

# **2011 PROPOSED PLAN AND EXECUTIVE BUDGET SUMMARY**

CITY OF MILWAUKEE

STATE OF WISCONSIN

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Mayor

Department of Administration  
Budget and Management Division

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# **GUIDE TO BUDGET DOCUMENTS**

## **PLAN AND BUDGET SUMMARY**

A document containing a fiscal summary of the 2011 budget; a budget forecast for Milwaukee; detailed narrative descriptions of each department's mission, services, outcome measures and related activities; and a summary of appropriations by expenditure category. This document is printed annually in proposed and final form as follows: the *Proposed Plan and Executive Budget Summary* contains the Mayor's Executive Budget as presented to the Common Council for review. The *Plan and Budget Summary* contains the budget as adopted by the Common Council.

## **BUDGET**

The official City of Milwaukee line-item budget provides a listing of all appropriation accounts by department and is published after the final budget adoption.

## **SIX-YEAR CAPITAL PLAN**

A presentation of the city's six year capital program. Includes details on planning, financing, infrastructure, and urban development undertakings involved in the capital plan and is published the spring following budget adoption.

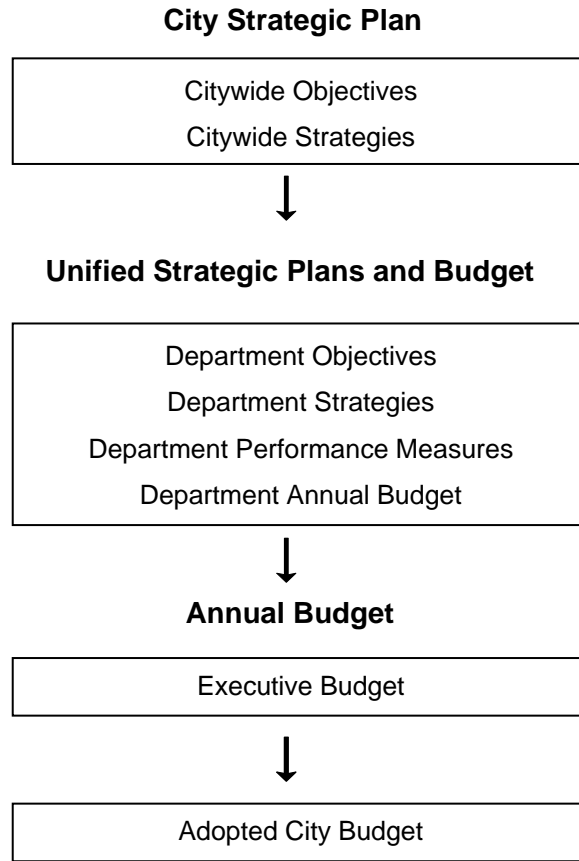
To obtain copies of the: *Proposed Plan and Executive Budget Summary, Plan and Budget Summary, Budget, and the Six Year Capital Plan* contact the:

Budget and Management Division  
City Hall - Room 603  
200 East Wells Street  
Milwaukee, Wisconsin 53202  
(414) 286-3741  
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or

Visit the Budget and Management website at:  
[www.milwaukee.gov/budget](http://www.milwaukee.gov/budget)

# BUDGET AND PLANNING PROCESS



Calendar Date	Activity
January - March	Departments Prepare Plans, Objectives, and Performance Measures
Mid-March	Departments Receive Budget Materials
May 11*	Plans and Budget Requests Due
July	Mayor's Public Hearings on Plans and Budgets
July - September	Mayor's Executive Plan and Budget Review
September 23**	Plan and Budget Submitted to Common Council
Mid-October	Legislative Hearings
October 28 and 29	Finance and Personnel Committee Budget Amendment Days
November 5***	Common Council Action on Budget

\* Second Tuesday in May

\*\* Legal Deadline September 28

\*\*\* Legal Deadline November 14

## ELECTED OFFICIALS

Mayor ..... Tom Barrett  
City Attorney ..... Grant F. Langley  
City Comptroller ..... W. Martin Morics  
City Treasurer ..... Wayne F. Whittow

## COMMON COUNCIL

President ..... Willie L. Hines, Jr.

### DISTRICT

### ALDERMEN

First ..... Ashanti Hamilton  
Second ..... Joe Davis Sr.  
Third ..... Nik Kovac  
Fourth ..... Robert J. Bauman  
Fifth ..... James A. Bohl, Jr.  
Sixth ..... Milele A. Coggs  
Seventh ..... Willie C. Wade  
Eighth ..... Robert G. Donovan  
Ninth ..... Robert W. Puente  
Tenth ..... Michael J. Murphy  
Eleventh ..... Joseph A. Dudzik  
Twelfth ..... James N. Witkowiak  
Thirteenth ..... Terry L. Witkowski  
Fourteenth ..... Tony Zielinski  
Fifteenth ..... Willie L. Hines, Jr.

## MUNICIPAL JUDGES

Branch 1 ..... Valarie A. Hill  
Branch 2 ..... Derek C. Mosley  
Branch 3 ..... Philip M. Chavez



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## **THE VALUE OF MILWAUKEE**

Milwaukee is a cohesive, talent rich, diverse, safe and economically vibrant community. It is nationally recognized for its manufacturing, arts, recreation, museums, academic institutions, revitalized lakefront and rivers, beautiful neighborhoods and well-maintained housing.

Milwaukee is the economic hub of the southeast region and entire state of Wisconsin, the “Fresh Coast City” that is rising fast in national stature and prominence. It is a premiere center for advanced manufacturing, fresh water research and development, clean and green technology, health care, biomedical technology and financial services. These core industries spur productivity, innovation, heightened rates of business formation and growth, a strong and growing entrepreneurial climate, and a boost in Milwaukee’s national and global competitiveness. Milwaukee’s dynamic and accessible markets attract people, business and investment in large and increasing numbers, and its transportation system is a gateway for tourism, conventions, commerce, business growth and economic development.

## **OUR VISION FOR MILWAUKEE**

We want Milwaukee to become an even more desirable place to live and work. Our vision is a Milwaukee where opportunity is abundant and accessible to all citizens - a Milwaukee where:

- Neighborhoods are safe, healthy, thriving and culturally rich;
- Children are empowered with the tools they need to reach their full potential, including a superior education;
- Citizens have equal access to good family supporting jobs and benefits; and
- Our environment and economy support and sustain the quality of life for this generation and the next.

## **MISSION**

The mission of city government is to enhance the safety, prosperity, and quality of life of all of our citizens by working directly and through partnerships with our community stakeholders.

City government is dedicated to delivering services at a competitive cost and achieving customer satisfaction and responsiveness to citizens. This enables the city to deliver the highest quality services possible to residents and businesses. These services enhance the value of Milwaukee by:

- Building safe and healthy neighborhoods;
- Increasing investment and economic vitality throughout Milwaukee;
- Improving workforce development and connecting more citizens to family supporting jobs;
- Helping children succeed, prepare for post-secondary education, and meet their full potential;
- Promoting racial, social and economic equity for all citizens; and
- Sustaining, enhancing and promoting Milwaukee’s natural environmental assets.

## OVERVIEW OF THE 2011 PROPOSED EXECUTIVE BUDGET

The 2011 Proposed Executive Budget reflects improved stability as a result of 2010 budget actions to address pension funding and reduce the ongoing level of operating expenses. However, the city faces significant sustainability challenges due to the projected impacts of fringe benefit costs and the implications of its revenue structure.

The most significant fiscal impact of the 2010 budget was the need to include a substantial employer's pension contribution for the first time since the \$3.5 million contribution in 1995, due to significant Pension Fund investment loss in 2008. In effect, the longstanding funded status of the city's Employees' Retirement System (ERS) served as a "silent dividend" by enabling the employer's share of normal pension cost to be absorbed by the Pension Fund. The return of the employer's share of normal cost was the primary factor in generating a \$49 million employer contribution for 2010 approximately \$47 million of which came from the property tax levy.

In order to meet this challenge, the 2010 budget took several actions which improved the city's immediate fiscal future. These include:

- Reductions of approximately \$31 million in baseline operating budget expenses and 362 Full Time Equivalent (FTE) O&M funded positions. These reductions result in a manageable level of adjustments that are needed to meet 2011 budget priorities and funding parameters.
- Provision of the entire required employer pension contribution without resort to borrowing. Combined with changes to the ERS funding policy and strong 2009 investment return, the ERS now enjoys a funded ratio of approximately 113% on an actuarial basis. No employer contribution is required for the 2011 budget.
- Utilization of American Recovery and Reinvestment Act (ARRA) stimulus funds to leverage tens of millions of dollars of core infrastructure improvements and federal funding for 50 police officers that will extend through the middle of 2013, in addition to other purposes.

In addition, prior to 2010 budget adoption the city reached agreement on 2007-2009 and 2010-2011 collective bargaining agreements with the American Federation of State, County, and Municipal Employees (AFSCME) District Council 48, which included below trend wage increases and health care benefit premium changes in exchange for a no layoff provision through 2011. These provisions were eventually included in agreements with other general city unions covering the same time periods.

However, significant challenges remain regarding the city's ability to achieve ongoing fiscal sustainability. These challenges are especially difficult because for the most part they are either (a) rooted in prior commitments which are legally binding and which cannot be reversed; or (b) established by forces over which the city has no direct control.

### **Challenges to Sustainability**

A growing proportion of the city's tax levy is non-discretionary. Non-discretionary expenses arise from legally-binding obligations such as debt service and financing for post-retirement benefits such as pensions and retiree health care benefits.

As Figure 1 indicates, in the 2010 budget approximately two-thirds (65.3%) of the \$247 million city tax levy is allocated to non-discretionary expenses. These include the employer's pension contribution for 2010; the employer's share of the employee 2010 pension contribution, as provided for by law; pay-as-you-go financing for post-retirement health care benefits; the debt service levy; and a modest amount for two "closed" pension plans.

Estimates represented by Figure 2 indicate that the proportion of the city's total levy allocated to non-discretionary purposes will grow to approximately 76% by 2013. This impact exacerbates the city's limited budget flexibility that results from changes to State Shared Revenue policy.

For many years the State Shared Revenue program was successful at equalizing fiscal capacity among Wisconsin's local governments. In effect, State Shared Revenue redistributed state tax receipts in a manner that enabled local governments to provide similar levels of service at similar levels of local tax effort.

Two major policy elements have accompanied the state's "bargain" with local governments in return for equalizing tax capacity. First, local governments do not possess the diverse set of revenues that local governments in most states use to reduce their reliance on the property tax. Second, the state has mandated a prescriptive local government collective bargaining law that in practical terms has very little deference for differences among communities in local tax capacity and economic conditions.

As a result, the breakdown in the State's Shared Revenue program has created substantial consequences for the city's fiscal sustainability. Figure 3 illustrates the impact of this breakdown on city finances since 2003. In effect, the city has absorbed a \$60 million loss (-20%) in purchasing power (as measured by the CPI-U) as a result of this change in State policy.

Using CPI-U to "benchmark" the changes in State Shared Revenue policy since 2003 actually understates the impact on the city's structural budget challenges. For example, annual increases in total compensation costs have typically exceeded the annual change in "headline" inflation during this time period. This factor is especially prevalent with respect to the cost of employee and retiree health care benefits.

As Figure 4 depicts, the projected increase in total health care costs (net of premium and co-insurance payments) from the 2003 base through 2011 is 98%. This increase is more than five times the rate of CPI-U change during this same time period.

During 2010 the city will initiate a Wellness Program that is designed to address the most significant drivers of health care benefit utilization. It is expected that a successful program will reduce the rate of growth in expenditures that would otherwise occur. However, this impact is likely to be gradual and will not modify the

Figure 1

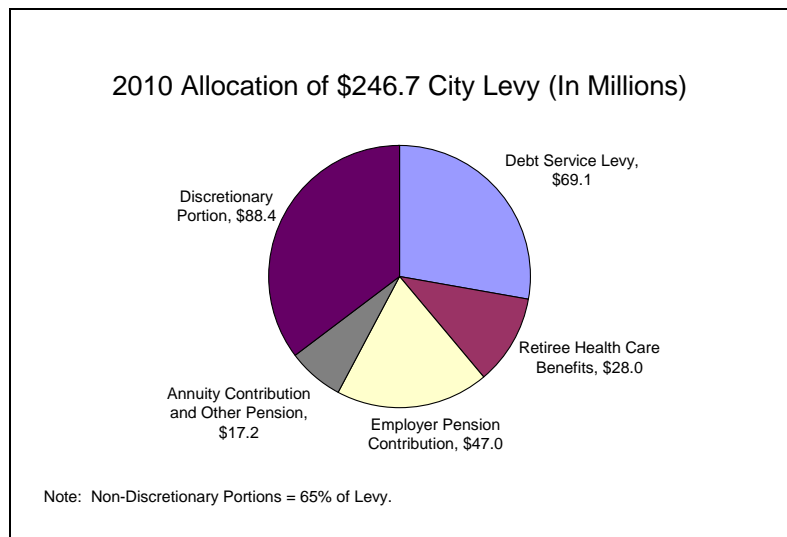
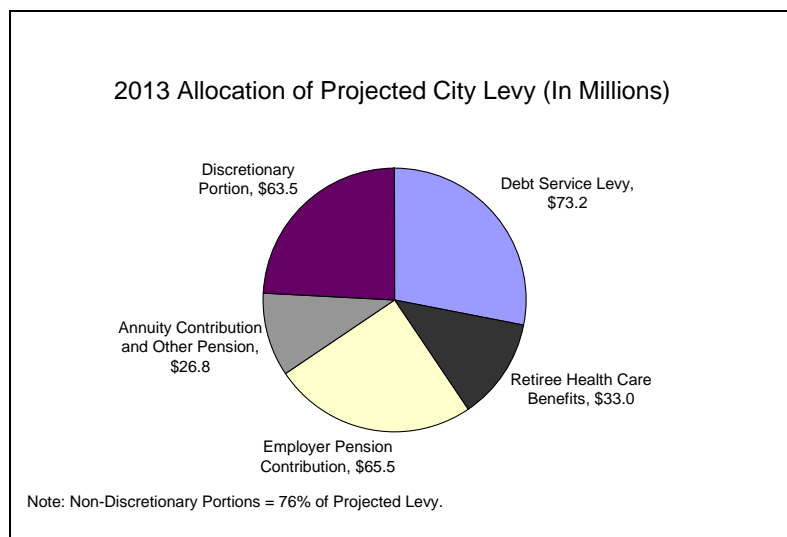


Figure 2



underlying impact of a generous plan design, essentially unrestricted provider networks, and very low participant cost sharing inherent in the city's health benefit structure.

