund	\$250,000	\$500,000	(\$250,000)	-50%	\$3,000,000
Business Improvement Districts	250,000	1,236,250	(986,250)	-80%	3,000,000
Tax Incremental Districts	26,251,000	27,473,323	(1,222,323)	-4%	235,701,000
Development Fund	1,500,000	1,050,000	450,000	43%	10,800,000
Advance Planning Fund	150,000	175,000	(25,000)	-14%	1,050,000
Healthy Neighborhoods Initiative	200,000	200,000	0	0	1,200,000
ADA Riverwalk Construction	1,560,257	1,167,970	392,287	34%	1,560,257
Housing Infrastructure Preservation Fund	300,000	600,000	(300,000)	-50%	3,600,000
Technology Initiative	0	0	NA	NA	300,000
In Rem Property Program	200,000	0	NA	NA	unknown
<b>Total</b>	<b>\$30,661,257</b>	<b>\$39,402,543</b>	<b>(\$8,741,286)</b>	<b>-22%</b>	<b>\$260,211,257</b>

**Business Improvement District – \$250,000** This program is used to fund loans to BIDs for streetscaping and other infrastructure projects. Loans made from this fund are repaid through annual BID assessments. projects for 2011 include BID #39 - Center Street Marketplace and BID #32 - North Avenue Market Place. Requested funding for this program was \$500,000. Over \$2.7 million in carryover borrowing authority remains.

**Tax Incremental Districts – \$26,251,000** This program allows the City to create and fund new Tax Incremental Financing Districts. Potential new TIDs for 2011 include Lynden Hill, Street Car, First & National and North End II, as well as a TID at a confidential location. Although the amount in the budget represents a 46% decrease from the requested amount, this program has over \$167 million in carryover borrowing authority.

**Development Fund – \$1,500,000** This program supports a wide variety of private economic development projects and activities. Funding will support façade grants, retail investment grants, homebuilding assistance, brownfield remediation and business assistance, including grants and loans. Of the budgeted amount, \$300,000 in cash-levy funding has been

designated for job training. In the past, DCD used the Development Fund to lend job training funds to several employers based on their projected employment growth. These loans are forgiven if and when the employers meet specified employment targets. DCD has also used the cash-levy portion of the Development Fund to establish a job-training fund targeted specifically at employers within the 30th Street Industrial Corridor.

**Advance Planning Fund – \$150,000** This program provides funding for various studies including market analyses for local business corridors, feasibility studies for new developments, land use planning studies and redevelopment plans for specific neighborhoods.

**Healthy Neighborhoods Initiative – \$200,000** This program provides matching funds for privately-raised funds used to make small-scale improvements in nine designated Healthy Neighborhoods. The purpose is to encourage homeowner investment and aesthetic improvements in strong urban neighborhoods. The goal is to achieve positive outcomes in four areas: image, market, physical condition and neighborhood management. This program was funded as requested.

**ADA Riverwalk Construction – \$1,560,257** This program provides funding to construct the ramps and lifts necessary to bring the Riverwalk into ADA compliance as directed by the terms of the 2006 settlement with the Justice Department. Total cost for the project is expected to be approximately \$4.9 million. This is the last year of funding for this multi-year project.

**Housing Infrastructure Preservation Fund – \$300,000** This fund was established by the Common Council in 2010 to provide funds for restoring, rehabilitating or mothballing City-owned properties that have been deemed historic or too valuable to the character of the surrounding neighborhood to demolish, but are unlikely to be restored by private purchasers. This funding level represents a 50% decrease from the requested amount.

**In Rem Property Program - \$200,000** This new program will fund minor capital repairs (e.g., new roofs, water heaters, etc.) to properties obtained by the City through foreclosure, with the goal of making these properties more marketable for prompt sales.

DCD also requested \$300,000 for a new Technology Initiative which would have added fire protection permits and occupancy certificates to the e-permit system as well as updated databases and system documentation. This request is not funded in the 2011 Budget.

**City Treasurer**

The 2011 Budget does not include any capital funding for the City Treasurer.

**Election Commission**

The 2011 Budget does not include any capital funding for the Election Commission.

**Fire Department**

The 2011 Budget includes 3 capital improvement items for the Fire Department totaling \$3,064,000, a decrease of \$992,000 (24%) from the 2010 Budget. The decrease was in the Facilities Maintenance Program. \$1.8 million in carryover borrowing authority is available to pay for maintenance projects

in 2011. Funding was not provided for the construction a new repair facility.

**Major Capital Equipment \$2,854,000** – This program provides for the replacement of major fire fighting equipment and apparatus including ambulances, fire engines, and ladder trucks. Funding for this program has decreased each year since 2005. Funding in 2011 for major capital equipment, which was provided as requested, represents an overall decrease of \$1,416,000 (33%) from 2005 and an increase of 3% over the 6 year budgeted average.

To date in 2010 one ladder truck has been purchased. Anticipated purchases prior to year end include one additional ladder truck, three engines and three ambulances.

The total 6 year request for major capital equipment is \$4,800,200. This level of funding provides a replacement cycle of 5 years for ambulances, 13 years for engines and 9.5 years for ladder trucks.

<b>Capital Equipment Expenditures (as of Oct 1)</b>				
	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Proposed</b>	<b>Total</b>
Engines	\$1,345,908		\$1,004,000	\$2,349,908
Medical Units	\$891,315		\$430,000	\$1,321,315
Ladder Units		\$659,999	\$1,420,000	\$2,079,999
<b>Total</b>	<b>\$2,237,223</b>	<b>\$659,999</b>	<b>\$2,854,000</b>	<b>\$5,751,222</b>

<b>6 Year Capital Equipment Purchases</b>							
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
Engines	2	3	3	3	3	3	<b>17</b>
Medical Units	2	3	2	2	3	3	<b>15</b>
Ladder Units	2	2	2	2	1	1	<b>10</b>
<b>Total</b>	<b>6</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>42</b>

**Fire Facilities Maintenance – \$100,000** This program funds the repair and maintenance of internal, external and mechanical systems within the Fire Department’s 36 Engine Houses. Funding for this program was reduced from the requested amount by \$661,300 (87%). Carryover funds will be used to complete necessary projects in 2011.

MFD is undertaking an apparatus floor facilities survey. Twelve fire stations have basement space below the apparatus floor where equipment is stored. The increased size and weight of ladder trucks and engines raises concerns about the structural integrity of the flooring where the equipment is parked. The results of this study will influence future capital requests for this program.

**Auxiliary Power Supply** \$110,000 – This program provides funding for the purchase and installation of back up generators at each of MFD's 36 engine houses. Nineteen stations have been retrofitted with generators. One or two generators are replaced each year.

**Requests which were NOT FUNDED:**

**Fire Repair Shop** - \$0 A capital request of \$5,945,000 to construct a new repair facility for fire fighting apparatus is not funded in the 2011 Budget. The old facility no longer serves the needs of the department. MFD believes that construction of the new facility could result in significant savings, primarily through operational efficiencies and a reduction in the need to utilize outside vendors to facilitate repairs. In addition, revenue opportunities may exist to provide training opportunities and repair services to fire departments in surrounding communities. Savings and potential revenues have not been quantified.

## Health Department

The 2011 Budget provides \$110,000 for capital improvement in the Health Department - \$25,000 for security cameras and \$85,000 for repairs and maintenance of health centers.

The 2011 Budget does not include a \$200,000 contribution to create an academic health department in partnership with the University of Wisconsin's School of Public Health. It is anticipated that this item will be included in the 2012 Budget.

The department has nearly \$1.4 million in capital improvements borrowing authority carryover.

## Municipal Court

Although the 2011 Budget provides no new funding, the Municipal Court has two on-going capital projects, the Electronic Case Jacket project and the IT Disaster Recovery

project. Since 2007, the Electronic Case Jacket project has received just over \$1.3 million in funding and is nearing completion. Almost \$140,000 was allocated for the IT Disaster Recovery project. This project will be completed by the end of the year.

### **Electronic Case Jacket Project**

The purpose of this project is to eliminate the physical case jackets and paper files and to promote efficiencies in Municipal Court operation. The target date for completely electronic court sessions is January 2011. The Court anticipates that the project will be completed within its budget.

Phase 1, which eliminated paper rosters for calling court cases, went live in April 2009. Phases 2, 3 and 4 which involve the electronic capture of documents, the conversion of notices, and the integration of on-line templates for out-going correspondence are nearing completion. Much of 2010 was spent designing the environment to integrate the activities of judges, clerks and bailiffs and allow immediate access to all relevant case information on a single screen. Electronic processing of incoming correspondence began in early September.

It had been anticipated that by January 2011, 95% of all citations from the Police Department would be issued electronically through the Traffic and Criminal Software (TraCS) system. Implementation of that system has taken longer than anticipated. Currently 82% of traffic citations and 22% of municipal citations are received electronically. An upgrade of TraCS is due in early November which will allow the Police Department to attach multiple files to an electronic citation and substantially reduce the volume of documents that must be scanned by the Court.

If the number of electronic citations does not approach the 95% goal, the Court will need to decide whether to delay the implementation of the electronic court sessions or to scan the paper citations to make them compatible with the electronic system. If the final implementation is delayed or if the Court needs to scan a significant number of documents into the system, cost savings will be delayed, extending the current payback period beyond the original 5 year estimate. The net

realized value of the project was estimated to be \$207,954 in Year 5 and \$1,978,831 in Year 8.

**IT Disaster Recovery Project**

In conjunction with the electronic case jacket project, the Municipal Court began planning to implement a disaster recovery project to protect the integrity of Court data. Working with ITMD, the Court created a virtualized environment in their own data center which will allow them to easily restore systems to new hardware in the event of an emergency. A temporary backup location was created using ITMD's environment. Ideally, the backup system should be located at least five miles from the primary system to guard against an area wide disaster. The Court will continue to work with ITMD to locate a more permanent location for the backup environment.