### **2011 Proposed Executive Budget**

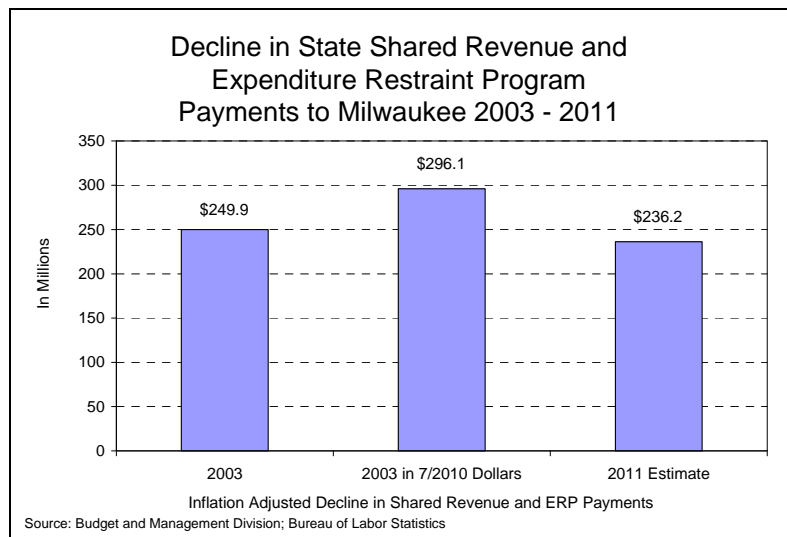
Development of the 2011 Proposed Executive Budget unfolded in a context of near-term fiscal stability, combined with the definite prospect of post 2011 challenges to sustainability. This proposed budget capitalizes on the near-term by maintaining key strategic priorities, advancing a limited set of new initiatives, and providing residents with a stable cost of city government. The proposed budget also addresses the future by increasing the city's reserves significantly and by decreasing the base level of department expenditures that will carry forward into future Budgets.

### **2011 Proposed Budget "Bottom Line"**

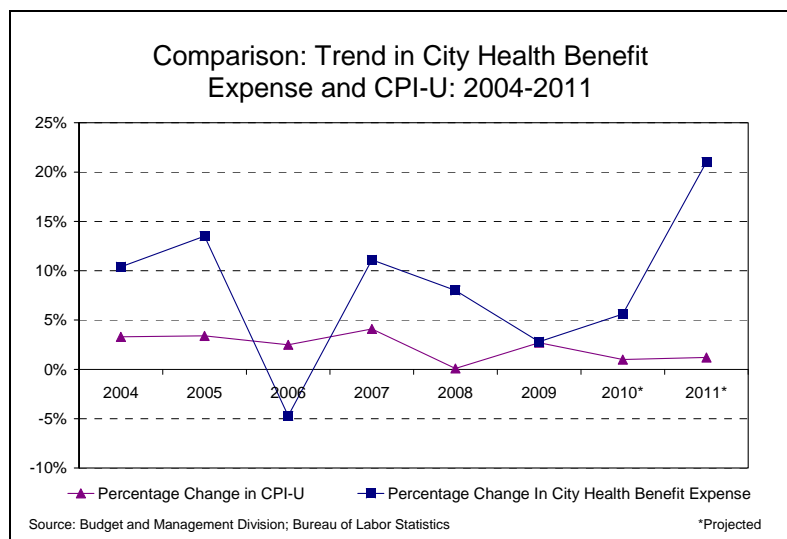
The 2011 proposed budget holds the 2010 adopted city property tax levy constant, and maintains the existing total revenues from the four Municipal Service charges. This proposal is based on the following factors:

- The significant reductions to the operating budget that were made as part of the 2010 budget have significantly reduced the 2011 level of funding needed to deliver baseline operations. In addition, the return of the Employees' Retirement System (ERS) to an actuarial funded ratio of ~ 113% results in no employer contribution being required for the 2011 budget. As a result, the 2011 budget can provide key city services without revenue increases.
- The 2011 proposed budget (see page 7) includes a voluntary contribution of \$17.35 million to the Employer's Reserve to help prepare for the return of significant employer pension contributions that are projected for the 2013 budget and beyond on an ongoing basis. Based on overall Budget and economic conditions, the proposed budget strikes a balance between maintaining services and providing for future budget challenges, without relying on revenue increases.
- A steady cost of city services will help residents and property owners deal with the impacts of continued weakness in the economy. Owners of a residential property of average value with a single garbage cart (see page 6) will save a combined total of \$10 on their property taxes and municipal service charges compared to the 2010 adopted budget.

**Figure 3**



**Figure 4**



The 2011 proposed budget also maintains the recent level of annual new levy supported General Obligation (GO) borrowing authorizations. The proposed amount of new levy supported GO is \$73 million, which is almost 12% lower than the 2004 level in inflation-adjusted terms.

Overall, the 2011 proposed budget reflects an operating budget increase of 4%. This increase is due entirely to a \$25.1 million increase in estimated 2011 health care benefit expenditures. Proposed expenses for department operations are down \$-1.2 million from the 2010 adopted budget level.

The 2011 proposed budget contains a modest reduction of less than 1% to the O&M funded full time equivalent (FTE) position count. In addition, the proposed budget anticipates a vacancy management program during 2011 that will hold approximately 1% of general city O&M funded FTE positions vacant, through attrition.

### **2011 Proposed Budget: Initiatives and Priorities**

The 2011 proposed budget remains strategically focused by addressing community needs with new initiatives and focused priorities, even though it reduces the total amount of funding available for department operations.

### **Managing the Impact of Foreclosures**

The economic downturn has resulted in an increased number of vacant or abandoned residential properties, including those in mortgage foreclosure. There are an estimated 6,075 open foreclosure filings as of July, 2010, an increase of 1,585 or 35.3% from April, 2009. Vacant and abandoned properties are likely to generate blight and crime in neighborhoods.

In 2009, the Mayor and Common Council adopted Common Council File Number 091517. This resolution modified the internal protocol for initiating *In Rem* foreclosure actions. The resolution provides for expedited *In Rem* foreclosure action against tax delinquent vacant or abandoned residential properties. Expedited foreclosure is intended to prevent the deterioration of the properties, minimize the blight on the neighborhood, and redevelop and return the properties to occupancy at the earliest possible time.

The 2011 proposed budget includes funding for a modified *In Rem* foreclosure process that will allow for expedited city action. The budget funds four regular foreclosure filings and projects that 1,700 parcels will have the foreclosure process initiated by the Treasurer. This will include the capacity for 100 to 200 filings against properties that the Council and city departments identify as the most critical to blight prevention and redevelopment objectives. A substitute resolution establishing this process has been submitted with the proposed budget.

The total cost for the Treasurer to expedite *In Rem* foreclosures is \$229,000, with \$114,000 funded in the operating budget and \$115,000 funded through the NSP 3 grant.

Increasing and expedited foreclosures will result in a larger inventory of city owned properties, which will increase other foreclosure related costs. The 2011 proposed budget includes additional funding for these purposes. This includes a \$150,000 increase for DCD Land Management, including \$100,000 in the O&M funded special purpose account and \$50,000 from CDBG; an increase for DNS demolition funded through NSP 3, and a \$50,000 increase for DPW vacant lot maintenance funded through NSP 3. In addition, the 2011 proposed capital budget includes \$470,000 in the Housing Infrastructure Preservation Fund (including \$170,000 of unexpended 2010 authorizations) which can be used to stabilize the condition of neighborhood properties that are priority candidates for significant restoration or rehabilitation. The proposed budget also provides \$200,000 for a new *In Rem* property program to make minor repairs that are needed to prepare city owned properties for sale.

The modified *In Rem* foreclosure process will advance community preservation and improvement objectives in a manner that is administratively practical and cost effective. In addition, the proposed budget addresses the need for funding the increased cost of city ownership resulting from a larger number of foreclosures.

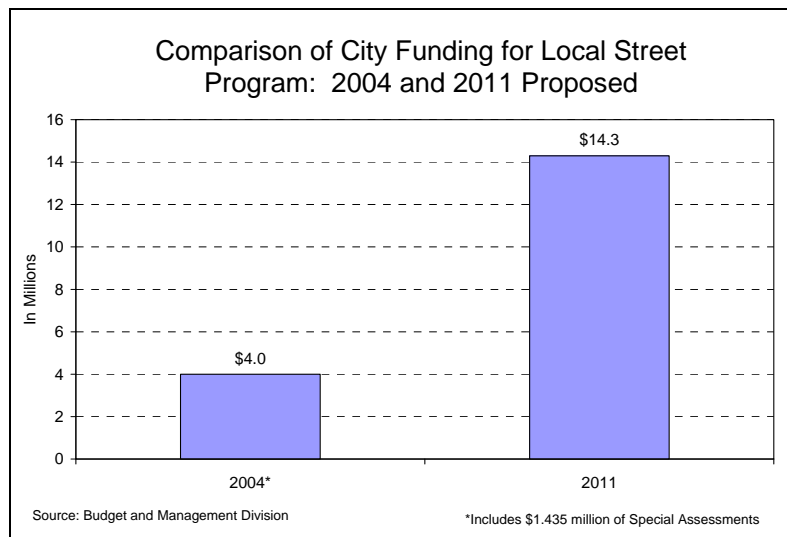


### **Commitments to Core Infrastructure**

Infrastructure plays an essential role in the regional economy and protects public health and the environment. The 2011 proposed budget builds on recent commitments to core infrastructure and supplements the significant impact that ARRA stimulus funds have had on improving replacement cycles and system performance. The proposed budget includes \$5.9 million of additional city funding for the major and local street reconstruction programs. The proposed 2011 city commitment to local streets is more than 250% higher than the level inherited by the new Administration in 2004.

The proposed budget also commits to significant renewal of the city's sewer system in areas that will have the most positive impact on system performance. This initiative provides \$8.8 million in improvements to public infrastructure in the sewer sheds with the highest levels of infiltration and inflow and the greatest risk of basement backups. The budget also makes provisions for the possibility of investments into privately owned components of the local sewer system. This initiative will evaluate which components of a multi-faceted approach should be implemented in the local sewer sheds most in need of improved performance, in order to address this community need cost effectively.

**Figure 5**



### **Maintaining Excellence in Police and Fire Department Services**

Approximately 67% of the O&M budget wage and salary funding is committed to the Fire and Police departments. This level of support provides the resources for both departments to continue to produce excellent results with respect to public safety.

The 2011 proposed budget provides the Police Department with a modest increase to its funded FTE position strength, in part due to the full year availability of 50 Police Officer positions funded through the ARRA federal stimulus. The department will continue to use data driven deployment strategies and its Neighborhood Task Force, which have contributed to approximately a 30% reduction in violent crime since the first half of 2007. The Proposed Budget eliminates furlough days for sworn non-management police staff.

The proposed budget will also maintain the Fire Department's capacity to respond to fire and medical emergencies at a rate which is superior to national standards. Average response to fire service calls was well below five minutes in 2009, and has remained so during the first half of 2010. Department response to emergency medical service calls through June of 2010 produced a 98.1% survival rate for stabbing victims and a 90.8% survival rate for victims of gun shot wounds.

### **Increasing Access to Library Services**

The Milwaukee Public Library (MPL) supports literacy, skills development, and cultural enrichment for Milwaukeeans of all ages throughout the city. The proposed budget increases public service hours by ten hours weekly at four neighborhood libraries at a cost of approximately \$259,000. This service level improvement is expected to increase both Library usage and circulation, thereby enhancing the impact of Library services on the community. Increased public service hours will also enable school children increased access to Library home work assistance and to the valuable collections and technology resources.

### **Sustainability in Solid Waste Operations**

The Department of Public Works (DPW) operates solid waste programs that are the foundation of city government's role in a sustainable environment. Program objectives include diversion of waste from landfills as well as the immediate focus on neighborhood cleanliness.

Mayor Tom Barrett has directed DPW to achieve long term positive environmental impacts. One of the primary targets is a 40% reduction of waste entering the city's waste stream by 2020. In order to achieve this target, DPW is implementing solid waste innovations based on the principles of (a) enabling sustainable, not polluting behavior; and (b) establishing a relationship between the amount of solid waste generation from a household and its level of solid waste charges.

The 2011 proposed budget includes some important initial steps towards making these guiding principles operationally relevant. The budget proposes to eliminate any "outside the cart" allowance for the weekly garbage collection, effective in March, 2011. DPW will be authorized to issue or retain more than one garbage cart to a dwelling unit if that action is needed to store and dispose of domestic waste and garbage properly. Beginning in 2011, an additional cart surcharge of \$5 per quarter will be assessed to the owners of dwelling units that are assigned with more than one garbage cart. There will be no charge associated with more than one recycling cart, as the city is interested in residents increasing the amount of material they recycle. The proposed budget also retains the three week frequency for recycling that the Common Council incorporated via amendment to the 2010 budget.

As a result of the proposed changes, the annual solid waste charge to a dwelling unit assigned one cart will decrease by approximately \$3.50. This is the first step towards a more refined "pay as you throw" fee schedule for garbage collection service that will be developed for 2012.

Sustainability has three essential components: environmental improvement; economic efficiency; and political acceptability. This proposed initiative addresses all three components by creating economic incentives for diversion and recycling in a manner that eventually will help the city lower its solid waste costs. Users should find a solid waste fee structure that rewards lower use of garbage collection more equitable and reasonable.

### **Economic Development and Job Creation**

Milwaukee has experienced considerable changes in its economic and employment structure over the last 30 years. These changes have driven a relative decline in the proportion of Milwaukeeans who hold jobs with sustainable wages and benefits. The 2011 proposed budget continues the Barrett Administration's focus on job creation as a major factor in community improvement. These initiatives are recreating Milwaukee's industrial landscape and improving our potential in the regional economy. Two current initiatives are noteworthy for their potential to help create Milwaukee's manufacturing future.

The ownership transition of the former A.O Smith/Tower Automotive site to the Redevelopment Authority of the City of Milwaukee (RACM) is now complete and work is underway to prepare the site for redevelopment as the Century City Business Park. This project, undertaken at some financial risk to the city, will help Milwaukee compete for manufacturing investment by adding 84 improved acres to the city's inventory ready for redevelopment.

The environmental assessment is completed for the entire site to prepare for demolition, building improvements and other site activities anticipated in the third quarter of 2010. In April 2010, work began at the southern end of the property to make infrastructure, rail and interior upgrades as part of a lease agreement and letter of intent with train manufacturer, Talgo, Inc. RACM's agreement with Talgo calls for a completion date of July 2010 with occupancy by September 2010. Talgo will create up to 125 new jobs.

The City of Milwaukee anticipates a multi-year redevelopment process at Century City incorporating a variety of funding sources to cover the anticipated costs of acquisition, demolition, site preparation, new infrastructure and other related activities. These sources include \$10 million in capital budget funding, \$15.6 million in TID revenues, with the balance of funding derived from federal and state grants, New Markets Tax Credits equity and land sale proceeds.

The Reed Street Yards redevelopment project represents another major investment with an eye to the future. This project, on Milwaukee's near south side, is intended to support catalytic development to lead Milwaukee's emergence as a world leader in water-based private enterprise. The project has established important relationships with the region's manufacturing and academic leadership. Eventually this project may be able to generate the location of new enterprises as well as assist in the growth of existing firms.

### **Fiscal Responsibility: Planning for Future Challenges**

As previously mentioned, city government faces significant fiscal challenges due to the combined effects of the breakdown of the State Shared Revenue program and the increasing cost of fringe benefits. The 2011 proposed budget helps reduce the impact of projected increases in future pension contributions through an unprecedented \$17.35 million voluntary contribution to the Employer's Reserve. This is approximately \$1 million higher than the minimum voluntary contribution that the ERS actuary recommended. It is important that this disciplined and responsible consideration of future sustainability be maintained, so that Milwaukeeans are not faced with highly disruptive service level changes and tax increases in the future. In addition to the proposed Employer's Reserve contribution, the proposed 2011 budget reduces overall reserve use by a net of more than \$7 million, compared to the 2010 adopted budget.

### **Summary**

The 2011 proposed budget reflects the opportunities for improved near-term stability that result from the difficult choices the Mayor and Common Council have made in recent budgets. This proposal also enables Milwaukeeans to enjoy a stable cost of city government while taking significant steps towards reducing the potential destabilizing impacts of the city's projected budget challenges. The proposed budget also continues the Administration's willingness to identify and invest in priorities that meet community needs, even with declining total amounts available for department operations and a stable level of levy supported borrowing.

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## 2011 PROPOSED BUDGET AND TAX RATE COMPARED TO PRIOR YEAR

PURPOSE OF EXPENDITURE AND FUNDING SOURCE	2010 ADOPTED BUDGET	2011 PROPOSED BUDGET	CHANGE 2011 MINUS 2010 ADOPTED	2010 ADOPTED	2011 PROPOSED	CHANGE 2011 MINUS 2010 ADOPTED
<b>A. GENERAL CITY PURPOSES</b>						
1. Budget (Expend. Auth.)	\$567,601,832	\$590,508,320	\$22,906,488			
2. Non Tax Levy Funding	477,602,972	479,004,925	1,401,953			
3. Tax Levy Funding	89,998,860	111,503,395	21,504,535	\$3.24	\$4.12	\$0.88
<b>B. EMPLOYEE RETIREMENT</b>						
1. Budget (Expend. Auth.)	\$116,371,933	\$91,570,467	\$-24,801,466			
2. Non Tax Levy Funding	34,527,740	31,540,133	-2,987,607			
3. Tax Levy Funding	81,844,193	60,030,334	-21,813,859	\$2.95	\$2.22	\$-0.73
<b>C. CAPITAL IMPROVEMENTS</b>						
1. Budget (Expend. Auth.)	\$121,344,028	\$117,628,388	\$-3,715,640			
2. Non Tax Levy Funding	120,551,028	116,721,388	-3,829,640			
3. Tax Levy Funding	793,000	907,000	114,000	\$0.03	\$0.03	\$0.00
<b>D. CITY DEBT</b>						
1. Budget (Expend. Auth.)	\$280,136,319	\$323,964,641	\$43,828,322			
2. Non Tax Levy Funding	211,017,839	254,652,959	43,635,120			
3. Tax Levy Funding	69,118,480	69,311,682	193,202	\$2.49	\$2.56	\$0.07
<b>F. CONTINGENT FUND</b>						
1. Budget (Expend. Auth.)	\$5,000,000	\$5,000,000	\$0			
2. Non Tax Levy Funding	0	0	0			
3. Tax Levy Funding	5,000,000	5,000,000	0	\$0.18	\$0.18	\$0.00
<b>SUBTOTAL (A+B+C+D+E+F)</b>						
1. Budget (Expend. Auth.)	<b>\$1,090,454,112</b>	<b>\$1,128,671,816</b>	<b>\$38,217,704</b>			
2. Non Tax Levy Funding	<b>843,699,579</b>	<b>881,919,405</b>	<b>38,219,826</b>			
3. Tax Levy Funding	<b>246,754,533</b>	<b>246,752,411</b>	<b>-2,122</b>	<b>\$8.89</b>	<b>\$9.12</b>	<b>\$0.24</b>
<b>G. PARKING FUND</b>						
1. Budget (Expend. Auth.)	\$56,642,216	\$54,603,800	\$-2,038,416			
2. Non Tax Levy Funding	56,642,216	54,603,800	-2,038,416			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
<b>H. GRANT AND AID</b>						
1. Budget (Expend. Auth.)	\$76,117,944	\$72,446,206	\$-3,671,738			
2. Non Tax Levy Funding	76,117,944	72,446,206	-3,671,738			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
<b>I. DEVELOPMENT FUND</b>						
1. Budget (Expend. Auth.)	\$9,072,755	\$8,839,558	\$-233,197			
2. Non Tax Levy Funding	9,072,755	8,839,558	-233,197			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
<b>J. WATER DEPARTMENT</b>						
1. Budget (Expend. Auth.)	\$122,462,804	\$114,769,000	\$-7,693,804			
2. Non Tax Levy Funding	122,462,804	114,769,000	-7,693,804			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
<b>K. SEWER MAINTENANCE FUND</b>						
1. Budget (Expend. Auth.)	\$73,810,755	\$88,320,000	\$14,509,245			
2. Non Tax Levy Funding	73,810,755	88,320,000	14,509,245			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
<b>M. COUNTY DELINQUENT TAXES FUND</b>						
1. Budget (Expend. Auth.)	\$15,000,000	\$12,300,000	\$-2,700,000			
2. Non Tax Levy Funding	15,000,000	12,300,000	-2,700,000			
3. Tax Levy Funding	0	0	0	\$0.00	\$0.00	\$0.00
<b>SUBTOTAL (G+H+I+J+K+M)</b>						
1. Budget (Expend. Auth.)	<b>\$353,106,474</b>	<b>\$351,278,564</b>	<b>\$-1,827,910</b>			
2. Non Tax Levy Funding	<b>353,106,474</b>	<b>351,278,564</b>	<b>-1,827,910</b>			
3. Tax Levy Funding	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>TOTAL (A thru M)</b>						
1. Budget (Expend. Auth.)	<b>\$1,443,560,586</b>	<b>\$1,479,950,380</b>	<b>\$36,389,794</b>			
2. Non Tax Levy Funding	<b>1,196,806,053</b>	<b>1,233,197,969</b>	<b>36,391,916</b>			
3. Tax Levy Funding	<b>246,754,533</b>	<b>246,752,411</b>	<b>-2,122</b>	<b>\$8.89</b>	<b>\$9.12</b>	<b>\$0.24</b>

Tax Rates and Assessed Value - 2011 rate column is based on an estimated assessed value of: \$27,047,716,695 as of September 9, 2010.

**COMPARISONS BY BUDGET SECTIONS BETWEEN 2011 PROPOSED BUDGET VERSUS 2010 ADOPTED AND 2011 REQUESTED BUDGETS, REVENUES TAX LEVIES, AND RESULTING CHANGES**

	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
<b>A. General City Purposes</b>					
<b>Appropriations</b>					
Salaries and Wages	\$336,957,283	\$343,792,510	\$334,490,162	\$-2,467,121	\$-9,302,348
Fringe Benefits	117,226,955	142,782,166	139,829,131	22,602,176	-2,953,035
Operating Expenditures	67,764,912	72,222,209	68,731,263	966,351	-3,490,946
Equipment Purchases	5,445,000	6,497,263	5,477,862	32,862	-1,019,401
Special Funds	6,635,654	7,321,645	6,922,870	287,216	-398,775
Special Purpose Account Miscellaneous*	16,273,483	17,508,263	16,852,163	578,680	-656,100
Workers Compensation Special Purpose Accounts	14,883,000	12,584,000	13,234,000	-1,649,000	650,000
Employee Health Care Special Purpose Accounts	119,642,500	150,000,000	144,800,000	25,157,500	-5,200,000
Fringe Benefit Offset	-117,226,955	-142,782,166	-139,829,131	-22,602,176	2,953,035
<b>Total Appropriations</b>	<b>\$567,601,832</b>	<b>\$609,925,890</b>	<b>\$590,508,320</b>	<b>\$22,906,488</b>	<b>\$-19,417,570</b>
<b>Funding Sources</b>					
General City Revenues	\$464,532,972	\$460,756,027	\$463,844,925	\$-688,047	\$3,088,898
Tax Stabilization Fund Withdrawal	13,070,000	14,000,000	15,160,000	2,090,000	1,160,000
Property Tax Levy	89,998,860	135,169,863	111,503,395	21,504,535	-23,666,468
<b>Total Revenues</b>	<b>\$567,601,832</b>	<b>\$609,925,890</b>	<b>\$590,508,320</b>	<b>\$22,906,488</b>	<b>\$-19,417,570</b>
<b>B. Employee Retirement</b>					
<b>Total Appropriations</b>	<b>\$116,371,933</b>	<b>\$114,892,261</b>	<b>\$91,570,467</b>	<b>\$-24,801,466</b>	<b>\$-23,321,794</b>
<b>Funding Sources</b>					
Non-Property Tax Revenue	\$34,527,740	\$31,618,961	\$31,540,133	\$-2,987,607	\$-78,828
Property Tax Levy	81,844,193	83,273,300	60,030,334	-21,813,859	-23,242,966
<b>Total Revenues</b>	<b>\$116,371,933</b>	<b>\$114,892,261</b>	<b>\$91,570,467</b>	<b>\$-24,801,466</b>	<b>\$-23,321,794</b>
<b>C. Capital Improvements</b>					
<b>Total Capital Improvements Program</b>					
<b>Appropriations</b>	<b>\$121,344,028</b>	<b>\$192,584,537</b>	<b>\$117,628,388</b>	<b>\$-3,715,640</b>	<b>\$-74,956,149</b>
<b>Funding Sources</b>					
1. <b>Borrowing</b> (General Obligation)					
a. New	\$74,129,580	\$113,510,237	\$73,147,688	\$-981,892	\$-40,362,549
b. Carryover	(151,701,879)	(0)	(129,623,701)	(-22,078,178)	(129,623,701)
2. <b>Borrowing</b> (Tax Incremental Districts)					
a. New	\$23,222,323	\$53,626,100	\$22,000,000	\$-1,222,323	\$-31,626,100
b. Carryover	(164,578,922)	(0)	(167,831,245)	(3,252,323)	(167,831,245)
3. <b>Special Assessments</b> (Internal Borrowing)					
a. New	\$770,000	\$1,460,200	\$545,200	\$-224,800	\$-915,000
b. Carryover	(8,582,492)	(0)	(6,547,593)	(-2,034,899)	(6,547,593)
4. <b>Cash Financed</b>					
a. From Revenues	\$15,829,125	\$15,381,000	\$14,428,500	\$-1,400,625	\$-952,500
b. Vehicle Registration Fee*	6,600,000	6,600,000	6,600,000	0	0
c. From Tax Levy	793,000	2,007,000	907,000	114,000	-1,100,000
d. Total Cash Financed	23,222,125	23,988,000	21,935,500	-1,286,625	-2,052,500
<b>Total Revenues (Capital Improvements)</b>	<b>\$121,344,028</b>	<b>\$192,584,537</b>	<b>\$117,628,388</b>	<b>\$-3,715,640</b>	<b>\$-74,956,149</b>
* Vehicle Registration Fee is in the Capital Budget as a transfer to the General Fund (\$3.3 million) and a transfer to Debt Service (\$3.3 million). These amounts are included in the Total Capital Improvements Program Appropriations above.					
<b>D. City Debt</b>					
<b>Total Appropriations</b> (Includes Borrowing for Milwaukee Public Schools)	<b>\$280,136,319</b>	<b>\$323,880,891</b>	<b>\$323,964,641</b>	<b>\$43,828,322</b>	<b>\$83,750</b>
<b>Funding Sources</b>					
Revenues	\$163,527,972	\$199,986,713	\$201,144,713	\$37,616,741	\$1,158,000
TID Increments	23,829,873	25,834,453	25,834,453	2,004,580	0
Delinquent Tax Revenue	23,659,994	26,715,043	27,673,793	4,013,799	958,750
Property Tax Levy	69,118,480	71,344,682	69,311,682	193,202	-2,033,000
<b>Total Revenues</b>	<b>\$280,136,319</b>	<b>\$323,880,891</b>	<b>\$323,964,641</b>	<b>\$43,828,322</b>	<b>\$83,750</b>
<b>F. Common Council Contingent Fund</b>					
<b>Total Appropriations</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Funding Sources</b>					
<b>Total Revenue (Property Tax Levy)</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotals (Items A through F)</b>					
<b>City Budget Appropriations</b>	<b>\$1,090,454,112</b>	<b>\$1,246,283,579</b>	<b>\$1,128,671,816</b>	<b>\$38,217,704</b>	<b>\$-117,611,763</b>

	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
Less: Non-Property Tax Revenues	843,699,579	949,488,734	881,919,405	38,219,826	-67,569,329
Property Tax Levies	\$246,754,533	\$296,794,845	\$246,752,411	\$-2,122	\$-50,042,434
<b>Special Revenue Accounts (Items G through M)</b>					
<b>G. Parking</b>					
<b>Total Appropriations</b>	\$56,642,216	\$51,919,733	\$54,603,800	\$-2,038,416	\$2,684,067
<b>Funding Sources</b>					
Current Revenues	\$22,992,745	\$21,853,400	\$21,853,400	\$-1,139,345	\$0
Capital Improvements from Reserves	5,000,000	5,000,000	5,000,000	0	0
Withdrawal from Reserves	5,699,471	1,891,333	4,575,400	-1,124,071	2,684,067
Citation Revenue and Processing	22,000,000	22,000,000	22,000,000	0	0
New Borrowing	950,000	1,175,000	1,175,000	225,000	0
Other Funding (Carryover Borrowing)	(4,439,064)	(0)	(3,759,764)	(679,300)	(3,759,764)
<b>Total Revenues</b>	\$56,642,216	\$51,919,733	\$54,603,800	\$-2,038,416	\$2,684,067
<b>H. Grant and Aid</b>					
<b>Total Appropriations</b>	\$76,117,944	\$68,316,730	\$72,446,206	\$-3,671,738	\$4,129,476
<b>Funding Sources</b>					
Grantor Share	\$76,117,944	\$68,316,730	\$72,446,206	\$-3,671,738	\$4,129,476
<b>Total Revenues</b>	\$76,117,944	\$68,316,730	\$72,446,206	\$-3,671,738	\$4,129,476
<b>I. Economic Development</b>					
<b>Total Appropriations</b>	\$9,072,755	\$9,707,848	\$8,839,558	\$-233,197	\$-868,290
<b>Funding Sources</b>					
BID Assessment/Excess TID Revenue	\$9,072,755	\$9,707,848	\$8,839,558	\$-233,197	\$-868,290
<b>Total Revenues</b>	\$9,072,755	\$9,707,848	\$8,839,558	\$-233,197	\$-868,290
<b>J. Water Works</b>					
<b>Appropriations</b>					
Operating Budget	\$77,702,804	\$75,017,059	\$71,356,906	\$-6,345,898	\$-3,660,153
Capital Improvements Program	20,030,000	24,365,000	20,645,000	615,000	-3,720,000
Debt Service (Principal and Interest)	5,100,000	6,100,000	6,273,000	1,173,000	173,000
Capital Funding from Retained Earnings	19,630,000	23,965,000	16,200,000	-3,430,000	-7,765,000
Deposit to Retained Earnings	0	0	294,094	294,094	294,094
<b>Total Appropriations</b>	\$122,462,804	\$129,447,059	\$114,769,000	\$-7,693,804	\$-14,678,059
<b>Funding Sources</b>					
Current Operating Revenues	\$83,000,000	\$86,454,000	\$86,454,000	\$3,454,000	\$0
Non-Operating Revenues	7,862,000	8,070,000	8,070,000	208,000	0
Proceeds from Borrowing	0	0	4,045,000	4,045,000	4,045,000
Use of Retained Earnings	31,600,804	34,923,059	16,200,000	-15,400,804	-18,723,059
Other Funding (Carryover Borrowing)	(12,275,000)	(0)	(11,600,000)	(-675,000)	(11,600,000)
<b>Total Revenues</b>	\$122,462,804	\$129,447,059	\$114,769,000	\$-7,693,804	\$-14,678,059
<b>K. Sewer Maintenance</b>					
<b>Appropriations</b>					
Operating Budget	\$49,873,755	\$50,534,209	\$48,486,421	\$-1,387,334	\$-2,047,788
Capital Improvements Program	23,937,000	38,370,000	39,833,000	15,896,000	1,463,000
Deposit to Retained Earnings	0	0	579	579	579
<b>Total Appropriations</b>	\$73,810,755	\$88,904,209	\$88,320,000	\$14,509,245	\$-584,209
<b>Funding Sources</b>					
Sewer User Fee	\$28,591,500	\$26,554,000	\$26,949,000	\$-1,642,500	\$395,000
Storm Water Management Fee	22,316,000	22,337,000	22,337,000	21,000	0
Charges for Services	1,286,000	1,351,700	1,351,000	65,000	-700
Miscellaneous Revenue and Retained Earnings	280,255	3,047,509	3,750,000	3,469,745	702,491
Other Funding (Carryover Borrowing)	(85,734,826)	(0)	(46,418,302)	-39,316,524	46,418,302
Proceeds from Borrowing	21,337,000	35,614,000	33,933,000	12,596,000	-1,681,000
<b>Total Revenues</b>	\$73,810,755	\$88,904,209	\$88,320,000	\$14,509,245	\$-584,209
<b>M. County Delinquent Taxes</b>					
<b>Appropriations</b>					
Operating Budget	\$15,000,000	\$12,300,000	\$12,300,000	\$-2,700,000	\$0
<b>Total Appropriations</b>	\$15,000,000	\$12,300,000	\$12,300,000	\$-2,700,000	\$0
<b>Funding Sources</b>					
Operating Revenue	\$15,000,000	\$12,300,000	\$12,300,000	\$-2,700,000	\$0
<b>Total Revenues</b>	\$15,000,000	\$12,300,000	\$12,300,000	\$-2,700,000	\$0