The recovery system has been implemented and individual components have been tested. The Court plans to conduct training and "drills" to ensure the continuation of service in the event of a disaster or other emergency. Remaining funds will be used to refine the system.

**Library**

The 2011 Budget includes 2 capital improvement items for the Milwaukee Public Library totaling \$2,526,000, a decrease of \$1,549,000 (38%) from the 2010 Budget.

**Library Facility Initiative - \$2,000,000** This level of funding represents a \$1,300,000 decrease from the requested amount. Funding was provided for the design of a mixed-use facility on the current site of the East Library (1910 E North Avenue). Estimated costs for the facility are \$3,000,000. MPL will request an additional \$1,000,000 of capital funding in the 2012 budget. It is anticipated that the City will recover approximately \$1,000,000 from the sale of the City-owned property on which the facility will be located. Current value of the site is estimated to be \$1.3 million.

Funding was not included for an Area Library on the northwest side of the City. Funding would have been used to acquire a site for the new facility. A specific location has not been chosen. Cost estimates for the area libraries were higher than originally anticipated by the Library Board. The Board is in the

process of revising estimates to determine the feasibility of pursuing the Area Library model. The results of the new cost estimates will affect both the Library Facility Initiative and the Neighborhood Library Improvements program. (see below)

\$300,000 requested for the development of an Express Library was not included in the Mayor's budget.

**Central Library Improvement Fund - \$526,000** Funding will be used to repair interior mosaic tile and scagliola, repair exterior masonry and replace one air handling unit. Funding was not provided for the installation of a key card access system.

**Other Capital programs:**

**Neighborhood Library Improvements - \$0** No funding was requested or provided for improvements to neighborhood libraries. The most recent budget allocation for this program was \$295,000 in 2008. Approximately \$334,000 in carryover borrowing authority remains.

Since 2000, \$4,280,000 in capital funding has been budgeted for maintenance and improvements at the 12 neighborhood libraries. Seven branch libraries are currently in need of new HVAC systems. The estimated total cost is \$5.3 million. The results of the revised cost estimates relative to the Area Library model will determine the direction of maintenance efforts and future capital requests for neighborhood libraries.

6 Year Request Neighborhood Library Improvements			
Year	Amount	Purpose	Branch
2013	\$875,000	HVAC updates	Tippecanoe
2014	\$175,000	Roof Replacement	Center St
2016	\$800,000	Interior Upgrades	Center St
<b>Total</b>	<b>\$1,850,000</b>		

**Radio Frequency Identification (RFID) System - \$0** The RFID project is progressing. All items in the collection have been tagged. Self-check-out systems have been installed in 11 libraries. Central and Bay View libraries will require some architectural modifications to accommodate the installation of the equipment. The renovations can be completed without additional funds. A self-check-in system has been installed at

East Library. Technical issues with the system will be addressed before installing it in other branches.

The RFID project is currently within budget. The Library does not anticipate the need to request additional capital funding for this project.

**Villard Square Project - \$0** No capital funding was requested or provided in the 2011 Budget. Since 2009, \$2,750,000 in capital funding has been provided for a mixed-use facility on Villard Avenue between N 34th Street and N 35th Street to replace the current Villard Avenue Library.

The facility will include a 12,871 square foot branch library and 47 apartments for families where grandparents are the primary caregivers for their grandchildren. Ground breaking was September 17, 2010. Opening is scheduled for fall 2011. The Redevelopment Authority of the City of Milwaukee has purchased the condominium unit that will house the library. The City has entered into a seven year lease with RACM. Negotiations are currently underway to establish the terms for the final transfer of the property from RACM to the City. It is not anticipated that a large capital expenditure would be required at that time.

## Neighborhood Services, Dept of

The 2011 Budget provides no new capital improvement funding for the Department of Neighborhood Services. However, future capital expenditures for IT upgrades may be anticipated. The current structure of the Unified Call Center interfaces with the legacy code enforcement IT system (NSS) rather than replacing it. DNS currently spends nearly \$60,000 of operating funds each year on system maintenance. Due to the age of the technology, DNS would like to pursue a long term strategy of replacing the NSS system.

## Police Department

The 2011 Budget includes five capital improvement items totaling \$4,987,931, an increase of \$799,931 (19%) from the 2010 Budget. With the exception of \$42,000 of cash-levy funding for Radio & Communications Upgrades, all capital funding is supported by general obligation borrowing. The

most significant issue is the funding for the renovation of the Police Administration Building.

**Remodel Administration Building Offices - \$3,779,131** The MPD submitted a request for funding to renovate the Police Administration Building. It is a five year request totaling \$46.3 million. As requested the scope of the project includes only the MPD portions of the building – not the areas occupied by the Municipal Court or the City Attorney. Funding from 2010 for the Remodel Administration Building Offices program was used to conduct a study to provide support for the request. (see discussion below)

**Evidence Storage Warehouse - \$512,800** Since 2006, \$844,000 has been allocated to make improvements to the department's evidence storage warehouse. Funding in 2011 will be used to expand storage capacity, upgrade building security and access control, and install a fire suppression system. No additional funding beyond 2011 was requested in the 6-year plan.

**Tiburon RMS VMP Upgrade - \$354,000** Funding for this project will upgrade the MPD's Tiburon record system from version 7.4.1 to 7.6. Modules to be upgraded include LawRECORDS and Jail RECORDS. The upgrades will increase system capacity and performance and provide greater flexibility in reporting and analysis.

**District Station Renovation Program - \$300,000** 2011 funding will be used to replace District 2 generators and HVAC units at the Radio Shop. Both items are beyond their useful life.

**Radio & Communications Upgrades - \$42,000** This program funds the maintenance of radio towers, base stations, antennas and other communications equipment with useful lives ranging from 10 to 25 years.

### Other Capital Projects

MPD continues its implementation of the Trunked Radio Communication System (Open Sky). Technical challenges have delayed the successful completion of this project. MPD and Federal Engineering, a consultant hired by MPD, have been working with the vendor (Harris Corp.) to resolve the issues. MPD has been withholding payments to the vendor

until various components of the system are installed to MPD's satisfaction. A retainer of \$749,798 remains encumbered from the original contract. A contract amendment encumbered \$130,896 for two additional base stations. No additional funding has been requested.

Additional on-going projects include:

- Automated Fingerprint ID System
- Surveillance Camera Program
- 4715 W Villard Renovation
- 911 System Replacement

### ***Police Administration Building (PAB)***

The following is a brief summary of the studies that have been done relating to the PAB as well as issues to consider regarding the long term plan for the departments located in the PAB.

#### **PAB Master Plan (April 2010)**

The PAB Mater Plan was prepared for the MPD by Eppstein Uhen Architects, IBC Engineering Services, Powertek Engineering and Pierce Engineers. The report had a number of objectives; evaluating the existing building; preparing design recommendations that address facility deficiencies, including life safety and current building codes; identifying MPD space requirements for the next 5 years; and preparing cost estimates.

The report recommended abatement of hazardous materials, improvements to the HVAC, electrical, plumbing and fire protection systems, as well as upgrades to the building enclosure and floor plan. Construction activities would be spread over 5 years. Total 5 year capital cost was estimated to be \$46.3 million.

#### **PAB Master Plan Update (July 2010)**

In July 2010, further cost estimates which included the entire building were provided. The inclusion of the Municipal Court and the City Attorney increased the 5 year cost by \$7.6 million (16%). A nine year time frame was also evaluated. Total estimated nine year cost is \$58.6 million.

The updated study also included cost estimates for two scenarios that relocated all staff from the PAB. The baseline building cost estimate for a new facility to house all PAB staff is \$87.8 million. Providing a new facility for MPD and a stand alone facility for the Municipal Court and City Attorney is estimated to cost \$91.8 million. Construction for both scenarios is anticipated to take 2 years.

The cost estimates are based on the existing site conditions at the southeast corner of N 27<sup>th</sup> St & W Wisconsin Ave. Costs to extend data and communications to the new facilities are included in the estimate. Costs **not** quantified in the estimate include property acquisition, vault construction the for maintenance of the City Communications Hub at the existing PAB, roadway improvements, an allowance for employee and public parking, and modification or demolition costs for the existing PAB.

#### **Facilities Improvement Study (1994)**

This comprehensive study of the PAB evaluated 13 alternatives, providing cost estimates (initial capital and 15 year) and cost benefit analysis for each alternative. The alternatives considered were various combinations of the following: renovation of the existing PAB, construction of an addition to the PAB, construction of a new facility, renovation of a separate existing structure, and leasing space.

The alternatives were grouped into 3 broad categories:

- Option 1 : Retain all staff at the PAB (3)
- Option 2 : Disperse functions to other locations (8)
- Option 3 : Relocate all personnel from the PAB (2)

Initial capital costs included construction (new, renovation, addition), telecommunications/radio, parking, site acquisition, furniture and development costs. Annual costs included interest expense, operation and maintenance, moving/phasing/temporary relocation, lease costs, additional parking, staffing costs and transportation. It is not clear whether the cost estimates included abatement at the existing PAB. Initial capital costs ranged from \$37 million (option 2F) to \$71.7 million (option 3A). Total 15 year costs ranged from \$107.6 million (option 3B) to \$234.3 million (option 2E).

Although the cost estimates and some of the space requirements from this study are outdated, it still has some relevance. Specifically the study found:

- The highest level of operational efficiency and highest level of service delivery would be attained with options that maintain operational units and administrative components at a single location.
- Options that contain leases tend to have lower capital costs but higher operational costs.
- Some of the specialized functions of the MPD especially those involving prisoner movement are not good candidates for leasing space.