	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
Subtotals Special Revenue Account Budgets (Items G through M)					
Total Budgets	\$353,106,474	\$360,595,579	\$351,278,564	\$-1,827,910	\$-9,317,015
Total Revenues (Non-Property Tax)	\$353,106,474	\$360,595,579	\$351,278,564	\$-1,827,910	\$-9,317,015
Grand Totals (Items A through M)					
Budget Appropriations	\$1,443,560,586	\$1,606,879,158	\$1,479,950,380	\$36,389,794	\$-126,928,778
Less: Non-Property Tax Revenues	\$1,196,806,053	\$1,310,084,313	\$1,233,197,969	\$36,391,916	\$-76,886,344
Property Tax Levies	\$246,754,533	\$296,794,845	\$246,752,411	\$-2,122	\$-50,042,434

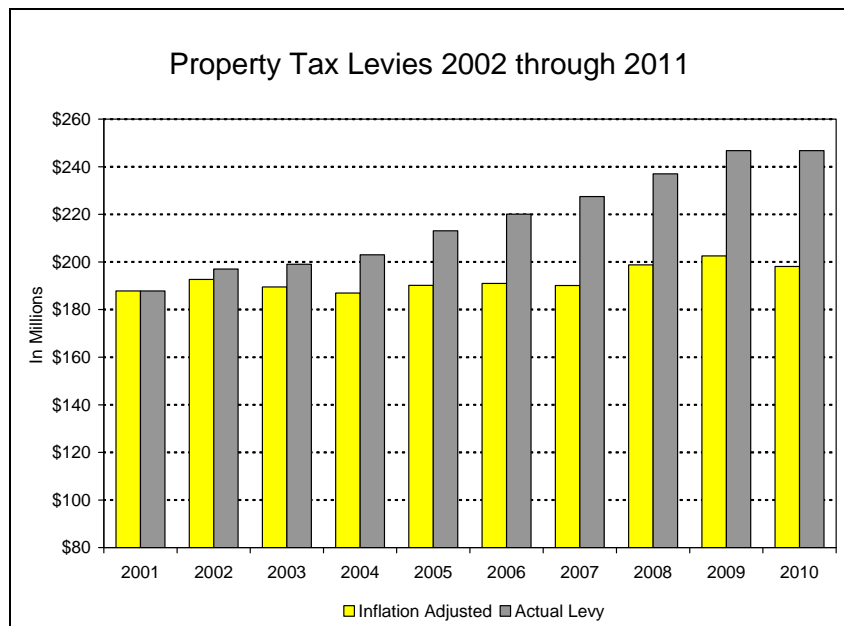
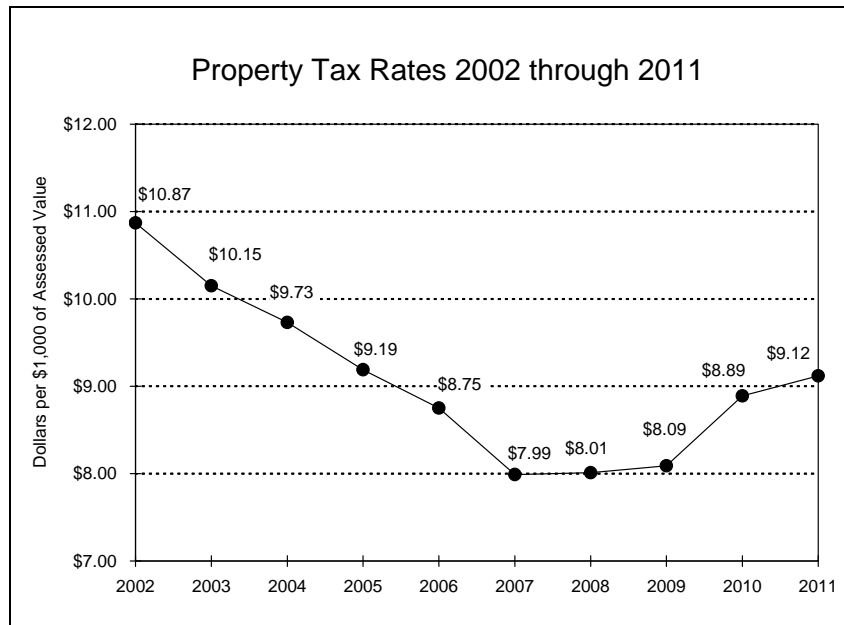
Note: All adopted budgets for governmental funds are prepared in accordance with the modified accrual basis of accounting, except for the treatment of the fund balance reserved for tax stabilization. For budget purposes, the fund balance reserved for tax stabilization is reflected as other financing sources. However, for accounting purposes it is reflected as part of the overall fund balance.

\* The Wages Supplement Fund appropriation for pending labor agreements is shown in this table under "Salaries and Wages" but is budgeted under "Special Purpose Accounts Miscellaneous" in the line item budget.



## PROPERTY TAX RATE AND LEVY COMPARISON

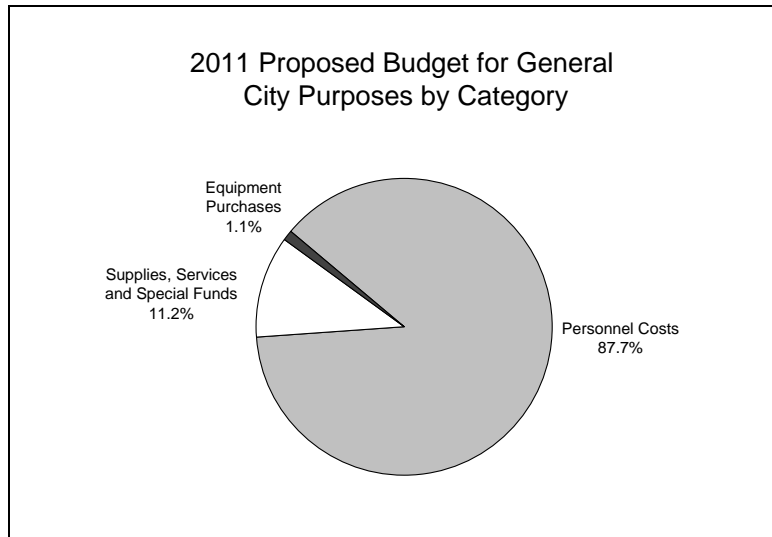
The graphs below show property tax rates and levies for the City of Milwaukee from 2002 through the 2011 proposed budget. The 2011 proposed tax rate of \$9.12 is \$0.23 higher than the 2010 rate of \$8.89. The 2011 proposed tax levy of \$246.8 million is the same as the 2010 levy. Since 2002, the property tax rate has decreased by \$1.75 from \$10.87 in 2002 to the 2011 proposed rate of \$9.12. During this same period, the “real” or inflation adjusted property tax levy has increased \$10.3 million.



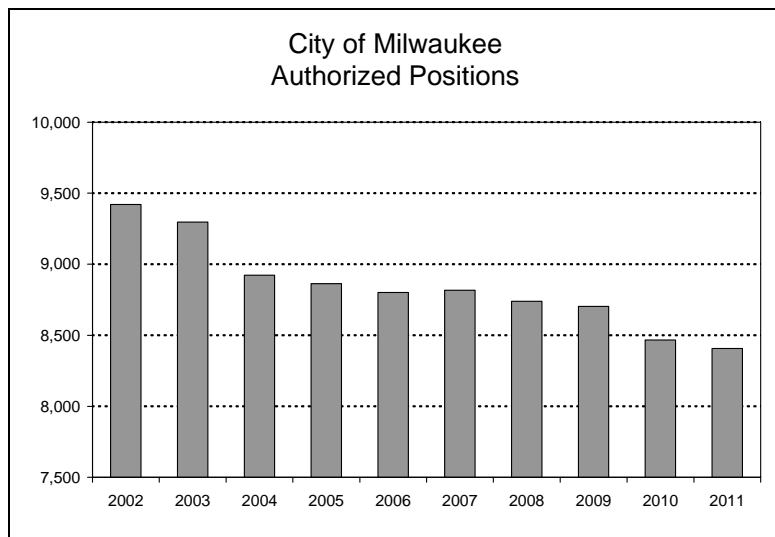
## GENERAL CITY PURPOSES SPENDING

The pie chart below depicts the proportions of general city purposes spending allocated to Personnel Costs (87.7%), Supplies, Services, and Special Funds (11.2%), and Equipment Purchases (1.1%) in the 2011 proposed budget.

It should be noted that the 2011 proposed budget funds approximately \$8.4 million of major equipment purchases in the capital budget.



The following bar graph indicates changes in authorized positions from 2002 to 2011. Funding for personnel costs (which include salary and wages) relates directly to the number of positions authorized citywide. Excluding temporary and seasonal staff, the 2011 proposed budget reflects a net decrease of 59 positions from 2010 levels (8,467 in 2010 to 8,408 in 2011).



## CHANGE IN POSITIONS

	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
				2010 ADOPTED	2011 REQUESTED
General City Purposes					
Administration, Department of	106	108	110	4	2
Assessor's Office	56	56	56	0	0
City Attorney	63	63	63	0	0
City Development, Department of	201	207	204	3	-3
Common Council City Clerk	113	112	113	0	1
Comptroller's Office	67	67	67	0	0
Election Commission	107	18	19	-88	1
Employee Relations, Department of	75	76	73	-2	-3
Fire and Police Commission	18	19	21	3	2
Fire Department	1,027	1,027	1,026	-1	-1
Health Department	274	276	273	-1	-3
Library	368	368	372	4	4
Mayor's Office	14	14	14	0	0
Municipal Court	45	45	45	0	0
Neighborhood Services, Department of	240	245	247	7	2
Police Department	2,907	2,902	2,902	-5	0
Port of Milwaukee	37	36	36	-1	0
Public Works, Department of (Total)	(2,337)	(2,340)	(2,315)	(-22)	(-25)
Administrative Services Division	66	66	64	-2	-2
Infrastructure Services Division	807	809	804	-3	-5
Operations Division	1,464	1,465	1,447	-17	-18
Special Purpose Account	11	11	11	0	0
Treasurer's Office	59	60	60	1	0
Unified Call Center	30	1	1	-29	0
General City Purposes Total	8,155	8,051	8,028	-127	-23
General City Purposes Total *	8,057	8,043	8,020	-127	-23
Pensions					
Deferred Compensation	2	2	2	0	0
Employees' Retirement System	52	69	52	0	-17
Pensions Total	54	71	54	0	-17
Parking Fund	130	130	131	1	1
Sewer Maintenance Fund	164	164	164	0	0
Water Works	404	378	381	-23	3
Subtotal Budgeted Positions	8,907	8,794	8,758	-149	-36
Less Temporary Positions	440	350	350	-90	0
Total Budgeted Positions	8,467	8,444	8,408	-59	-36

\* Does not include Election Commissioners and Election Commission Temporary Office Assistants (98 in 2010 and 8 in 2011) due to staffing fluctuations between election and non-election years.

## ESTIMATED FULL TIME EQUIVALENTS O&M Funded

	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
				2010 ADOPTED	2011 REQUESTED
General City Purposes					
Administration, Department of	64.59	65.14	64.14	-0.45	-1.00
Assessor's Office	42.55	42.55	42.55	0.00	0.00
City Attorney	54.80	59.80	56.80	2.00	-3.00
Common Council City Clerk	90.30	89.30	88.67	-1.63	-0.63
Comptroller's Office	51.95	51.16	51.16	-0.79	0.00
Department of City Development	40.30	42.70	39.70	-0.60	-3.00
Election Commission *	8.00	7.00	7.00	-1.00	0.00
Employee Relations, Department of	44.81	48.00	45.00	0.19	-3.00
Fire and Police Commission	8.70	9.60	11.60	2.90	2.00
Fire Department	1,026.05	1,026.05	1,025.05	-1.00	-1.00
Health Department	146.70	147.21	143.00	-3.70	-4.21
Library	287.89	288.18	291.18	3.29	3.00
Mayor's Office	11.00	11.50	11.50	0.50	0.00
Municipal Court	39.38	40.38	40.38	1.00	0.00
Neighborhood Services, Department of	162.50	168.00	169.00	6.50	1.00
Police Department	2,687.45	2,687.45	2,675.79	-11.66	-11.66
Port of Milwaukee	21.00	21.00	21.00	0.00	0.00
Public Works, Department of (Total)	(976.17)	(991.03)	(946.41)	(-29.76)	(-44.62)
Administrative Services Division	51.69	53.94	51.94	0.25	-2.00
Infrastructure Services Division	300.34	315.62	296.60	-3.74	-19.02
Operations Division	624.14	621.47	597.87	-26.27	-23.60
Special Purpose Accounts	4.00	4.00	4.00	0.00	0.00
Treasurer's Office	28.25	31.16	30.80	2.55	-0.36
Unified Call Center	7.75	1.00	1.00	-6.75	0.00
General City Purposes Total	5,804.14	5,832.21	5,765.73	-38.41	-66.48
Pensions					
Deferred Compensation	2.00	2.00	2.00	0.00	0.00
Employees' Retirement System	41.50	41.50	41.50	0.00	0.00
Pensions Total	43.50	43.50	43.50	0.00	0.00
Parking Fund	122.50	127.75	128.75	6.25	1.00
Sewer Maintenance Fund	107.52	104.02	104.02	-3.50	0.00
Water Works	355.43	356.22	358.72	3.29	2.50
Grand Total	6,433.09	6,463.70	6,400.72	-32.37	-62.98

\* Election Commission does not include Temporary Office Assistants (13.56 FTEs in 2010 and 2.8 in 2011) due to staffing fluctuations between election and non-election years.