<b>2010 Cost Estimate Summary</b> <i>(in millions)</i>	
MPD portion of PAB	\$46.3
Total PAB	\$54.3
Relocate all PAB staff in new facility	\$87.8
New MPD facility	\$79.7
New Muni Court / City Attorney facility	\$12.1

**PAB Issues to consider**

- Since 1998, the City has invested \$9.2 million in improvements to the PAB. In addition, The MPD has obtained grant funding to update jail cell areas and the Intelligence area. Both of these areas have unique security specifications that make them costly to construct.
- Cost is not the only consideration. Philosophical, policy and political issues must also be considered when making an investment of this magnitude.
- The abatement and building code issues at the PAB will need to be addressed regardless of where the functions of the Police Administration, District 1, Municipal Court and City Attorney are located. Estimated remediation cost is \$9.3 million.
- There are no significant new options available today that were not considered in the 1994 study. Cost estimates could be updated and the list of potential sites could be reviewed and updated but only marginal benefit would be

obtained by commissioning a new study to examine options for the disposition of the PAB.

- The 1994 study recommended picking an “option series” (retain, disperse, relocate) and choosing the best alternative within that series. Option 2H from that study was considered to be the “best” of the dispersed options. The City has already relocated the Communications/Data center as recommended in that alternative. Current space needs for the MPD will allow them to renovate their space in the PAB without having to change the footprint of the building. This will result in a cost savings over the original alternative which required an addition to be constructed to accommodate staff.

## Port of Milwaukee

Like the 2010 Budget, the 2011 Budget provides no new capital improvement funding for the Port of Milwaukee. In contrast, the 2009 Adopted Budget provided \$1.5 million in new borrowing authority for 5 capital improvement projects.

While no new capital funding is provided, the 2011 Budget indicates that the Port will have just over \$3 million in carryover borrowing authority available to undertake, continue or finish various capital projects (the carryover amount may be substantially reduced after the Port submits invoices for all of this year’s capital-funded work for reimbursement). In addition, the 2011 Budget provides O&M funding (special funds) for many of the same projects which in prior years had been funded through the capital budget: Major Maintenance-Terminals and Piers, Dockwall Rehabilitation, Sewer System Upgrade and Harbor Maintenance Dredging.

## DPW - Administrative Services

The 2011 Budget includes one capital improvement item for the Department of Public Works Administrative Service Division totaling \$500,000, the same amount that was budgeted in 2010.

**Public Safety Communications - \$500,000** – This program provides for the installation and maintenance of the City of Milwaukee Optical Network (COMON). The network provides circuits for data, telephone, SCADA, security, building

management, fuel management, telemetry and video systems. The network has been developed to serve other public entities including UWM, MATC, Marquette University, MIAD, WisDOT, Discovery World, and the Milwaukee Public Museum. Police

value of the “gigabit” circuits, DPW estimates the value of the circuits it provides is about \$450,000 per month

**Proposed Major Capital Equipment**

Description of unit	Units
Backhoe/Loader	1
Sweeper	2
End Loader/Wheel Loader	1
Aerial, 36 ft Step Van Body	1
Dump Truck, 2-Yard w/Compressor	1
Dump Truck, 5-Yard	2
Dump Truck, 5-Yard w/Underbody Plow	4
Packer, 20-Yard Container	1
Packer, 25-Yard Rearload w/Cart Lifters	5
Packer, 25-Yard Rearload w/Cart Lifters and Container Lift Arm	1
Packer, 25-Yard Recycling	4
Packer, 31-Yard Front Loading Container	1
Pickup, Utility Body	3
Truck, Multi-Function, Compressor, Salter, Plow	2
Roll-Off Truck	2
Step Van	2
<b>Total # of Units</b>	<b>33</b>

locations are used as hubs to connect other City sites. Average annual funding for this project (since 2000) is approximately \$530,000. Projects are designed to increase system redundancy and to provide diverse routes to critical public safety locations. The 2011 program will continue the extension of the optical network to the Housing Authority and Libraries. Total 6 year capital request is \$3,750,000.

DPW notes that the City designs, installs and manages its own “wide area network” built with City fiber in City conduit. Almost all governments and businesses purchase WAN circuits from entities like AT&T, Time Warner, Telecom, Quest and other carriers. DPW provides those services directly to the City. The value of these circuits can be roughly estimated by the cost of getting those circuits from AT&T or others. COMON provides about 175 Gigabit Ethernet circuits to various entities. AT&T charges between \$2,500 and \$4,000 per month for their “Gigaman” circuits depending on distance. Based on this

**DPW – Fleet Services**

**Major Capital Equipment - \$5,000,000** This program provides for equipment that exceeds \$50,000 and has a life expectancy of at least 10 years. The program focuses on equipment replacement, including garbage and recycling collection, snow and ice control and pick-up and dump trucks for use as pool equipment.

The requested funding was reduced by \$7.5 million (58%). The level of funding is unchanged from 2010 and approximately \$500,000 below the budgeted average of the last five years. The total six-year capital request is \$77,674,915.

**Two-Way Radio Replacement - \$238,000** This program provides funding to strategically replace obsolete two-way radio equipment. The total 6-year capital request for this program is \$902,300. Funding has not been requested past 2012. \$412,000 in carryover borrowing authority remains.

**DPW - Forestry**

The 2011 Budget includes 3 capital improvement items totaling \$2,637,000 a decrease of \$1,083,504 (29%) from the 2010 Budget. Reduced funding for the Tree Planting and Production program and the end of funding for the Sustainable Boulevard Program account for most of the reduction.

**Concealed Irrigation and General Landscaping City Boulevards - \$460,000** This program replaces infrastructure related to irrigation and landscaped boulevard medians in conjunction with the City’s paving program. This program was funded as requested. After 2011, requested funding increases to \$750,000 per year through 2016. The funding increase reflects the increase in the state/federally aided paving program. The program does not directly correlate to increases in state/federal aided paving because not all arterials have boulevards. Total 6 year capital request is \$4,210,000.

**Tree Planting & Production - \$1,347,500** This program funds the production and replacement of trees removed in



street construction projects, replacement of dead or diseased trees and the planting of new trees on boulevards.

The amount allocated for the Tree Planting and Production program in 2011 will provide for the replacement of 3,555 street trees. This will replace the number of trees lost annually to mortality and disease. Requested funding for 2011 was \$2,300,000 for 5,905 trees which would have included 2,450 new trees planted on boulevards in conjunction with the Sustainable Boulevard Plan. Average funding for this program 2007 through 2011 was more than double the average funding from 2000 through 2006. Total 6 year capital request is \$12,687,500.

#### **Emerald Ash Borer Readiness & Response - \$830,000**

The presence of emerald ash borers have been confirmed in Milwaukee County and therefore it is assumed they are also in the City of Milwaukee. Since 2008, \$2.5 million has been allocated to inoculate the City's 33,000 ash trees against the emerald ash borer. One half of the City's ash trees will be inoculated each year as the City transitions to more resistant species. It is estimated that 3,600 trees would be killed each year without treatment. The annual cost to remove and replace those trees would be approximately \$2.7 million. The total 6 year capital request is \$5,080,000.

#### **Other Capital Projects**

The Sustainable Boulevard Program was a three phase project approved by the Common Council in 2007. The plan included automated irrigation systems at signature bed locations and a simplified boulevard design that positions high profile flower beds on landmark and gateway segments. These are connected by segments with high quality turf, shade and ornamental trees with selected used of perennials. The program has \$580,000 in carryover borrowing authority remaining from 2010. Final construction of some beds may be delayed due to paving projects. No funding was requested or provided in 2011 for the Sustainable Boulevard Program. As a result of the completion of this project, the Forestry Section is reducing its annual budget for seasonal staffing by \$180,000 and reducing the number of seasonal Urban Forestry Laborers by 6.6 FTEs. There is an additional savings of up to \$170,000 in unemployment compensations claims.

## **DPW - Sanitation**

The 2011 Budget contains one capital improvement item for DPW – Sanitation. The Sanitation Headquarters Modification Program received \$250,000 in funding. No funds have been budgeted for this program since 2007. The 2011 funding will be used to make repairs to the building at the S 35 & W Hayes yard including a new roof and a new furnace.

Item number 7 on the October 20, 2010 Public Works committee agenda is Common council File #100720, which authorizes the expenditure of \$498,635 of capital carryover funds on the following four projects.

1. Emergency repair of scales at the Materials Recycling Facility at an estimated cost of \$155,000.
2. A facilities inspection report for the Materials Recycling Facility at an estimated cost of \$25,000.
3. Property improvements at the self-help centers related to the charging of construction debris at an estimated cost of \$60,000,
4. HVAC and roof repairs at the South 35th Facility at an estimated cost of \$215,000.

#### **Other Capital Requests: NOT FUNDED**

DPW submitted a request for the renovation of the former Water Works Facility at S 37 St & W Lincoln Ave (\$2.8 million) This project would consolidate the Forestry yard at S 21 & W Holt and a the Sanitation yard at S 35 & W Hayes at the W Lincoln Ave site. DPW has indicated that if the project is not approved the Sanitation yard is in need up upgrades to accommodate staff working out of that facility. The estimated cost of the upgrades is \$400,000. This project **did not receive funding** in 2011.

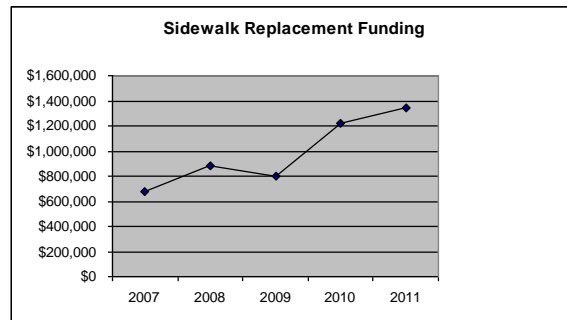
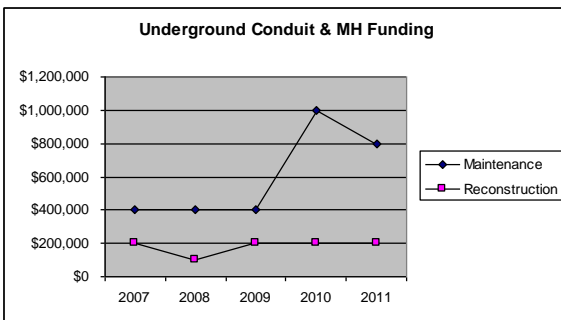
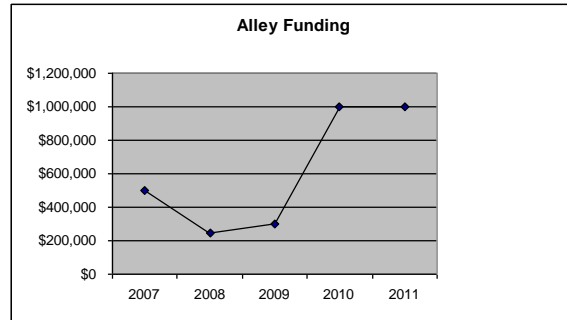
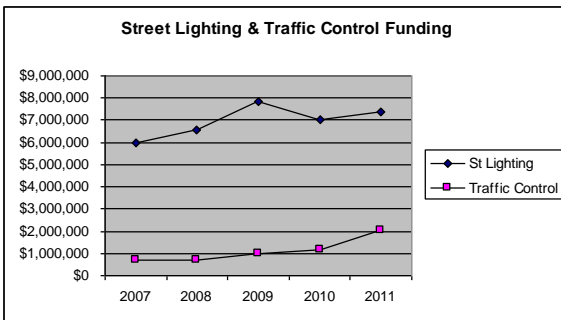
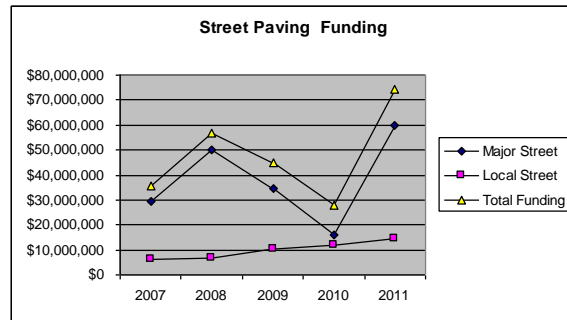
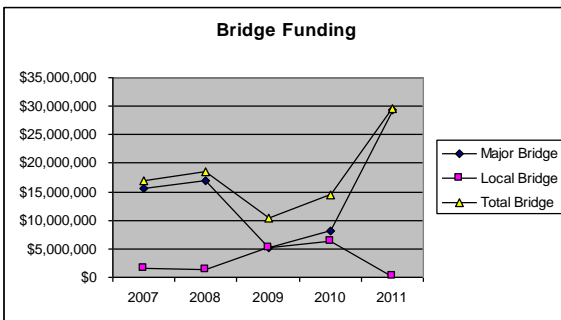
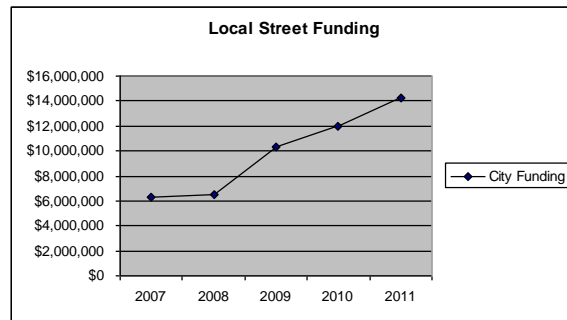
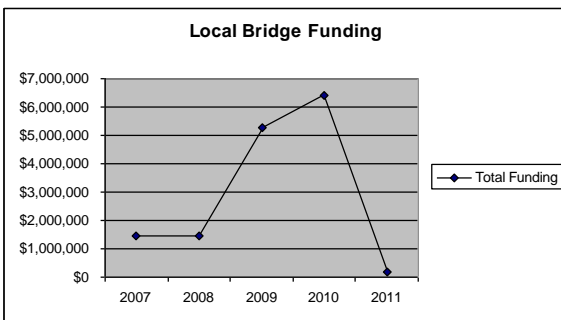
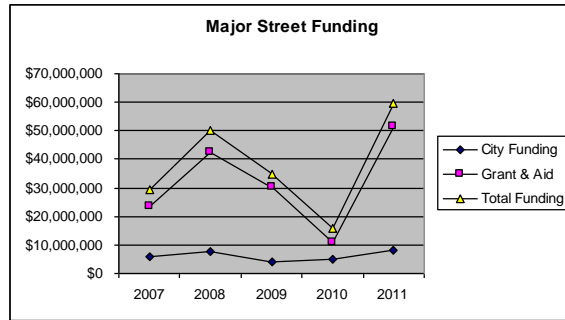
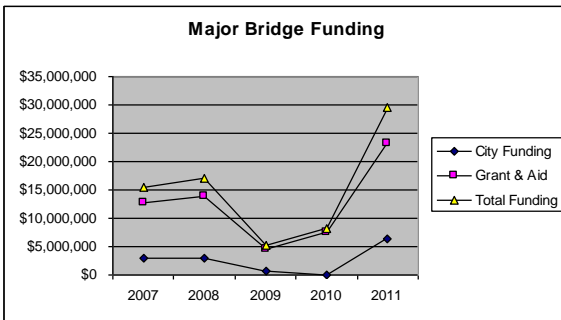
DPW also submitted a request for the relocation of the Industrial Road facility. Direct Supply has an option to relocate the Industrial Road facility to accommodate its expansion. The option expires December 13, 2012. Preliminary cost estimates to relocate the facility are \$13,500,000. The City will be responsible for 50% of the cost. This project **did not receive funding** in 2011.

The request for funding for the self help scales (\$530,000) at both self help stations was eliminated from the budget.

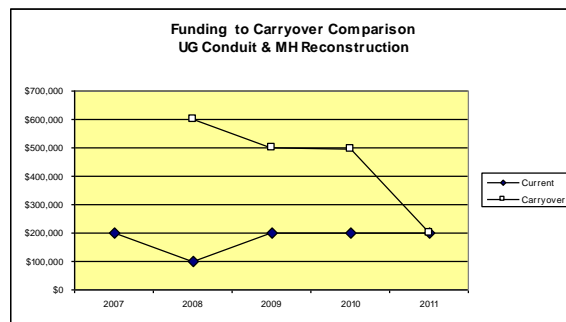
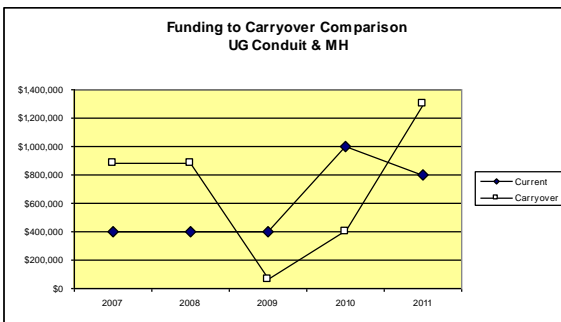
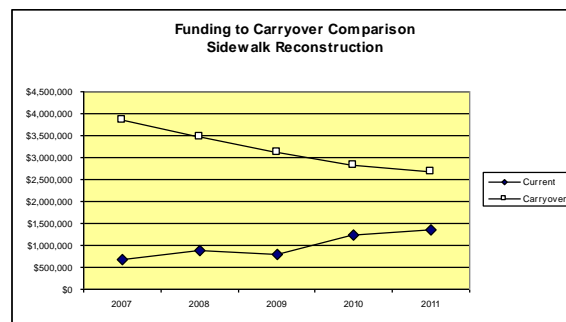
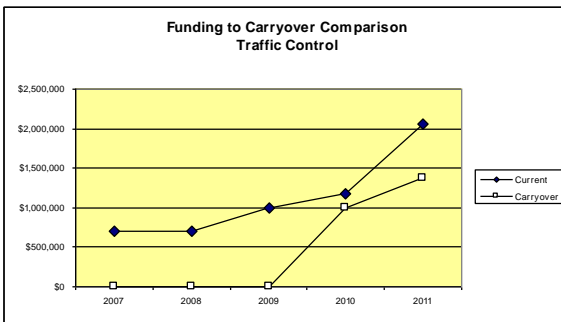
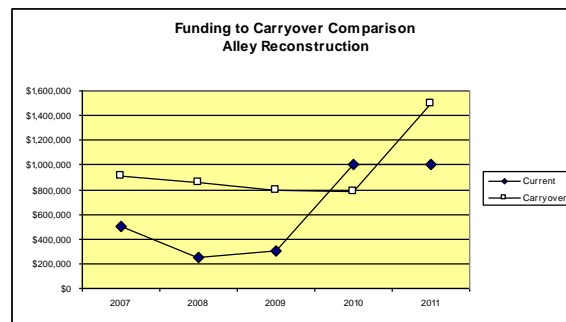
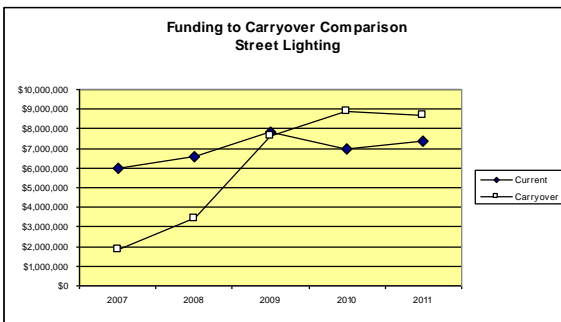
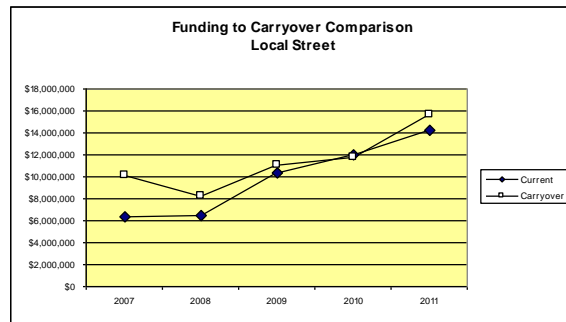
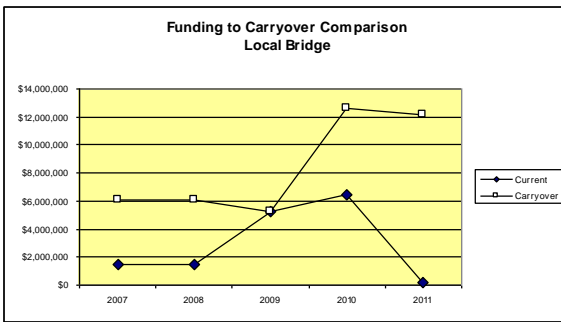
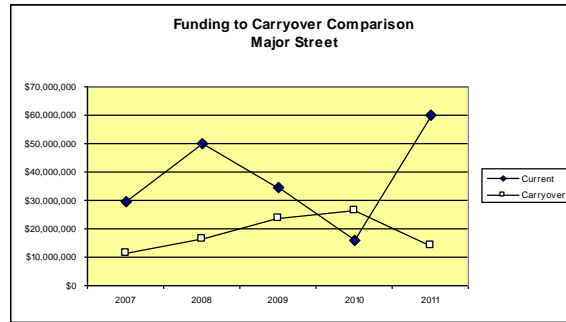
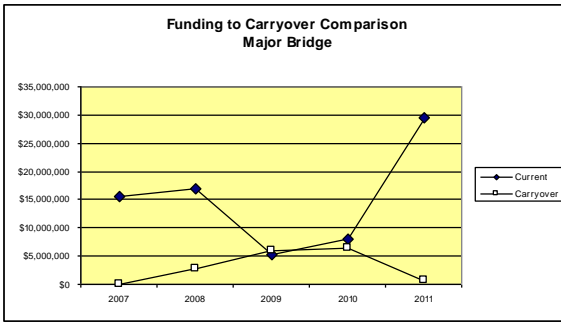
<b>Major Bridge Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Capital Funding – Major Bridge	\$2,841,000	\$3,046,000	\$762,000	\$0	\$6,354,000
Grants & Aid	\$12,648,000	\$13,922,000	\$4,436,000	\$7,572,000	\$23,116,000
Revenue				\$500,000	
Total Current Funding	\$25,489,000	\$16,968,000	\$5,198,000	\$8,072,000	\$29,460,000
Carryover Funding	\$0	\$2,841,000	\$5,887,000	\$6,504,000	\$776,956
<b>Local Bridge Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Cash	\$0	\$0	\$0	\$0	\$0
Borrowing	\$1,475,000	\$1,440,000	\$5,275,000	\$6,425,000	\$200,000
Total Current Funding	\$1,475,000	\$1,440,000	\$5,275,000	\$6,425,000	\$200,000
Carryover Funding	\$6,117,956	\$6,047,956	\$7,487,956	\$12,621,000	\$12,140,000
<b>Major Street Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Borrowing	\$5,397,190	\$6,471,340	\$4,230,100	\$4,730,000	\$8,314,100
Special Assessment	\$661,000	\$1,260,149	\$100	\$194,000	\$100
Grants & Aid	\$23,442,160	\$42,460,825	\$30,450,000	\$10,936,200	\$51,505,230
Total Current Funding	\$29,500,350	\$50,192,314	\$34,680,100	\$15,860,200	\$59,819,430
Carryover Funding	\$11,163,418	\$16,245,675	\$23,420,075	\$26,253,956	\$13,958,115
<b>Local Street Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Cash	\$2,289,936	\$1,020,000			
Borrowing	\$2,664,600	\$4,480,00	\$10,300,000	\$12,000,000	\$14,291,600
Special Assessment	\$1,387,494	\$1,000,000	\$100	\$1,000	\$100
Total Current Funding	\$6,342,050	\$6,500,000	\$10,300,100	\$12,001,000	\$14,291,700
Carryover Funding	\$10,143,827	\$8,177,144	\$11,083,309	\$11,751,587	\$15,643,620
<b>Alley Paving Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Cash	\$125,000				
Borrowing		\$150,000	\$300,000	\$800,000	\$800,000
Special Assessment	\$375,000	\$100,000	\$100	\$200,000	\$200,000
Total Current Funding	\$500,000	\$250,000	\$300,000	\$1,000,000	\$1,000,000
Carryover Funding	\$913,663	\$862,631	\$796,652	\$787,432	\$1,495,819