**COMPARISON OF 2011 PROPOSED EXPENDITURES AND FUNDING SOURCES  
WITH PRIOR YEARS BY MAJOR BUDGET SECTIONS AND SUBSECTIONS  
SECTION 1. CITY BUDGETS UNDER THE CONTROL OF THE COMMON COUNCIL**

	2008 ACTUAL** EXPENDITURES	2009 ACTUAL** EXPENDITURES	2010 ADOPTED BUDGET	2011 PROPOSED BUDGET	CHANGE 2011 PROPOSED VERSUS 2010 ADOPTED
<b>A. General City Purposes</b>					
<b>1. Budgets for General City Purposes</b>					
Administration, Department of	\$8,754,750	\$8,928,140	\$7,902,031	\$8,140,878	\$238,847
Assessor's Office	4,927,120	4,834,024	4,278,246	4,665,708	387,462
City Attorney	7,268,135	7,480,908	6,783,737	7,673,922	890,185
City Development, Department of	3,918,972	5,320,229	3,946,428	4,340,956	394,528
City Treasurer	2,956,994	2,967,640	2,951,830	3,241,414	289,584
Common Council City Clerk	8,283,211	8,165,634	7,858,707	8,227,125	368,418
Comptroller	5,693,637	5,560,256	5,066,065	5,320,238	254,173
Election Commission	2,710,209	1,274,652	2,064,779	1,334,791	-729,988
Employee Relations, Department of	5,305,978	5,121,857	4,647,890	4,496,036	-151,854
Fire and Police Commission	776,656	994,628	970,473	1,280,472	309,999
Fire Department	105,553,127	109,909,413	99,820,902	103,047,292	3,226,390
Health Department	13,954,013	14,189,765	12,228,339	12,963,462	735,123
Library	23,260,351	23,032,140	20,133,502	22,265,743	2,132,241
Mayor's Office	1,250,514	1,167,823	1,099,265	1,202,701	103,436
Municipal Court	3,585,918	3,598,619	3,379,436	3,569,175	189,739
Neighborhood Services, Department of	14,534,520	15,524,383	14,117,724	15,685,462	1,567,738
Police Department	226,772,707	237,346,874	216,874,086	228,929,558	12,055,472
Port of Milwaukee	3,857,890	4,031,150	4,890,227	5,006,125	115,898
Public Works Department (Total)	(129,857,247)	(122,460,659)	(108,824,667)	(113,626,751)	(4,802,084)
Administrative Services Division	5,059,766	4,706,671	4,634,569	4,847,544	212,975
Infrastructure Services Division	27,930,801	29,678,155	33,656,488	36,937,077	3,280,589
Operations Division	96,866,680	88,075,833	70,533,610	71,842,130	1,308,520
Special Purpose Accounts	139,212,403 *	141,585,973 *	156,465,931	175,190,682 *	18,724,751
Unified Call Center	0	0	524,522	128,960	-395,562
Fringe Benefit Offset	-134,143,935	-138,644,481	-117,226,955	-139,829,131	-22,602,176
<b>Total Budgets for General City Purposes</b>	<b>\$578,290,417 **</b>	<b>\$584,850,286 **</b>	<b>\$567,601,832</b>	<b>\$590,508,320</b>	<b>\$22,906,488</b>
* Special Purpose Account expenditures do not include wage supplement funding; these funds are reflected in departmental expenditures.					
<b>2. Source of Funds for General City Purposes</b>					
<b>Revenues</b>					
Taxes and Payment in Lieu of Taxes	\$14,693,861	\$14,195,291	\$15,248,500	\$16,534,500	\$1,286,000
Licenses and Permits	12,909,731	12,186,050	12,754,420	12,057,200	-697,220
Intergovernmental Revenue	271,097,777	272,336,857	270,871,600	271,595,500	723,900
Charges for Services	90,241,003	96,273,406	96,061,752	99,110,825	3,049,073
Fines and Forfeitures	5,250,348	4,802,074	5,255,000	5,255,000	0
Miscellaneous Revenue	30,591,648	34,256,412	41,331,700	35,291,900	-6,039,800
Fringe Benefits	24,098,921	23,534,619	23,000,000	24,000,000	1,000,000
Cost Recovery	0	0	10,000	0	-10,000
<b>Total Revenues</b>	<b>\$448,883,289</b>	<b>\$457,584,709</b>	<b>\$464,532,972</b>	<b>\$463,844,925</b>	<b>-\$688,047</b>
Tax Stabilization Fund Withdrawals	\$29,457,500	\$22,378,500	\$13,070,000	\$15,160,000	\$2,090,000
Property Tax Levy	104,074,730	123,740,757	89,998,860	111,503,395	21,504,535
<b>Total Financing for General City Purposes</b>	<b>\$582,415,519</b>	<b>\$603,703,966</b>	<b>\$567,601,832</b>	<b>\$590,508,320</b>	<b>\$22,906,488</b>
<b>B. Employees' Retirement</b>					
<b>1. Budgets for Employees' Retirement</b>					
<b>Firemen's Pension Fund</b>					
Pension Contribution	\$106,036	\$70,711	\$71,000	\$71,000	\$0
Lump Sum Supplement Contribution	244,196	194,267	150,000	125,000	-25,000
<b>Policemen's Pension Fund</b>					
Pension Contribution	\$56,972	\$41,423	\$329,672	\$268,667	-\$61,005
Administration	0	0	0	0	0
Lump Sum Supplement Contribution	0	0	0	0	0
<b>Employees' Retirement Fund</b>					
Pension Contribution	\$0	\$0	\$49,100,000	\$0	-\$49,100,000
Administration	19,002,182	17,950,233	24,191,584	28,755,539	4,563,955

	2008 ACTUAL** EXPENDITURES	2009 ACTUAL** EXPENDITURES	2010 ADOPTED BUDGET	2011 PROPOSED BUDGET	CHANGE 2011 PROPOSED VERSUS 2010 ADOPTED
Employers' Share of Employees' Annuity Contribution	23,639,683	19,349,705	16,791,142	24,980,000	8,188,858
Annuity Contribution Employer's Reserve Fund	0	5,581,000	7,000,000	17,350,000	10,350,000
<b>Social Security</b>					
Social Security Tax	\$17,971,473	\$18,594,501	\$17,172,448	\$18,531,000	\$1,358,552
<b>Former Town of Lake Employees' Retirement Fund</b>					
Pension Contribution	\$7,273	\$6,667	\$7,300	\$7,300	\$0
<b>Deferred Compensation</b>	<u>\$1,068,888</u>	<u>\$1,114,302</u>	<u>\$1,558,787</u>	<u>\$1,481,961</u>	<u>\$-76,826</u>
<b>Total Budgets for Employees' Retirement</b>	<b>\$62,096,703 **</b>	<b>\$62,902,809 **</b>	<b>\$116,371,933</b>	<b>\$91,570,467</b>	<b>\$-24,801,466</b>
<b>2. Source of Funds for Employees' Retirement</b>					
Fringe Benefits Pension	\$976,185	\$1,031,857	\$1,041,500	\$1,187,000	\$145,500
Charges to Retirement Fund	19,969,080	17,510,713	23,883,904	28,461,539	4,577,635
Charges to Deferred Compensation	1,068,888	1,114,302	1,558,787	1,481,961	-76,826
Charges to Other Governmental Units	0	0	1,043,549	0	-1,043,549
Miscellaneous Revenue/Reserve Fund	69,503	5,652,500	7,000,000	409,633	-6,590,367
Property Tax Levy	<u>40,188,093</u>	<u>35,888,093</u>	<u>81,844,193</u>	<u>60,030,334</u>	<u>-21,813,859</u>
<b>Total Financing for Employees' Retirement</b>	<b>\$62,271,749</b>	<b>\$61,197,465</b>	<b>\$116,371,933</b>	<b>\$91,570,467</b>	<b>\$-24,801,466</b>
<b>C. Capital Improvements</b>					
<b>1. Budgets for Capital Improvements</b>					
Special Capital Projects or Purposes	\$134,961	\$802,906	\$16,335,000	\$15,135,000	\$-1,200,000
Administration, Department of	582,024	993,672	949,400	2,035,000	1,085,600
City Attorney	21,620	61,895	0	0	0
City Development, Department of	28,828,666	21,604,832	39,402,543	30,661,257	-8,741,286
City Treasurer	33,019	0	0	0	0
Common Council City Clerk	13,976	243,541	0	0	0
Employee Relations, Department of	198,338	18,375	0	0	0
Fire and Police Commission	0	752	0	0	0
Fire Department	3,915,075	2,666,580	4,056,000	3,064,000	-992,000
Health Department	408,087	1,451,270	100,000	110,000	10,000
Library	1,089,006	2,264,288	4,075,000	2,526,000	-1,549,000
Municipal Court	147,717	818,800	334,000	0	-334,000
Neighborhood Services, Department of	0	0	76,141	0	-76,141
Police Department	3,489,356	1,401,268	4,188,000	4,987,931	799,931
Port of Milwaukee	669,750	561,035	0	0	0
Public Works, Department of (Total)	(66,995,089)	(45,544,486)	(51,827,944)	(59,109,200)	(7,281,256)
Administration Division	1,632,502	921,401	500,000	500,000	0
Infrastructure Services Division	32,056,439	37,392,712	36,107,500	49,983,700	13,876,200
Operations Division	<u>33,306,148</u>	<u>7,230,373</u>	<u>15,220,444</u>	<u>8,625,500</u>	<u>-6,594,944</u>
<b>Total Budgets for Capital Improvements (Other than Parking, Water Works, and Sewer Maintenance)</b>	<b>\$106,526,684 **</b>	<b>\$78,433,700 **</b>	<b>\$121,344,028</b>	<b>\$117,628,388</b>	<b>\$-3,715,640</b>
<b>2. Source of Funds for Capital Improvements</b>					
<b>General Obligation Borrowings</b>					
New Borrowing	\$74,288,343	\$59,277,121	\$74,129,580	\$73,147,688	\$-981,892
Carryover Borrowing	0 (a)	0 (a)	151,701,879 (a)	129,623,701 (a)	-22,078,178 (a)
<b>Tax Increment District Public Improvements</b>					
New Borrowing	\$25,125,610	\$11,109,228	\$23,222,323	\$22,000,000	\$-1,222,323
Carryover Borrowing	0 (a)	0 (a)	164,578,922 (a)	167,831,245 (a)	3,252,323 (a)
<b>Anticipated Special Assessments</b>					
New Authorizations	\$2,801,207	\$1,100,684	\$770,000	\$545,200	\$-224,800
Carryover Special Assessments	0 (a)	0 (a)	8,582,492 (a)	6,547,593 (a)	-2,034,899 (a)
<b>Capital Improvement Revenues</b>					
Cash Revenues	\$283,603	\$5,560,539	\$15,829,125	\$14,428,500	\$-1,400,625
Motor Vehicle Registration Fee	\$0	\$0	\$6,600,000	\$6,600,000	0
Property Tax Levy	<u>4,027,921</u>	<u>1,386,128</u>	<u>793,000</u>	<u>907,000</u>	<u>114,000</u>
<b>Total Financing for Capital Improvements (Other than Parking, Water Works and Sewer Maintenance)</b>	<b>\$106,526,684 *</b>	<b>\$78,433,700 *</b>	<b>\$121,344,028</b>	<b>\$117,628,388</b>	<b>\$-3,715,640</b>