<b>Sidewalk Replacement Program Funding</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Cash	\$337,500				
Borrowing	\$0	\$480,000	\$650,000	\$900,000	\$1,000,000
Special Assessment	\$343,750	\$400,000	\$150,000	\$325,000	\$345,000
Total Current Funding	\$681,250	\$880,000	\$800,000	\$1,225,000	\$1,345,000
Carryover Funding	\$3,856,867	\$3,468,121	\$3,116,579	\$2,835,170	\$2,685,185
<b>New Street Construction Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Borrowing	\$200,000	\$200,000	\$200,000	\$200,000	\$0
Special Assessment	\$100,000	\$0	\$0	\$50,000	\$0
Total Current Funding	\$300,000	\$200,000	\$200,000	\$250,000	0
Carryover Funding	\$0	\$200,000	\$400,000	\$600,000	\$814,718
<b>Street Lighting Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Cash	\$3,750,000	\$817,080			
Borrowing	\$2,250,000	\$5,746,170	\$7,850,000	\$7,000,000	7,400,000
Total Current Funding	\$6,000,000	\$6,563,250	\$7,850,000	\$7,000,000	\$7,400,000
Carryover Funding	\$1,865,107	\$3,406,883	\$7,611,277	\$8,850,000	\$8,713,624
<b>Traffic Control Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Cash	\$700,000	\$700,000			
Borrowing	\$0	\$0	\$990,000	\$1,182,500	\$1,909,375
Total Current Funding	\$700,000	\$700,000	\$990,000	\$1,182,500	\$1,909,375
Carryover Funding	\$0	\$0	\$0	\$990,000	\$1,367,574
<b>Underground Conduit and Manhole Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Cash	\$400,000	\$400,000			
Borrowing	\$0	\$0	\$400,000	\$1,000,000	\$800,000
Total Current Funding	\$400,000	\$400,000	\$400,000	\$1,000,000	\$800,000
Carryover Funding	\$877,950	\$877,950	\$64,524	\$400,000	\$1,302,939
<b>Underground Conduit and Manhole Reconstruction Program</b>					
<b>Source</b>	<b>2007 Budget</b>	<b>2008 Budget</b>	<b>2009 Budget</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Cash	\$200,000	\$100,000	\$200,000	\$200,000	\$200,000
Borrowing					
Total Current Funding		\$100,000	\$200,000	\$200,000	\$200,000
Carryover Funding		\$600,000	\$500,033	\$495,000	\$200,000

### Transportation Funding Trends



### Transportation Funding and Carryover Trends



**DPW - Infrastructure Services**

**Major Bridge Program - \$1,345,000** Major bridges are those bridges that are part of the major arterial and connector infrastructure within the City and are eligible for federal and/or state aid. The City’s share of these major bridge projects in normally 20%. Funding for this program is fluid, largely dependent on when projects are scheduled in the grantor funding cycle.

The 2010 Budget provided no capital funding for the Major Bridge Program. Projects were funded with previously granted capital authority. The \$500,000 in “revenue” is the City of Mequon’s share of the replacement of the County Line Bridge over the Little Menomonee River.

In 2010 the City received \$3.9 million in ARRA funding for bridge projects. Although no ARRA funding is expected in 2011, the City is anticipating \$21.5 million in TIGER grants.

Two large scale bridge project funded in 2010 have had their lettings delayed until fall of 2011.

- Lincoln Avenue Viaduct – Review and coordination issues
- Whitnall over the UPRR – Delays receiving the State/Municipal Agreement and work order from WisDOT

**Bridges Proposed for Construction in 2011:**

- County Line Rd over the Little Menomonee River - Reconstruct
- Wisconsin Ave over the Milwaukee River - Rehab
- Juneau Ave over the Milwaukee River - Reconstruct
- Howell Ave over UPRR – Rehab

**Bridges Constructed in 2010:**

- Sherman Blvd over Silver Spring Dr (\*) Rehab
  - Vliet Street over CPRR (\*) Rehab
  - 6th Street over KK River (\*) Reconstruct
  - Hampton Ave over Lincoln Creek Rehab
  - Howell Ave Bridge over UPRR Rehab
- (\*) Received ARRA funding assistance

**Local Bridge Program - \$200,000** Structures within the Local Bridge Program are essentially all those bridges within the City that do not qualify for federal and/or state aid. This

program now includes high cost movable bridges, which have been deemed ineligible for WisDOT aid. In 2010 the Local Bridge Program provided funding for the rehabilitation of the Clybourn Lift Bridge over the Milwaukee River. There are no bridges proposed for 2011

**Major Street Program - \$59,819,430** Arterials and collectors are eligible for county, state, and federal funding and are part of the City’s Major Street Program. Funding programs include the State Transportation, Connecting Highways, State Trunk Highways, County Trunk Highway, Highway Safety Improvement and Local Road Improvement programs.

Grant funding for this program has increased significantly from 2010. The tax levy supported portion of this program was nearly 30% in 2010. In 2011, it is expected to be approximately 14%. In addition, DPW was able to use ARRA funds to replace street lighting and traffic signals on some projects. DPW believes that its staffing levels for survey, design, estimating, drafting and inspection are adequate to handle the increased workload.

**Major Streets Proposed for 2011**

- S 35 St : W Burnham to W Greenfield Construction
- N 91 : W Hampton to W Flagg Construction
- W Lloyd : N 47 to N 60 Construction
- N Pt Washington: N Dr MLK to Fiebrantz Construction
- S 68 : W Morgan to W Cleveland Prelim Eng
- W Fond Du Lac : N 91 to N 107 Prelim Eng
- N Hopkins : W Congress to W Villard Prelim Eng
- W Howard : S 48 to S 55 Prelim Eng
- W Locust : N Dr MLK to N 15 Prelim Eng

**ARRA Funded Projects Year**

- W Lisbon Ave 2009
- State St 2009
- Oklahoma Ave 2009
- Various Locations\* 2010
- E/W Keefe Ave 2010
- S 13 St 2010
- W Vliet St 2010
- N Sherman Blvd 2010

- Various Locations \* 2010
- S Cesar Chavez 2010
- W Winnebago 2010
- S 6 St 2010
- S 1 St 2010
- S 2 St 2010
- KK River Bicycle Trail 2010

\* Small projects on different streets at various locations

**Local Street Program - \$14,291,700** The 2011 Budget allocates \$ 14.2 million in capital funding for local street resurfacing and reconstruction in 2011, a \$2.3 million (19%) increase from the 2010 budget. The increase is consistent with the increased funding for local streets recommended in the Comptroller's Audit of this program.

Common Council File Number 080034 established an ordinance which adjusted the recovery ratios for certain assessable improvements. The ordinance also established a Motor Vehicle Registration Fee (MVR) whose revenues would be used to defray City costs for transportation related improvements. The 2011 Budget includes \$6.6 million in revenues from the fee. \$3.3 million will be allocated to the Debt Service Fund to retire street related debt. The remainder will be allocated to street related capital programs. A minimum of 10% of MVR fee receipts must be allocated to street maintenance activities. DPW has allocated \$1.5 million of the total budget for the local road program for capital maintenance. Between April 2009 and September 2010, the MVR fee has generated approximately \$9.8 million in revenue.

The number of miles paved with the provided level of funding will depend on the percentage of streets that are reconstructed as opposed to resurfaced. Final programming decisions have not been made. It is estimated that the replacement cycle will be approximately 67 years.

The change in the special assessment policy has distinct programmatic implications. Because the direct assessment is far lower than in the past, there are fewer property owner objections to projects. This allows DPW to program the streets that will provide the greatest overall benefit to the system. Fewer project deletions at the public hearing stage will allow the size of the preliminary paving program to be reduced. Staff

can then focus on projects which have a high likelihood of being paved. DPW is working to revise its programming methods to more closely match a project's initial programming year with its construction year.

As discussed earlier, DPW believes that its staffing levels for survey, design, estimating drafting and inspection are adequate to handle the increased workload. If necessary, consultants could be used.

**Alley Program - \$1,000,000** The City's alley network is comprised of approximately 4,000 alleys totaling 400 miles in length. DPW generally considers the useful life of an alley to be 50 years. Using that standard, approximately 125 miles (30%) of the alley system are past their useful lives. Between 2000 and 2005, based on funds budgeted for the alley program, approximately 2 miles of alleys were replaced each year resulting in a replacement cycle of nearly 200 years. Average funding between 2006 and 2009 decreased by over 70%. Funding levels have recovered significantly since 2009. However, to maintain a 50 year replacement cycle would take approximately \$2.5 million of funding each year.

Until 2009, the cost of paving alleys was recovered through a special assessment at a rate of 90%. With the passage of the Motor Vehicle Registration Fee (CC file # 080034) the recovery rate was reduced to 60%.

When considering the amount of funding to allocate to alley reconstruction the following facts should be considered:

- Each alley provides a benefit for only a small group of property owners
- Alleys do not generally see high volumes of traffic
- Alleys are used by sanitation crews to facilitate garbage pick-up
- Investment in alleys can spur other homeowner improvement projects
- Alleys minimize the impact of on-street parking

Additional issues to be considered include:

- City of Milwaukee policy regarding the maintenance of infrastructure assets
- The amount of cost recovery available

- Property owner expectations
- Effect on home values

**Sidewalk Replacement Program - \$1,345,000** The purpose of the sidewalk replacement program is to eliminate cracked, spalled and out-of-grade sidewalk in the public way. In 2007, a detailed field sidewalk survey was completed which represented 5% of all sidewalks in random streets throughout the City. This survey indicated that as much as 18% of the 68 million square feet of sidewalk in the City may be defective.

This program has been used to maintain the City's sidewalk system since 1963. DPW's goal is to maintain an annual program of between 300,000 and 350,000 square feet of walk replacements. Although the level of funding will only provide for the replacement of between 270,000 and 310,000 square feet, it improves on the funding level of 2010 which in turn was significantly higher than funding in any year between 2005 and 2009.

This program is not the only means by which sidewalk is replaced in the City. Additional sidewalks routinely get replaced in conjunction with local and major street improvement projects, City maintenance force work, excavation restoration work and development projects.

**New Street Construction - \$0** This program received no funding in the 2011 Budget. This program provides funding for the construction of unimproved streets to serve residential, commercial or industrial areas. These projects are sponsored by the City, with a portion of the cost being recovered by special assessments levied against abutting properties. Typically, a request is made by the adjacent property owner. At this time there are no specific requests for new streets. No new funding was allocated for this program. Over \$800,000 of carryover borrowing authority remains.

**Street Lighting Program - \$7,400,000** Funding in this program is used to replace deteriorated poles, defective cable, outdated circuitry, aging electrical substations and other lighting equipment, and to modernize the street lighting control system. The City currently maintains nearly 6,800 street lights and over 8,900 alley lights. Approximately 56% of the total

budget for street lighting in 2011 is related to the paving program.

The frequency of area outages and single/double outages has been increasing steadily due to the City's aging street lighting infrastructure. The City began transitioning from outdated series circuitry to multiple circuitry in the 1950's. The conversion is approximately 58% complete.

"Replacement of control" continues as part of the City's Street Lighting Control System Improvement Project. This involves replacing the existing hard-wired control system at substations and enclosures with a radio-based computerized communications system. This improvement provides backup in the event of a communications system failure, allows monitoring of street lighting operation, provides intrusion alarms and provides diagnostics to identify and assist with troubleshooting in response to street lighting system problems. The control system is operational at 33 substations. Over 40 substations are currently being designed.

While past Executive Budgets have proposed reducing street light burn time by 15 minutes during the evening, no such reduction is proposed for 2011.

**Traffic Control Program - \$1,909,375** This program provides for the upgrade, replacement and installation of traffic control devices as needed to accommodate traffic pattern changes, provide conformity with national standards, comply with City ordinances, and utilize technological advances to improve traffic flow. Traffic control devices are installed and maintained to conform with the federal Manual on Uniform Traffic Control Devices (MUTCD). Technology based improvements and techniques are constantly being incorporated in City traffic control systems to improve traffic flow and reduce vehicle emissions.

In December 2009, the Federal Highway Administration issued a final rule adopting changes to the 2003 MUTCD. These changes became effective on January 15, 2010. It is anticipated that these changes will be adopted and incorporated by the State of Wisconsin into state statutes by the end of 2010. These changes mandate upgrades and improvements to traffic control signs, signals and pavement marking systems in the City.



New sign standards include increased retro-reflectivity and changes in size, placement and content. DPW estimates that over 40% of existing signs will need to be replaced to meet the new standards. Changes in traffic signal standards include signal mounting, location, size, type and configuration.

DPW has developed a seven year schedule for phasing in the mandated upgrades. Different components of the traffic control system will be phased in on slightly different schedules. Funding for MUTCD required street name sign replacement and retro-reflectivity compliance is scheduled to end in 2014 and 2015 respectively. MUTCD upgrades represent approximately 46% of the 2011 budget for this program.

#### **Underground Conduit & Manhole Program - \$800,000**

The installation of a permanent underground electrical conduit and manhole system provides secure weatherproof public safety cable and circuit networks for multiple City agencies. The system ensures a reliable route for City communication cables to be installed into all existing and proposed City buildings, provides a reliable route for traffic control at signalized intersections and is utilized for street lighting cable circuits.

Typically, 100% of the underground conduit and manhole program is driven by the paving program. The increase in 2010 funding for this program was directly related to a significant increase in street projects driven by ARRA grants. Funding in 2011 continues above historical averages to reflect increased funding for the Local Street Program. In 2011 there will be one project that is unrelated to paving - S 84th Street from W Oklahoma Ave to W Howard Ave. This project will provide support to a fire house (Engine 29) at a cost of \$225,000.

#### **Proposed Conduit Projects for 2011**

- N Plankinton : W Wisconsin - W Wells
- W Appleton : W Capitol Dr – USH 45
- E Lincoln : S KK – S 1st
- W Oklahoma: N 76th – N 99th
- S 13th : W Windlake – W Forest Home
- Juneau Ave Bridge over the Milwaukee River
- S 84th : W Oklahoma – W Morgan

#### **Underground Electrical Manhole Reconstruction Program**

- \$200,000 This program funds the reconstruction of existing manholes located in street right-of-way that provide the necessary entrance networks for all of the communications, traffic control and street lighting cable circuits that serve the City's governmental buildings and agencies. There are presently 7,507 active manholes in the system

## **DPW – Facilities & Management**

#### **ADA Compliance Program - \$95,000**

This on-going program provides funding for building alteration projects to comply with Americans with Disabilities Act Accessibility Guidelines, respond to new and updated regulations, and improve access to City facilities for the disabled. Alteration projects provide access to building entrances, restrooms, public telephones, drinking fountains, lobbies, meeting rooms and office space in the City Hall complex as well as outlying City facilities. Total 6 year capital request is \$1,652,000. Funding for 2011 will be used for the 3<sup>rd</sup> floor 809 Restrooms. The total 6 year capital request for this program is \$1,652,000.

After 2011, the most critical projects to be addressed are:

1. Safety Academy basement restrooms \$270,000.
2. Tow Lot rest room \$146,000.
3. CRG 2<sup>nd</sup> Floor rest rooms \$160,000
4. Forestry Sanitation on South 35<sup>th</sup> street \$125,000
5. Water Works Facilities \$294,000

**The estimated cost to bring all City facilities into compliance with the ADA Guidelines is \$6.4 million.**

#### **Building Exterior Façade Restoration - \$385,400**

City Ordinance #275-32-13 was enacted in 2001. The ordinance requires the owner of any building in the City of Milwaukee that is five stories or greater to complete a critical exam to determine if the façade of their building is in a safe condition. This program provides funding to correct façade deficiencies in City owned buildings. Funding for 2011 will begin the restoration of the ZMB Façade. Funding was provided as requested. The total 6 year capital request of \$2,159,300 will address the facades of the ZMB, the 809 Building and the Police Administration Building.