	2008 ACTUAL** EXPENDITURES	2009 ACTUAL** EXPENDITURES	2010 ADOPTED BUDGET	2011 PROPOSED BUDGET	CHANGE 2011 PROPOSED VERSUS 2010 ADOPTED
(a) Reiteration of prior year's authority does not affect budget totals.					
* Does not include school board expenditures.					
<b>D. City Debt (Including School Purposes)</b>					
<b>1. Budget for City Debt</b>					
Bonded Debt (Principal)	\$181,101,841	\$205,228,056	\$241,558,000	\$289,094,030	\$47,536,030
Bonded Debt (Interest)	33,636,754	31,941,372	44,527,939	40,048,518	-4,479,421
Bonded Debt (Fees)	296,373	315,024	400,000	400,000	0
Bonded Debt (Issuance Expenses)	147,235	462,616	1,000,000	1,000,000	0
<b>Subtotal</b>	<b>\$215,182,203</b>	<b>\$237,947,068</b>	<b>\$287,485,939</b>	<b>\$330,542,548</b>	<b>\$43,056,609</b>
Less: Prepayment					
Prepayment Deduction (PDAF)	\$-7,400,000	\$-6,500,000	\$-5,400,000	\$-4,900,000	\$500,000
Special Assessment	-3,258,000	-3,850,301	-1,949,620	-1,677,907	271,713
<b>Total Budget for City Debt (a)</b>	<b>\$204,524,203 **</b>	<b>\$227,596,767 **</b>	<b>\$280,136,319</b>	<b>\$323,964,641</b>	<b>\$43,828,322</b>
<b>Milwaukee School Board</b>					
(a) Included in city debt amounts above are the following amounts for school purposes not controlled by the Common Council.		2008	\$20,763,771		
		2009	\$20,556,484		
		2010	\$17,593,929 (est.)		
		2011	\$15,947,420 (est.)		
<b>2. Source of Funds for City Debt</b>					
Revenues	\$83,878,000	\$108,182,325	\$163,527,972	\$201,144,713	\$37,616,741
TID Increments from Prior Year	17,423,000	23,819,667	23,829,873	25,834,453	2,004,580
Delinquent Tax Revenues	15,837,000	24,929,225	23,659,994	27,673,793	4,013,799
Property Tax Levy	74,200,995	70,665,550	69,118,480	69,311,682	193,202
<b>Total Financing for City Debt</b>	<b>\$191,338,995</b>	<b>\$227,596,767</b>	<b>\$280,136,319</b>	<b>\$323,964,641</b>	<b>\$43,828,322</b>
<b>F. Common Council Contingent Fund</b>					
<b>1. Budget for Common Council Contingent Fund</b>					
Common Council Contingent Fund	[\$5,000,000] *	[\$1,449,764] *	\$5,000,000	\$5,000,000	\$0
<b>2. Source of Funds for Common Council Contingent Fund</b>					
Property Tax Levy	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$0
* 2007 and 2008 experience shown for informational purposes only.					
Expenditure experience represents transfers and expenditures authorized by resolution.					
<b>Subtotal Budget Authorizations Common Council</b>					
<b>Controlled Purposes</b> (Except Water and Special Revenue Accounts)	<b>\$951,438,007</b>	<b>\$953,783,562</b>	<b>\$1,090,454,112</b>	<b>\$1,128,671,816</b>	<b>\$38,217,704</b>
Non-Tax Levy	\$720,061,208	\$739,251,370	\$843,699,579	\$881,919,405	\$38,219,826
Tax Levy	\$227,491,739	\$236,680,528	\$246,754,533	\$246,752,411	\$-2,122
<b>Subtotal Financing for (Estimated Revenues) Common Council Controlled Budgets</b> (Except Water and Special Revenue Accounts)	<b>\$947,552,947</b>	<b>\$975,931,898</b>	<b>\$1,090,454,112</b>	<b>\$1,128,671,816</b>	<b>\$38,217,704</b>
<b>Special Revenue Accounts</b> Sections G through M					
<b>G. Parking</b>					
<b>1. Budget for Parking Program</b>					
Operating and Maintenance Expense	\$26,752,228	\$24,618,783	\$28,405,216	\$27,641,800	\$-763,416
Transfer to General Fund	17,000,000	18,132,150	22,287,000	20,787,000	-1,500,000
Capital Improvement Program	1,385,192	2,038,595	950,000	1,175,000	225,000
Capital Improvements to be Financed from Available Cash Reserves	0	0	5,000,000	5,000,000	0
<b>Total Budget for Parking Program</b>	<b>\$45,137,420 **</b>	<b>\$44,789,528 **</b>	<b>\$56,642,216</b>	<b>\$54,603,800</b>	<b>\$-2,038,416</b>
<b>2. Source of Funds for Parking Operations</b>					
Parking Permits	\$3,014,342	\$3,165,150	\$3,762,000	\$3,762,000	\$0
Meters	3,802,976	4,653,243	5,406,245	4,951,400	-454,845
Rental and Lease of Facilities	7,841,792	7,573,903	7,262,000	7,295,000	33,000
Towing of Vehicles	4,183,417	4,029,834	3,962,500	4,020,000	57,500
Vehicle Disposal	2,541,946	1,439,486	2,200,000	1,330,000	-870,000
Miscellaneous	354,049	499,729	400,000	495,000	95,000
<b>Subtotal Financing of Parking Operations</b>	<b>\$21,738,522</b>	<b>\$21,361,345</b>	<b>\$22,992,745</b>	<b>\$21,853,400</b>	<b>\$-1,139,345</b>
<b>Other Funding Sources</b>					
Withdrawal from Reserves	\$0	\$1,024,631	\$5,699,471	\$4,575,400	\$-1,124,071
Citation Revenue	22,222,538	20,879,206	22,000,000	22,000,000	0
Miscellaneous	0	4,200	0	0	0

	2008 ACTUAL** EXPENDITURES	2009 ACTUAL** EXPENDITURES	2010 ADOPTED BUDGET	2011 PROPOSED BUDGET	CHANGE 2011 PROPOSED VERSUS 2010 ADOPTED
<b>Capital Improvements to be Financed from Available:</b>					
Cash Reserves	\$0	\$0	\$5,000,000	\$5,000,000	\$0
New Borrowing	0	0	950,000	1,175,000	225,000
Carryover Borrowing	0 (a)	0 (a)	4,439,064 (a)	3,759,764 (a)	-679,300 (a)
<b>Subtotal Other Funding Sources</b>	<b>\$22,222,538</b>	<b>\$21,908,037</b>	<b>\$33,649,471</b>	<b>\$32,750,400</b>	<b>\$-899,071</b>
<b>Total Financing for Parking</b>	<b>\$43,961,060</b>	<b>\$43,269,382</b>	<b>\$56,642,216</b>	<b>\$54,603,800</b>	<b>\$-2,038,416</b>
(a) Reiteration of prior year's authority does not affect budget totals.					
<b>H. Grants and Aids Projects (Except Capital Projects)</b>					
<b>1. Budget for Grants and Aids Projects</b>					
Grantor Share (Non-City)	\$55,500,463	\$52,394,849	\$76,117,944	\$72,446,206	\$-3,671,738
<b>Total for Grants and Aids Projects</b>	<b>\$55,500,463 **</b>	<b>\$52,394,849 **</b>	<b>\$76,117,944</b>	<b>\$72,446,206</b>	<b>\$-3,671,738</b>
<b>2. Source of Funds for Grants and Aids Projects</b>					
Grantor Share (Non-City)	\$55,500,463	\$52,394,849	\$76,117,944	\$72,446,206	\$-3,671,738
<b>Total Financing for Grants and Aids Projects (Except Capital Projects)</b>	<b>\$55,500,463</b>	<b>\$52,394,849</b>	<b>\$76,117,944</b>	<b>\$72,446,206</b>	<b>\$-3,671,738</b>
<b>I. Economic Development Fund</b>					
<b>1. Budget for Economic Development Fund</b>					
Business Improvement Districts	\$6,482,610	\$6,744,919	\$9,072,755	\$8,839,558	\$-233,197
<b>Total Budget for Economic Development Fund</b>	<b>\$6,482,610</b>	<b>\$6,744,919</b>	<b>\$9,072,755</b>	<b>\$8,839,558</b>	<b>\$-233,197</b>
<b>2. Source of Funds for Economic Development Fund</b>					
Business Improvement District Assessments	\$6,482,610	\$6,744,919	\$9,072,755	\$8,839,558	\$-233,197
<b>Total Source of Funds for Economic Development Fund</b>	<b>\$6,482,610</b>	<b>\$6,744,919</b>	<b>\$9,072,755</b>	<b>\$8,839,558</b>	<b>\$-233,197</b>
<b>J. Water Works</b>					
<b>1. Budget for Water Works, Department of Public Works</b>					
Operating Budget	\$66,165,760	\$69,575,284	\$82,802,804	\$77,629,906	\$-5,172,898
Capital Improvements Program	18,124,405	19,308,374	20,030,000	20,645,000	615,000
Deposits to Special Accounts (Retained Earnings)	17,672,549	19,256,986	19,630,000	16,494,094	-3,135,906
<b>Total Expenditures and Deposits</b>	<b>\$101,962,714 **</b>	<b>\$108,140,644 **</b>	<b>\$122,462,804</b>	<b>\$114,769,000</b>	<b>\$-7,693,804</b>
<b>2. Source of Funds for Water Works</b>					
Operating Revenue	\$68,414,358	\$67,951,553	\$83,000,000	\$86,454,000	\$3,454,000
Non-Operating Revenue	7,325,039	9,039,143	7,862,000	8,070,000	208,000
Proceeds from Borrowing	225,000	0	0	4,045,000	4,045,000
Retained Earnings	25,998,317	31,149,948	31,600,804	16,200,000	-15,400,804
<b>Total Source of Funds for Water Works</b>	<b>\$101,962,714</b>	<b>\$108,140,644</b>	<b>\$122,462,804</b>	<b>\$114,769,000</b>	<b>\$-7,693,804</b>
<b>K. Sewer Maintenance</b>					
<b>1. Budget for Sewer Maintenance</b>					
Operating Budget	\$35,634,818	\$43,464,021	\$49,873,755	\$48,486,421	\$-1,387,334
Capital Budget	26,939,928	36,236,229	23,937,000	39,833,000	15,896,000
Deposit to Retained Earnings	0	2,312,799	0	579	579
<b>Total Budget for Sewer Maintenance</b>	<b>\$62,574,746 **</b>	<b>\$82,013,049 **</b>	<b>\$73,810,755</b>	<b>\$88,320,000</b>	<b>\$14,509,245</b>
<b>2. Source of Funds for Sewer Maintenance</b>					
Sewer User Fee	\$26,358,869	\$27,508,815	\$28,591,500	\$26,949,000	\$-1,642,500
Storm Water Fee	12,756,516	18,950,771	22,316,000	22,337,000	21,000
Charges for Services	1,608,929	1,739,065	1,286,000	1,351,000	65,000
Miscellaneous Revenue	309,453	835,650	258,000	3,750,000	3,492,000
Retained Earnings	0	0	22,255	0	-22,255
Proceeds from Borrowing	24,778,791	32,978,748	21,337,000	33,933,000	12,596,000
<b>Total Source of Funds for Sewer Maintenance</b>	<b>\$65,812,558</b>	<b>\$82,013,049</b>	<b>\$73,810,755</b>	<b>\$88,320,000</b>	<b>\$14,509,245</b>
<b>M. Delinquent County Taxes</b>					
<b>1. Budget for Delinquent County Taxes</b>					
Delinquent County Taxes and Tax Certificate Purchases	\$14,396,282	\$10,681,537	\$15,000,000	\$12,300,000	\$-2,700,000
<b>Total Budget for Delinquent County Taxes</b>	<b>\$14,396,282</b>	<b>\$10,681,537</b>	<b>\$15,000,000</b>	<b>\$12,300,000</b>	<b>\$-2,700,000</b>



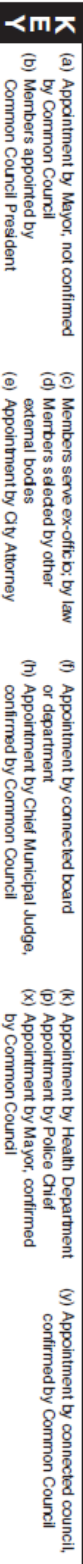
	2008 ACTUAL** EXPENDITURES	2009 ACTUAL** EXPENDITURES	2010 ADOPTED BUDGET	2011 PROPOSED BUDGET	CHANGE 2011 PROPOSED VERSUS 2010 ADOPTED
<b>2. Source of Funds for Delinquent County Taxes</b>					
Purchase of Milwaukee County Delinquent Taxes	\$14,396,282	\$10,681,537	\$15,000,000	\$12,300,000	\$-2,700,000
<b>Total Source of Funds for Delinquent County Taxes</b>	\$14,396,282	\$10,681,537	\$15,000,000	\$12,300,000	\$-2,700,000
<b>Subtotal Budget Authorization for Special Revenue Accounts</b>	\$286,054,235	\$304,764,526	\$353,106,474	\$351,278,564	\$-1,827,910
<b>Subtotal Estimated Revenues for Special Revenue Accounts</b>	\$288,115,687	\$303,244,380	\$353,106,474	\$351,278,564	\$-1,827,910
<b>Total All Budgets Under the Control of the Common Council (Includes Water and Special Revenue Accounts)</b>	\$1,237,492,242	\$1,258,548,088	\$1,443,560,586	\$1,479,950,380	\$36,389,794
<b>Total Financing Revenues of Budgets Under the Control of the Common Council (Includes Water and Special Revenue Accounts)</b>	\$1,235,668,634	\$1,279,176,278	\$1,443,560,586	\$1,479,950,380	\$36,389,794
** Expenditures include funding carried over from prior year.					

## SECTION II. SUMMARY OF BORROWING AUTHORIZATIONS (Including School Purposes)

	2009	2010	2011
<b>General Obligation Bonds or Short Term Notes</b>			
<b>New Borrowing</b>			
General City Purposes	\$71,212,745	\$75,079,580	\$74,322,688
Schools	2,000,000	2,000,000	2,000,000
<b>Subtotal New Borrowing</b>	<b>\$73,212,745</b>	<b>\$77,079,580</b>	<b>\$76,322,688</b>
Carryover Borrowing*	(135,411,649)	(150,190,863)	(141,333,465)
<b>Subtotal</b>	<b>\$73,212,745</b>	<b>\$77,079,580</b>	<b>\$76,322,688</b>
<b>Special Assessment Borrowing</b>			
New Borrowing	\$150,300	\$770,000	\$545,200
Carryover Borrowing*	(14,147,349)	(8,582,492)	(6,547,693)
<b>Subtotal</b>	<b>\$150,300</b>	<b>\$770,000</b>	<b>\$545,200</b>
<b>Contingency Borrowing</b>			
New Borrowing	\$130,000,000	\$150,000,000	\$150,000,000
Carryover Borrowing*	(0)	(0)	(0)
<b>Subtotal</b>	<b>\$130,000,000</b>	<b>\$150,000,000</b>	<b>\$150,000,000</b>
<b>Tax Incremental District Borrowing</b>			
New Borrowing	\$36,268,614	\$23,222,323	\$22,000,000
Carryover Borrowing*	(140,310,308)	(164,578,922)	(167,831,245)
<b>Subtotal</b>	<b>\$36,268,614</b>	<b>\$23,222,323</b>	<b>\$22,000,000</b>
<b>Delinquent Taxes Borrowing</b>			
New Borrowing	\$21,000,000	\$24,000,000	\$28,000,000
Carryover Borrowing*	(0)	(0)	(0)
<b>Subtotal</b>	<b>\$21,000,000</b>	<b>\$24,000,000</b>	<b>\$28,000,000</b>
<b>Revenue Anticipation Borrowing</b>			
New Borrowing	\$350,000,000	\$400,000,000	\$400,000,000
Carryover Borrowing*	(0)	(0)	(0)
<b>Subtotal</b>	<b>\$350,000,000</b>	<b>\$400,000,000</b>	<b>\$400,000,000</b>
<b>Water Works Borrowing</b>			
New Borrowing	\$0	\$0	\$4,045,000
Carryover Borrowing*	(12,500,000)	(12,275,000)	(11,600,000)
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,045,000</b>
<b>Sewer Maintenance Fund Borrowing</b>			
New Borrowing	\$28,550,000	\$21,337,000	\$33,933,000
Carryover Borrowing*	(57,518,648)	(85,755,826)	(46,418,302)
<b>Subtotal</b>	<b>\$28,550,000</b>	<b>\$21,337,000</b>	<b>\$33,933,000</b>
<b>Total All Borrowing</b>			
New Borrowing	\$639,181,659	\$696,408,903	\$714,845,888
Carryover Borrowing*	(359,887,954)	(421,383,103)	(373,730,705)
<b>Total</b>	<b>\$639,181,659</b>	<b>\$696,408,903</b>	<b>\$714,845,888</b>

\* Not included in budget totals, reiteration of prior years authority.

Source: City Clerk's Office • September 2010



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# I. CITY BUDGETS UNDER THE CONTROL OF THE COMMON COUNCIL

## PROPERTY TAX SUPPLEMENTED FUNDS SUMMARY OF EXPENDITURES

EXPENSE CATEGORY	2009	2010	2011	2011	CHANGE	
	ACTUAL EXPENDITURES	ADOPTED BUDGET	REQUESTED BUDGET	PROPOSED BUDGET	PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
A. General City Purposes	\$584,850,286	\$567,601,832	\$609,925,890	\$590,508,320	\$22,906,488	\$-19,417,570
B. Employees' Retirement	62,902,809	116,371,933	114,892,261	91,570,467	-24,801,466	-23,321,794
C. Capital Improvements	78,433,700	121,344,028	192,584,537	117,628,388	-3,715,640	-74,956,149
D. City Debt	227,596,767	280,136,319	323,880,891	323,964,641	43,828,322	83,750
F. Contingent Fund	[1,449,764] *	5,000,000	5,000,000	5,000,000	0	0
<b>TOTAL</b>	<b>\$953,783,562</b>	<b>\$1,090,454,112</b>	<b>\$1,246,283,579</b>	<b>\$1,128,671,816</b>	<b>\$38,217,704</b>	<b>\$-117,611,763</b>

\* Contingent Fund experience shown for informational purposes only. Expenditure experience represents transfers to other expense categories and is not included in the total.