**City Hall Foundation & Hollow Walk - \$3,160,000**

Significant repair and restoration work is needed to address age related deterioration of key elements of City Hall, including wood foundation piles, pile caps, below grade hollow sidewalk walls, and structural concrete beams and sidewalk. Funding for this project has been deemed critical to the long-term stability of the structure. Capital funding began in 2008 with \$1.2 million, \$1.8 million and \$2.7 million allocated in 2008, 2009 and 2010 respectively. Funding of \$4,500,000 has been requested for 2012.

The City has contracted with Facilities Value Management to provide owner representative services as of June 2010. It is anticipated that a design/build firm will be selected in January 2011. The 2011 request for this project was reduced by \$1.3 million dollars. This reduction reflects the timing in which monies will be required. The overall budget for this project has not changed.

**City Hall Complex Remodeling – Misc \$50,000** This on-going program provides funding for various architectural and mechanical remodeling work in the City Hall Complex, including projects necessary to comply with State of Wisconsin energy and safety building code requirements. Funding for this program was suspended in 2008 and 2009. The total 6 year capital request is \$12,369,000.

**Assuming a 20 year useful life for remodeling projects, the 22 floor City Hall Complex would require between \$2 million and \$4 million of funding annually.** If a long term balanced funding strategy which provided adequate funding were to be adopted, the following projects would be considered.

1. 2nd Floor City Hall (South): \$1.7 million
2. 2<sup>nd</sup> Floor City Hall (North):\$2.8 million
3. 2<sup>nd</sup> Floor DCD 809 Bldg: \$3.2 million
4. 3<sup>rd</sup> Floor 809 Bldg: \$2.8 Million
5. 8<sup>th</sup> Floor City Hall: \$4.8 Million
6. Tunnel of ZMB to 809 Building: \$260,000

**Energy Efficiency & Renewable Energy Initiative - \$150,000**

This new program will be used to match grant funding for projects which will reduce the City's energy use. The City has established a goal of reducing energy consumption by 15%.

Grant funding will be sought to implement projects identified by energy audits which will provide energy use related savings. A Focus on Energy WE Energies grant has been received for a 30KW Photovoltaic System at the Central Repair Garage. Total project cost is \$350,000. The City's portion is \$150,000.

Requested funding was reduced by \$950,000 (86%) The total 6 year capital request for this program is \$5,600,000.

**Environmental Remediation Program - \$150,000** The goal of this on-going program is to provide a safe environment for the public and City employees. Activities include asbestos removal and lead abatement in city owned buildings; the monitoring of closed landfills and contaminated sites; repairs to petroleum storage tanks; and upgrades and repairs to stormwater management systems and equipment. The requested funding for this program was reduced by \$110,000 (42%). Asbestos abatement, hazardous waste, and soil and groundwater remediation were funded as requested. Funding was eliminated for the stormwater pollution prevention project at the Central Repair Garage. The project would install curb at the garage to prevent oil from the parking areas from washing across the Hank Aaron State Trail and into the river.

**Facilities Exterior Program - \$923,400** This on-going program provides for tuck pointing, recaulking precast concrete, sealing curtainwall construction, building re-roofing, window, door and overhead door replacement, yard and lot paving, exterior lighting improvements, floors, foundations, and other miscellaneous facility exterior maintenance items. The requested funding for this program was reduced by \$276,000 (23%). Carryover borrowing authority of \$2,171,841 remains. Projects for 2011 include the roof at Central Repair Garage – Heavy Side, the roof at the Anderson Tower and various emergency repairs.

**The Facilities Condition Index System indicates deferred maintenance needs through 2016 exceed \$60 million.** The \$1.2 million requested each year in the 6 year plan will address only the most critical repairs.

**Facilities Systems Program - \$615,000** This on-going program is used to sustain the operating systems of approximately 95 City owned buildings. Operating systems include heating, ventilating and air-conditioning, plumbing, fire

protection, electrical distribution, lighting, chillers, boilers, computerized facility management, security and life safety. Programming decisions are made using the Facilities Condition Information System which provides condition data on City buildings. The total 6 year capital request is \$2,800,000. The requested funding was reduced by \$405,000. **Carryover borrowing authority of \$685,000 remains.**

**IT Equipment Room Compliance Program - \$0** This program is not funded in the 2011 Budget. The program would investigate the current definition of an information technology equipment room, determine which rooms throughout the City meet that definition and make necessary upgrades to the rooms to bring them in compliance with current building codes.

Building codes now have special and specific construction, power source, fire suppression and ventilation requirements for technology data rooms. This program may require significant future capital expenditures to bring existing data and computer rooms into compliance.

**MacArthur Square Plaza Remediation - \$247,000** A 2005 engineering condition report outlined major deficiencies to all elements of the Plaza, including landscaping, irrigation, pool and fountain, architectural and structural elements, plumbing and electrical lighting. Cost estimates for restoration range between \$16 million and \$19.2 million.

**Funding has been requested to address public safety issues on the plaza. The total 6 year request of \$1.5 million will be used to maintain MacArthur Square as a safe, functioning structure. Long range restoration is not addressed in this request.**

**Municipal Garages/Outlying Facilities Remodeling - \$400,000** This on-going program was designed to provide funding for the basic functional needs of DPW's municipal garage facilities, many of which have surpassed their useful life. The program specifically addresses the replacement of major operational systems – hydraulic lifts, material handling equipment and pneumatic systems – that do not comply with current safety codes. The program also addresses the functional and operational needs of other outlying facilities not covered by other programs. Funding for 2011 will be used to

upgrade fire protection and air handling units at the Northwest Garage. The total 6 year capital request is \$6,200,000.

Requested funding for this program was reduced by \$1,300,000 (76%). Carryover borrowing authority of \$565,019 remains. The long term implications of a reduced level of funding for this program will be the need for a large influx of capital at a future date to do emergency repairs or replace an existing facility.

Although DPW believes the facilities are well situated throughout the City, they continue to seek opportunities to consolidate facilities based on the requirements of DPW operations. No specific opportunities were discussed.

**Recreational Facilities Program - \$151,000** This on-going program is used for the improvement of neighborhood recreation facilities, including DPW play areas and stand-alone recreation sites operated and maintained by Milwaukee Public Schools. Projects for 2011 will include the reconstruction of the playfield at Columbia Playground.

Average budgeted funding from 2007 through 2010 has decreased approximately 36% from the budgeted average of the years 2001 through 2006. The total 6 year capital request of \$2,989,500 returns funding to its pre-2007 levels.

**Space Planning Alterations and Engineering - \$166,000** This program provides funds for architectural and engineering services related to office space studies, including the preparation of preliminary plans and cost estimates for proposed projects, unscheduled interior office alterations for City departments and facility inspections.

This program was funded as requested. The total 6 year capital request is \$1,086,000. \$192,228 in carryover borrowing authority remains.

**ZMB Lower Parking Floor Restoration - \$1,530,000** The garage floor in the Lower Parking area of the ZMB, consisting of an 8 inch structural concrete slab covered with a waterproofing membrane and a topping slab ranging from 2 to 7 inches in thickness, is deteriorating. The defect was discovered in 2008. Funding of \$86,500 was budgeted in 2010 for professional design services. 2011 funding will pay for

construction. It is not anticipated that additional funding will be required in 2012.

### Unified Call Center

The 2011 Budget does not include any additional capital funding for the Unified Call Center. \$950,000 was allocated in the 2010 Budget for licensing fees and implementation of the technology.

The purpose of the Unified Call Center was to centralize the City's call intake environment, provide a single IT platform for service requests and case management, and provide seamless data transfer between departments. The initial phase of the project called for the consolidation of the call centers from DPW, Parking Enforcement, Water Works Infrastructure (not utility billing) and Neighborhood Services.

Bids received for the project came in significantly over budget resulting in the cancellation of the initial RFP. A revised RFP was issued with responses due by June 17, 2010. The responses were reviewed and three vendors were invited to give demonstrations. The Department of Administration is currently meeting with the selected vendor and anticipates that negotiations will be finalized by the end of October. Specifications should be written and hardware purchased by year end.

It is believed that the funding allocated in 2010 should be adequate to implement Phase I. However, future capital expenditures for IT upgrades related to the Unified Call Center may be anticipated. The revised structure of the Unified Call Center interfaces with some legacy systems, for example the Department of Neighborhood Services legacy code enforcement IT system NSS, rather than replacing them. Due to the age of some of the systems, capital expenditures may be necessary to support, maintain or replace those legacy systems. Until the specifications for the Call Center are finalized, cost estimates and projected dates will be difficult to determine. In addition, if the Council decides to proceed with additional departments or functionality, additional capital funding would be required.

### Parking Fund

The 2011 Budget includes 3 capital improvement items for the Parking Fund totaling \$1,175,000, an increase of \$225,000 (24%) from the 2010 Budget. All items were funded as requested.

**Parking Facility Maintenance - \$250,000** This program provides for necessary repairs of a non-emergency nature that can lead to structural, mechanical or electrical deterioration. By grouping smaller, planned repair or renovation projects into a single capital account, DPW can adjust priorities and individual scopes during the budget year. It also allows staff to bid similar work across various structures to obtain lower prices. Funding is also used to correct unplanned deficiencies identified by violation reports and general inspections. The reports are issued by building code inspectors and may be time sensitive in nature. The total 6 year capital request for this program is \$1,500,000.