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## **A. GENERAL CITY PURPOSES**

### **1. BUDGET APPROPRIATIONS AND EXPENDITURES**

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# DEPARTMENT OF ADMINISTRATION

## EXECUTIVE SUMMARY

<b>MISSION:</b>	To make Milwaukee one of the Nation's most attractive cities in which to live, work, and do business.
<b>OBJECTIVES:</b>	<p>Increase the level of non-property tax, non-municipal service fee revenues as a proportion of the General Fund budget by 2% by 2012.</p> <p>Reduce energy use in city operations by 15% by 2012 (from 2005 baseline).</p> <p>Identify, prioritize, and target five racial, social, and economic disparities in the community that city government can work to reduce.</p> <p>Achieve legislative action and external funding to support the city's strategic objectives.</p> <p>Increase efficiency in citywide operation of information technology.</p>
<b>STRATEGIES:</b>	<p>Lobby for state legislative authority for more local revenue options, including a .15% local sales tax.</p> <p>Implement the MORE ordinance and changes to existing programs to increase the number of new EBE firms located in Milwaukee.</p> <p>Select best practices from other cities on reducing racial disparities.</p> <p>Improve energy efficiency in city buildings and facilities and purchase more energy efficient vehicles.</p> <p>Collaborate with other city departments to consolidate redundant information systems and reduce costs of technology operations.</p>

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	71.11	64.59	65.14	64.14	-0.45	-1.00
FTEs - Other	29.33	34.25	37.26	39.26	5.01	2.00
Total Positions Authorized	106	106	108	110	4	2
<b>EXPENDITURES</b>						
Salaries and Wages	\$4,955,780	\$4,270,662	\$4,381,393	\$4,215,217	\$-55,445	\$-166,176
Fringe Benefits	2,061,795	1,750,972	2,103,069	2,023,304	272,332	-79,765
Operating Expenditures	666,957	697,807	679,357	679,357	-18,450	0
Equipment	16,682	37,590	18,000	18,000	-19,590	0
Special Funds	1,226,926	1,145,000	1,205,000	1,205,000	60,000	0
<b>TOTAL</b>	<b>\$8,928,140</b>	<b>\$7,902,031</b>	<b>\$8,386,819</b>	<b>\$8,140,878</b>	<b>\$238,847</b>	<b>\$-245,941</b>
<b>REVENUES</b>						
Charges for Services	\$105,570	\$106,000	\$103,000	\$103,000	\$-3,000	\$0
Miscellaneous	342,428	378,000	328,000	328,000	-50,000	0
<b>TOTAL</b>	<b>\$447,998</b>	<b>\$484,000</b>	<b>\$431,000</b>	<b>\$431,000</b>	<b>\$-53,000</b>	<b>\$0</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Department of Administration (DOA) provides planning, policy, and management functions that assist the Mayor, Common Council, and city departments. Through these efforts, DOA supports numerous strategic goals and objectives. Key functions include providing analysis and recommendations on fiscal issues that affect the city, developing the annual city budget, influencing local, state and federal government policy actions, increasing grant funding, distributing grant funding to city agencies and neighborhood organizations, managing the citywide procurement processes, supporting the growth of emerging and local businesses, and developing strategic policy for environmental sustainability. Key initiatives include decreasing budget instability and improving the city's fiscal condition, establishing more intergovernmental and multi-jurisdictional cooperation, and making city government operations more energy efficient.

### Strategies and Milestones for 2011

<b>Objective: Abate lead in houses containing young children.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Lobby for state lead abatement tax credit.	Introduction of bill.
<b>Objective: Enhance transit options and existing infrastructure.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Reduce local street replacement cycle to 65 years by 2014.	Adopt 2011 budget with a budget of at least \$14 million for local streets, including funding for street preservation.
Establish a regional transportation strategy, including a Locally Preferred Alternative.	Council adoption of Locally Preferred Alternative and Downtown Plan revision; identify financial strategy for local match.
<b>Objective: Increase the level of non-property tax, non-municipal service fee revenues as a proportion of the General Fund budget by 2% by 2012.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Establish city policy for distribution of Water Works surplus earnings to the General Fund.	Public Service Commission approval of a rate case that enables a sustainable approach to surplus earnings distribution.
Establish state authority for a .15% local sales tax.	State legislative approval.
<b>Objective: Foster development of green jobs.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Implement Me2 Energy Retrofit Project.	Implement Phase I of the project.

**Strategies and Milestones for 2011**

<b>Objective: Expose more inner city youth to career environments.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Maintain and expand Milwaukee GOT IT digital inclusion initiative.	Secure 10% increase in funding. Wire five HACM centers. Launch “Bee-hive” web portal. Implement Life Venture Center.
<b>Objective: Increase graduation rates.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Secure private and state funding for SEED Urban Boarding School project.	Secure funding for 2012 launch.
Maintain and expand <i>I Have a Dream Milwaukee</i> program to empower youth to go to college.	Secure 10% increase in funding.
<b>Objective: Identify, prioritize, and target five racial, social, and economic disparities in the community that city government can work to reduce.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Prioritize reductions to racial disparities where the city can have an impact.	Allocate federal stimulus funding to Diversity in Urban Forestry initiative.
Implement the MORE ordinance, which was adopted as city policy during 2009.	Increase the number of contracts to new EBE firms located in the city and increasing resident employment in major capital project.
<b>Objective: Reduce energy use in city operations by 15% by 2012 (from 2005 baseline).</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Improve energy efficiencies in city facilities and buildings.	Retrofit city buildings.

## STRATEGY IMPLEMENTATION

**Fiscal Sustainability:** A key goal for DOA is improving the city's fiscal sustainability. DOA's long term objective is to increase the level of non-property tax, non-municipal service fee revenues as a proportion of the General Fund budget by 2% by 2012. As a result of declines in state shared revenue, state imposed municipal levy limits, and the Expenditure Restraint Program, increasing local own source revenue is necessary to improve the city's long term fiscal sustainability. Achieving statutory authority for new revenue options and increasing the liquidity of the city's utility assets provide more flexibility in increasing operating revenue without relying on the property taxes or municipal service fees.

**Enhancing Transit and Infrastructure:** Milwaukee serves as a regional and statewide transportation hub. Milwaukee's function as a transportation cornerstone to the broader regional and statewide economy provides economic benefits to the city. However, this creates a need to maintain and improve the transit and infrastructure in the metropolitan area. The city needs to ensure sufficient replacement cycles for its core infrastructure systems, including major and local streets. The goal is to achieve a local street replacement cycle of at least 65 years by 2014. As fiscal sustainability improves, the amount of replacement miles budgeted on an annual basis will increase.

The City of Milwaukee is one partner in a regional transportation system that encompasses surrounding municipalities, counties, and state government. DOA will work with the Mayor and the Common Council to establish a regional transportation strategy including adoption of a Locally Preferred Alternative, revision of the Downtown Plan, and a financial strategy for a local match, so that the city and its regional and state partners can work collaboratively on improving the metropolitan transit system. This improvement is critical to sustaining the economic growth supported by an effective transit system.

**Environmental Sustainability:** The Department of Administration's (DOA) Office of Environmental Sustainability (OES) through its own initiatives, and in collaboration with partners, seeks to create a sustainable city through closer strategic alliance with Milwaukee's businesses, community and environmental advocacy groups, and philanthropic organizations. The OES mission is to position Milwaukee as a leader in environmental sustainability by advocating economic development policies that incorporate the "triple bottom line" of sustainable development: people, planet and profits. OES has three goals:

- Improving sustainability and economic efficiencies of city operations;
- Improving area businesses' sustainability and competitiveness; and
- Improving community sustainability and livability.

OES is working to align the city's long term sustainable development strategies around these three goals. In addition, OES and DOA are working across city departments to reduce energy use in city operations by 15% by 2012.

In 2011, OES will continue working with city departments to improve energy efficiencies and environmental performance by upgrading city facilities and buildings using funding from the federal government stimulus via the Energy Efficiency Block Grant to implement improvements. This funding provides \$5.8 million to implement projects that increase energy efficiency for government operations, homeowners, and businesses. Funds have been allocated based on projected reductions in energy use, and for "shovel ready" projects. OES is also conducting a Greenhouse Gas and Energy (GHG) inventory of city operations in order to measure baseline performance and energy expenditures. The GHG inventory will provide the necessary information on progress toward meeting the 15% energy reduction goal as well as help the city align and target policies and resources aimed at reducing the cost of city government operation through better energy and resource management. OES will be using this information as it begins researching the development of a Sustainability Plan for the city which focuses on strategic economic development tied to improving long term environmental sustainability.

## OTHER SERVICE AND BUDGET CHANGES

**Environmental Sustainability Program:** The 2011 proposed budget creates a separate division with the Department of Administration for the Office of Environmental Sustainability. This will allow more accountability and flexibility for the program to manage its grant funding and programs.

A cornerstone OES program in the 2011 proposed budget is the Milwaukee Energy Efficiency Program (Me2) which will help improve the city's housing stock and help property owners save money on their utility bills by funding energy efficiency upgrades in residential and non-residential properties. The program is a collaborative effort between the City of Milwaukee and Focus on Energy, and will utilize \$1.2 million of federal Energy Efficiency Block Grant funds as well as over \$12 million in additional funds from the U.S. Department of Energy (DOE). Focus on Energy will coordinate low cost energy audits of residential and non-residential properties. The program will help eligible Milwaukee property owners afford cost effective energy efficiency upgrades that otherwise may not have been completed, and provide increased demand for the work required to complete these projects. The program will help Milwaukee residents manage energy costs, protect the environment, improve Milwaukee's housing stock, provide new skills training to area workers, and reduce the region's demand for electricity and natural gas.

The city's approach to industrial energy efficiency upgrades as part of the Me2 program will be augmented by the federal government partnership program E3: Economy, Energy and Environment. E3 is a coordinated federal and local technical assistance initiative sponsored by the U.S. Environmental Protection Agency (EPA), U.S. Department of Commerce (DOC), U.S. Department of Energy (DOE), U.S. Department of Labor (DOL) and the Small Business Administration (SBA). These five federal partners work with and through their affiliated local technical assistance providers (e.g., for DOC, the Wisconsin Manufacturing Extension Partnership or for EPA, its Region 5 offices) to provide a suite of sustainability related assessments on small and medium sized manufacturers (e.g., lean and clean process audits, energy audits, stormwater management best practices). By joining forces with the local community, E3 will provide Milwaukee manufacturers with low cost, customized, hands-on assessments of production processes and assists with the implementation of sustainability enhancing and cost saving projects. OES will supplement this initiative with Me 2 funds.

A second cornerstone program OES will administer in 2011 is the *Milwaukee Shines* Solar Program which is supported by two grants from DOE. Milwaukee is one of 25 Solar America Cities as designated by DOE. This prestigious award is helping to accelerate solar adoption in Milwaukee by supporting innovative local efforts with both financial and technical assistance. As a Solar America City, Milwaukee has launched a comprehensive, citywide approach to promoting the adoption of solar energy (solar electricity and solar hot water) which includes public outreach, consumer education, contractor training, free site assessments, and limited funding for solar installations. The *Milwaukee Shines* partners have also launched a Solar Hot Water Business Council which seeks to do for the solar hot water industry in Milwaukee what the Water Council has done for water technology firms and research in the region. The Solar Hot Water Business Council's mission is to attract, support and retain manufacturers and supply chain distributors in the solar hot water market, thus providing increased job opportunities and national recognition to Milwaukee.

**Information Technology Management:** The 2011 proposed budget continues to align information technology resources with service needs and the city's fiscal circumstances. In 2010, the city's Chief Information Officer (CIO) took an expanded role in citywide information technology cost management. This included thorough review of IT professional contracts and citywide IT staffing levels. The CIO will assess the feasibility and appropriateness of certain technology services to be considered for consolidation within ITMD during 2011.

2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Office of the Director and Budgeting and Financial Management</b>	
<b>Activities:</b>	Operating and capital budget administration and planning, forecasting, revenue analysis, strategic and fiscal planning, performance measurement, environmental sustainability, homeland security, and workforce development.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Increase in general city non-tax levy own source revenues.	5.0%
	Meet expenditure restraint program expenditure limit.	Yes
	Implement six service improvements through the AIM process.	6
	Percentage reduction in energy use in city facilities.	3.0%
	Percentage reduction in stormwater runoff from city properties.	1.0%
<b>Funding by Source:</b>	Operating Funds	\$1.6
	Grants and Reimbursables	\$0.3
	<b>Totals</b>	<b>\$1.9</b>
<b>Service</b>	<b>Grants Management</b>	
<b>Activities:</b>	Grants administration, coordination, and planning.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Dollar amount of new grant funding.	\$1,000,000
	Number of successful grant applications.	8
<b>Funding by Source:</b>	Operating Funds	\$0.1
	Grants and Reimbursables	\$1.2
	<b>Totals</b>	<b>\$1.3</b>
<b>Service</b>	<b>Information Technology and Management</b>	
<b>Activities:</b>	Enterprise systems, Geographic Information Systems, information policy, systems development and support, E-Government, and city website.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of "visits" on the city's website.	5,000,000
	Number of service requests processed through the city's website.	10,000
	Number of registered E-Government users.	36,000
	Number of E-Notify subscribers.	15,000
<b>Funding by Source:</b>	Operating Funds	\$4.9
	Special Purpose Accounts	\$0.1
	Capital Budget	\$2.0
	<b>Totals</b>	<b>\$7.0</b>

2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Procurement and Materials Management</b>	
<b>Activities:</b>	Purchasing administration, competitive bidding, contract administration, Procard administration, inventory monitoring, Emerging Business Enterprise, and material disposal and sale.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of purchasing appeals.	2
	Number of EBE certifications and recertifications.	90
	EBE participation rate.	18.0%
	Percent of requisitions for items under \$5,000.	25.0%
	Number of Procard transactions.	16,000
<b>Funding by Source:</b>	Operating Funds	\$1.1
	Grants and Reimbursables	\$0.4
	<b>Totals</b>	<b>\$1.5</b>
<b>Service</b>	<b>Intergovernmental Relations</b>	
<b>Activities:</b>	Intergovernmental relations, lobbying, fiscal and budget analysis, and planning.	
		<b>2011 Projection</b>
<b>Funding by Source:</b>	Operating Funds	\$0.4
	<b>Totals</b>	<b>\$0.4</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1	-1.00		Management and Accounting Officer	Operational efficiencies.
1		1.00	Environmental Sustainability Program Manager	Grant funded positions.
1		1.00	GIS Analyst	
1		1.00	Project Manager Milwaukee Shines	
1		1.00	Grant Monitor	
1		1.00	Administrative Specialist Senior	
	0.55	0.01	Miscellaneous	Experience adjustment.
<b>4</b>	<b>-0.45</b>	<b>5.01</b>	<b>Totals</b>	

# ASSESSOR'S OFFICE

## EXECUTIVE SUMMARY

- MISSION:** Assure public confidence in the accuracy, efficiency, and fairness of the assessment process and ensure the equal distribution of the city's property tax levy.
- OBJECTIVES:** Improve customer service and transparency in assessment operations.
- Increase assessment accuracy, reducing the need for appeals and changes to final property tax revenues.
- STRATEGIES:** Utilize technology to control operating costs and increase transparency and accuracy of information.
- Utilize technology to increase ease of accessing, acquiring and understanding information.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	47.85	42.55	42.55	42.55	0.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	59	56	56	56	0	0
EXPENDITURES						
Salaries and Wages	\$3,085,549	\$2,623,437	\$2,832,906	\$2,764,870	\$141,433	\$-68,036
Fringe Benefits	1,321,724	1,075,609	1,359,795	1,327,138	251,529	-32,657
Operating Expenditures	263,273	429,200	472,450	417,700	-11,500	-54,750
Equipment	0	0	0	0	0	0
Special Funds	163,478	150,000	156,000	156,000	6,000	0
TOTAL	\$4,834,024	\$4,278,246	\$4,821,151	\$4,665,708	\$387,462	\$-155,443
REVENUES						
Charges for Services	\$306,282	\$351,500	\$305,500	\$305,500	\$-46,000	\$0
TOTAL	\$306,282	\$351,500	\$305,500	\$305,500	\$-46,000	\$0

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The city wants to deliver services in a manner that achieves customer satisfaction. This involves recovering costs in an equitable manner. The Assessor's Office is responsible for uniformly and accurately assessing taxable property in the City of Milwaukee. Accurate assessments ensure that all areas of the city and classes of property pay an equitable share of taxes.