**Multi-Space Meter Purchase and Installation - \$600,000** 2011 funding for this program will replace single space parking meters in the Marquette and Mt Sinai area with multi-space electronic meters that accept credit/debit card payments. 425 single space meters will be replaced with 50 multi-space meters. The minimum hourly rate considered for the installation of multi-space meters is \$1.00 per hour. The Common Council legislated this rate as part of the 2010 budget. Meter collection costs are expected to decrease by approximately 90%. No funding has been requested for the period after 2011.

In the downtown and Historic Third Ward, credit card revenue comprises approximately 53% of the revenue generated and 37% of the transactions processed.

**Second and Plankinton Parking Structure Repairs - \$325,000** 2011 funding will be used to repair concrete delaminations, cracks, and worn deck surfaces. Additional funding for this project is requested in 2012 and 2015. The total 6 year request is \$1,330,000.

Projects on the 6 year capital program include structural repairs to the following parking structures:

- Fourth and Highland (\$935,000 6 yr)

- Milwaukee and Michigan (\$880,000 6 yr)
- MacArthur Square (\$1,175,000 6 yr)

These projects **do not** require finding in 2011.

### Sewer Maintenance Fund

The 2011 Budget includes \$39,833,000 in capital funding for the Sewer Maintenance Fund, an increase of \$15,896,000 (66.4%) from the 2010 budget. Actual expenditures in 2009 were \$36,236,229.

**Sewer Relay Program – \$24,000,000** The 2011 Budget reduces requested funding for sewer relay projects by \$5,000,000. This represents 4 miles of sewer replacement which will be postponed. DPW recommends a 90 year replacement cycle for sewers. The 2011 budget reduces the replacement cycle from its current level of approximately 160 years to approximately 120 years.

**Pump Facilities Projects - \$1,000,000** Funding for this program will provide for the inspection, rehabilitation and replacement of sanitary pump facilities. The City owns and maintains 6 sanitary lift stations and 83 sanitary bypass pump station. These pumps reduce the risk of sewage backing up into 9 homes and businesses. Pumps are located in areas that historically had sewer backup occurrences during periods of heavy rain.

The City's lift stations pump sanitary flow from low areas into gravity sanitary sewers so the flow can reach the Milwaukee Metropolitan Sewerage District's collection and treatment system.

The sanitary bypass pump stations are covered under the Sanitary Bypass permit issued by the DNR. If the bypass pumps operate during large rain events, the DNR has not objected to their use. If the bypass pumps operate during dry weather, or during small rain events, the DNT will work with the City to establish a course of action to prevent these types of operations. The 2005 stipulation with the Department of Justice allows for the DNR to assess a fine for the operation of bypass pumps during small events or dry weather.

The DNR is currently revising their sanitary sewer overflow rules. It is DPW's understanding that these rules would not eliminate the use of sanitary bypass pumps as long as the municipality is maintaining its system and addressing infiltration and inflow problems. The 2011 Budget increases funding for Pump Facility Projects by \$500,000 (100%) over 2010. It is believed that this level of funding will allow monthly inspections of the pumps and provide funds to repair or replace approximately 10 pumps.

**Infiltration/Inflow Projects - \$14,333,000** Infiltration and Inflow (I/I) is the occurrence of stormwater or groundwater entering into municipal wastewater systems. The extraneous water enters the sanitary sewer system through cracked pipes (mains and laterals), leaking manholes, as well as downspouts, sump pumps and foundation drains that are connected directly to the sanitary sewer system. When too much excess water enters the system, sewage may back up into buildings, overflow from manholes or bypass treatment facilities.

In 2005, Milwaukee County Circuit Court stipulated a variety of actions that Milwaukee must take to eliminate sanitary sewer

SMF - Capital Request to Proposed Budget Comparison						
Program	2010 Budget	2011 Request	2011 Budget	Change Request – 2011 Budget	% Change Request – 2011 Budget	6 year Request
Sewer Relay Program	\$15,162,000	\$29,000,000	\$24,000,000	(\$5,000,000)	-17%	\$186,000,000
Pump Facility Projects	\$500,00	\$1,000,000	\$1,000,000	0	--	\$4,500,000
I/I Projects	\$6,350,000	\$6,370,000	\$14,333,000	\$7,963,000	125%	25,160,000
BMP for TSS Reductions	\$1,925,000	\$2,000,000	\$500,000	(\$1,500,000)	-50%	\$6,000,000
<b>\$Total</b>	<b>\$23,937,000</b>	<b>\$38,370,000</b>	<b>\$39,833,000</b>	<b>\$1,463,000</b>		<b>\$218,660,000</b>

overflows. These actions included identifying and correcting leaks in selected sewer basins.

To address I/I issues, DPW is proposing a pilot project to repair defective sewer laterals. The proposed project will be located in an area where multiple homes have experienced basement backups and which has been shown to have excessive I/I. The goal of the project is to rehabilitate the sanitary lateral, reduce I/I and the resulting sewer backups, and gather data regarding the effectiveness of rehabilitation efforts. The number of properties affected will vary depending on the area selected and the amount of work required for each house. DPW is reviewing possible locations and will finalize the location in the near future. Property owner assessment with respect to this work has yet to be determined.

- Rehabilitation of the lateral with a cured in place liner
- Disconnection of the foundation drain from the lateral
- Installation of a backwater prevention device

**BMPs for TSS Reductions - \$500,000** This program provides funding to construct various Best Management Practices (BMPs) such as green streets, rain gardens, wet detention ponds, bio-infiltration areas, and end of pipe treatments to reduce the amount of Total Suspended Solids (TSS) that enter waterways.

The Wisconsin Department of Natural Resources' regulation in ch. 151, Wis. Adm. Code requires the City to reduce the amount of TSS in runoff by 40%. This project began in 2009 and will continue until the 40% TSS goal is reached.

The original deadline for compliance was March 10, 2013. However, due to pressure from municipalities, the DNR may extend the compliance date for up to 10 years. In addition, the DNR has given the City credit for the treatment of storm water in the combined sewer area. As a result, we are currently nearing the 40% requirement.

<b>Funding Sources – I/I Projects</b>			
	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
New Borrowing	\$1,698,056	\$5,850,000	\$10,633,000
Cash	\$450,000	\$500,000	\$500,000
Grant & Aid			\$2,800,000
Assessable Private Property Work			\$400,000
<b>Total</b>	<b>\$2,148,056</b>	<b>\$6,350,000</b>	<b>\$14,333,000</b>
Carryover Borrowing		\$6,250,000	\$6,612,095

The \$2.3 million grant from MMSD will be available for inspection and repair costs of private laterals, and the disconnection of downspouts and foundation drains. The final guidelines and criteria for the use of the MMSD grant funds are not yet available. The MMSD grant has not been finalized.

Selection criteria for the location will include:

- The number of homes experiencing basement backups
- Areas required by the Department of Justice stipulation
- Sewersheds with excess flow (as identified by the MMSD)

Work at each property may include:

- The examination of the sanitary building lateral

## DPW Water Works

The 2011 Budget contains \$20,645,000 of capital funding for the Milwaukee Water Works. This level of funding represents a 3% increase over the 2010 budget and 15% reduction in the requested budget.

The water main program (\$15,800,000) comprises the majority of the program,. Funding for building improvements at both the Linnwood and Howard plants that was eliminated in 2010 was restored in 2011 although not at the requested level.

**Milwaukee Water Works Capital Program Summary**

<b>Program</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Adopted</b>	<b>Increase (decrease) 2010-2011</b>	<b>% Change 2010 -2011</b>
Water Main Program	\$14,071,107	\$15,400,000	\$15,800,000	\$400,000	2.6%
Linnwood Building Improvements	\$1,790,166	\$0	\$520,000	\$520,000	
Linnwood Treatment Improvements	\$394,366	\$350,000	\$1,275,000	\$925,000	264.3%
Howard Building Improvements	\$194,078	\$0	\$350,000	\$350,000	
Howard Plant Improvements	\$27,382	\$130,000	\$600,000	\$470,000	361.5%
Pump Facilities Improvements	\$584,073	\$3,600,000	\$1,650,000	(\$1,950,000)	-54.2%
Storage Facilities Improvements	\$1,523,366	\$100,000	\$300,000	\$200,000	200%
Meter Shop Improvements	\$0	\$0	\$150,000	\$150,000	
Backup Power Generation	\$723,836	\$450,000	\$350,000	(\$100,000)	-22.2%
<b>\$Total</b>	<b>\$19,308,375</b>	<b>\$20,030,000</b>	<b>\$20,645,000</b>	<b>\$615,000</b>	<b>3.1%</b>

**Milwaukee Water Works Capital Request to Adopted Budget Comparison**

<b>Program</b>	<b>2010 Budget</b>	<b>2011 Request</b>	<b>2011 Adopted</b>	<b>Increase (decrease) Request-Prop</b>	<b>% Change Request-Prop</b>	<b>6 year Request</b>
Water Main Program	\$15,400,000	\$17,520,000	\$15,800,000	(\$1,720,000)	-9.8%	\$114,720,000
Linnwood Building Improvements	\$0	\$1,520,000	\$520,000	(\$1,000,000)	-65.8%	\$4,880,000
Linnwood Treatment Improvements	\$350,000	\$1,275,000	\$1,275,000	\$0	0	\$17,880,000
Howard Building Improvements	\$0	\$600,000	\$350,000	\$250,000	-41.67	\$2,100,000
Howard Plant Improvements	\$130,000	\$950,000	\$600,000	\$350,000	36.8%	\$6,750,000
Pump Facilities Improvements	\$3,600,000	\$2,050,000	\$1,650,000	(\$400,000)	19.5%	\$11,200,000
Storage Facilities Improvements	\$100,000	\$300,000	\$300,000	\$0	0	\$14,200,000
Meter Shop Improvements	\$0	\$150,000	\$150,000	\$0	0	\$3,000,000
Backup Power Generation	\$450,000	\$0	\$0	\$0	0	\$12,000,000
<b>\$Total</b>	<b>\$20,030,000</b>	<b>\$24,365,000</b>	<b>\$20,645,000</b>	<b>\$3,720,000</b>	<b>-15.3%</b>	<b>\$186,130,000</b>