The department has focused on improving its valuation systems by maximizing technology. This allows the department to improve quality while reducing costs. Recent technology improvements have focused on providing public information and assistance. Using technology has dramatically increased the availability of property information via the Internet, helping both potential buyers and sellers of property, and has significantly reduced the number of assessment objections and telephone inquiries for the Assessor's Office.



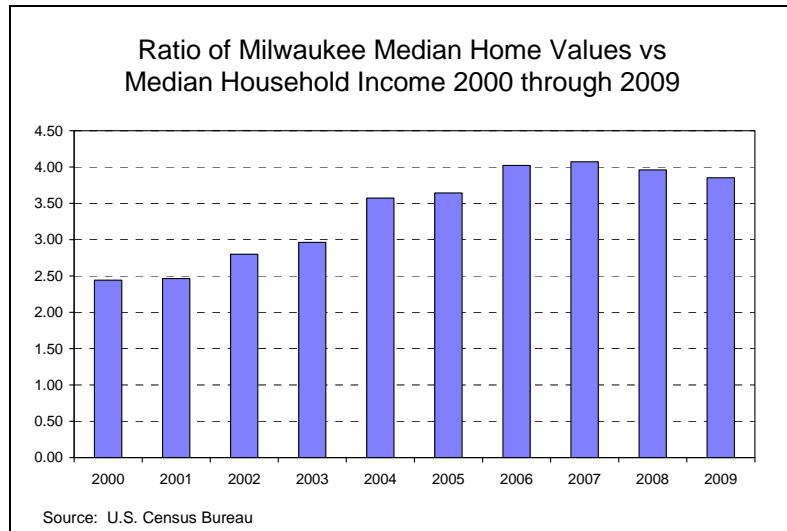
## Strategies and Milestones for 2011

<b>Objective: Improve customer service and transparency in assessment operations.</b>	
Strategies	2011 Milestones
Increase ease of taxpayers and property owners in accessing, acquiring, and understanding information.	<p>Reduce public requests for general information by 5% via increased availability of information on website.</p> <p>Increase the availability of assessment and housing market related information on the Internet.</p>
<b>Objective: Increased accuracy of assessments, reducing the need for appeals and changes to final property tax revenues.</b>	
Strategies	2011 Milestones
Continued accuracy of information.	Number of assessment appeals remain at or below levels that have been maintained since 2004.

## STRATEGY IMPLEMENTATION

The performance of the Assessor's Office in producing fair, accurate, and equitable assessments is measured statistically using assessment ratios. The assessment level is calculated by dividing the assessment by the sale price. The Assessor's Office was able to reach its goal of residential assessments being within 5% of sales prices in 2009, despite a large drop in sales and prices in the last three months of the year. As shown in Figure 1, increases in Milwaukee residential home values outpaced residents' gains in income from 2000 through 2007. In 2008 this began to fall which may signal a return to more traditional value-to-income ratios of 2.5:1.

Figure 1



The Assessor's Office has used technology, strong recordkeeping, and other efficiency improvements to increase its productivity by nearly 50% between the 1999 and 2009 assessment years (see Figure 2). These improvements have occurred with taxable land parcels increasing by 7,300 and full time equivalent staffing levels decreasing 26.0%.

The coefficient of dispersion and the price related differential further test the uniformity of assessments. The coefficient of dispersion measures the average difference that sales are from the median sales ratio (see Figure 3). For example, if the target is an assessment level of 100%, and the coefficient of dispersion is 10, this means that the average assessment is within 10% of that 100% target. The Price Related Differential (PRD) is a statistical measure used to determine if assessments are favoring one class of homeowners over another. If this differential is greater than 1, the assessment is regressive (advantageous to those with higher property values); if it is less than 1, the assessment is progressive (advantageous to those with lower property values). The Assessor's Office had a PRD of 1.02 for 2009, indicating a high degree of accuracy and fairness in valuing property despite the challenging housing market.

The Board of Assessors and the Board of Review hear assessment appeals, affording property owners the opportunity to voice concerns or contest an assessment. In recent years, efforts have focused on improving assessment accuracy, providing public information and education, and increasing access to assessment and sales data to reduce the number of appeals. These efforts have resulted in a significant reduction in appeals since 1988, and appeals have remained at relatively low levels in recent years despite swings in the housing and commercial development market (see Figure 4).

In the City of Milwaukee, there were nearly 7,000 tax exempt properties in 2009 with an estimated exempted value of more than \$4 billion. To protect the city's tax base, the Assessor's Office critically reviews all tax exemptions on an ongoing basis to ensure that all exempt properties continue to serve the public good and provide the services that rendered them tax exempt. The Assessor's Office has also worked with some non-profit organizations and colleges and universities to have these organizations provide Payments in Lieu of Taxes (PILOTs) as part of agreements related to new development.

### OTHER SERVICE AND BUDGET CHANGES

The Assessor's Office will increase expenditures by 9.1% from its 2010 budget, to \$4.7 million. This increase reflects salary settlements from 2007 through 2009 contracts.

The Assessor's Office constantly works to improve its assessment efficiency and accuracy, including initiatives to update technology, maintaining up-to-date information on land parcels and the housing market.

Figure 2

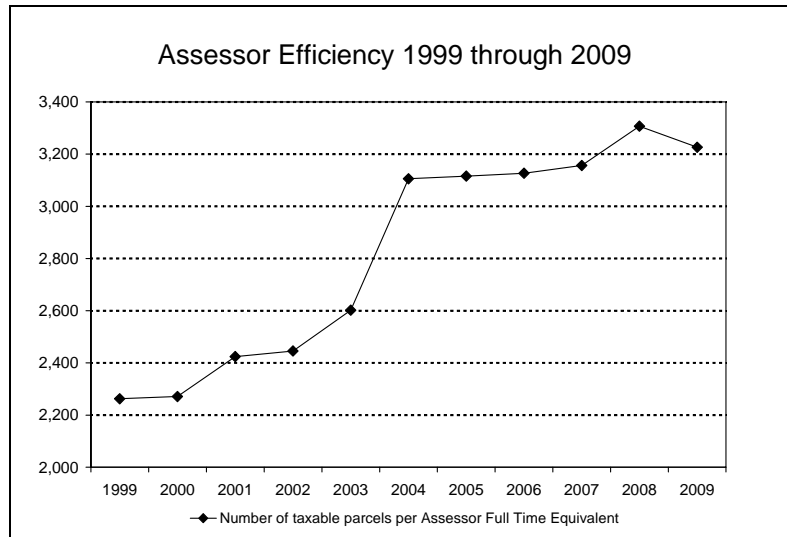


Figure 3

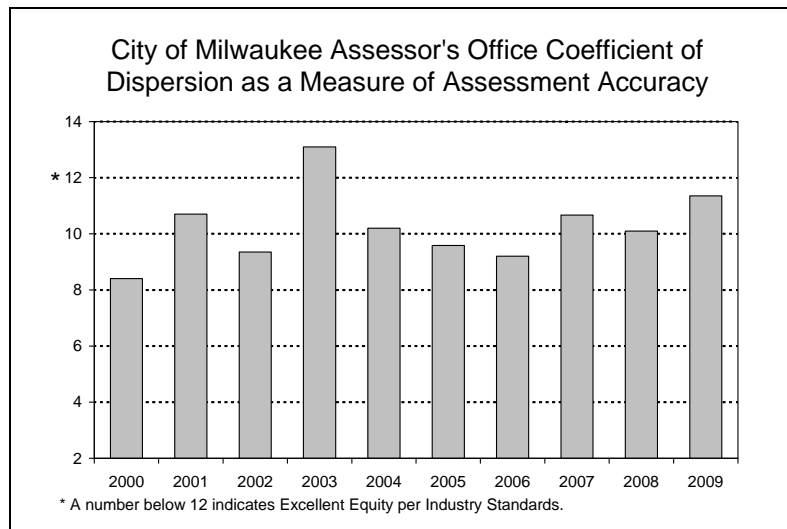
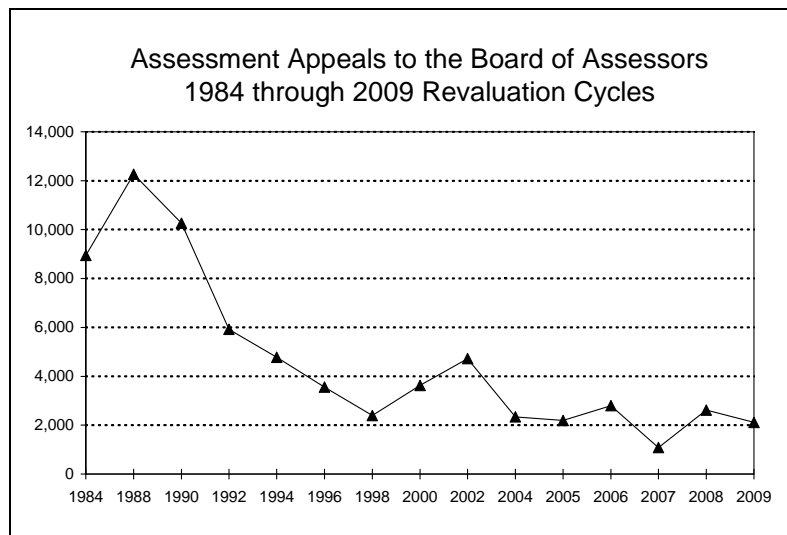


Figure 4



## 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Property Assessment</b>	
<b>Activities:</b>	Assessment of real and personal property, supporting the Board of Assessors and Board of Review, reviewing exemption requests.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Assessment level.	95% - 105%
	Coefficient of dispersion.	<10.0
	Price related differential.	1.00
<b>Funding by Source:</b>	Operating Funds	\$3.7
	Special Purpose Accounts	\$0.8
	<b>Totals</b>	<b>\$3.7</b>
<b>Service</b>	<b>Process Objections</b>	
<b>Activities:</b>	Timely resolution of objections and appeals to property assessments.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Total assessment objections.	2,600
	Number of appeals to Board of Review	560
<b>Funding by Source:</b>	Operating Funds	\$0.9
	<b>Totals</b>	<b>\$0.9</b>
<b>Service</b>	<b>Public Information</b>	
<b>Activities:</b>	Providing prompt and accurate information to taxpayers and property owners of assessment related information.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Residential property inquiries.	2,700
	Commercial property inquiries.	400
	Website hits.	1,500,000
<b>Funding by Source:</b>	Operating Funds	\$0.1
	<b>Totals</b>	<b>\$0.1</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES - None**

# CITY ATTORNEY

## EXECUTIVE SUMMARY

- MISSION:** Provide legal services and meet the city's needs in accordance with the City Charter and statutory requirements.
- OBJECTIVES:** Protect the city's interests in litigation.
- Improve the quality of life for Milwaukee residents.
- Manage risk so that liabilities do not disrupt finances.
- STRATEGIES:** Assess and defend claims, lawsuits, and administrative cases.
- Provide legal advice and policy options to city officials and departments.
- Community prosecution initiatives to abate nuisances.
- Vigorously prosecute ordinance violations.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	57.55	54.80	59.80	56.80	2.00	-3.00
FTEs - Other	4.25	4.00	2.25	2.25	-1.75	0.00
Total Positions Authorized	65	63	63	63	0	0
EXPENDITURES						
Salaries and Wages	\$4,816,763	\$4,454,423	\$4,901,667	\$4,852,650	\$398,227	\$-49,017
Fringe Benefits	2,204,384	1,826,314	2,352,800	2,329,272	502,958	-23,528
Operating Expenditures	368,682	449,000	413,000	413,000	-36,000	0
Equipment	91,079	54,000	79,000	79,000	25,000	0
Special Funds	0	0	0	0	0	0
TOTAL	\$7,480,908	\$6,783,737	\$7,746,467	\$7,673,922	\$890,185	\$-72,545
REVENUES						
Charges for Services	\$709,826	\$635,700	\$888,000	\$888,000	\$252,300	\$0
TOTAL	\$709,826	\$635,700	\$888,000	\$888,000	\$252,300	\$0

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The City Attorney's Office supports the city's goals of building safe and healthy neighborhoods and improving fiscal capacity. It supports these goals to the extent that it effectively prosecutes ordinance violations, abates nuisances through community prosecution and related efforts, and minimizes financial liabilities resulting from claims and lawsuits.

The City Attorney is a publicly elected official and conducts all of the legal business for the city and its "clients" including departments, boards, commissions, and other agencies of city government. The City Attorney's Office handles litigation and maintains a docket of cases to which the city may be a party, provides legal advice and

opinions, and prepares and examines legislation for the Common Council. In addition, the City Attorney is responsible for drafting all legal documents that are required in conducting the business of the city, in collecting claims and delinquencies, and in prosecuting violations of city ordinances.

### Strategies and Milestones for 2011

<b>Objective: Protect the city's interest in litigation.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Assess merits of claims, lawsuits, and administrative cases. Vigorously defend the city's interest.	Number of claims resolved through denial or settlement. Number of lawsuits filed and resolved.
Provide legal advice and support to city officials and departments.	Legal opinions drafted. Resolutions and ordinances prepared and reviewed. Contracts and other legal documents drafted.
<b>Objective: Improve quality of life for Milwaukee residents.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Continue Community Prosecution Unit initiatives to abate nuisance properties, investigate problem licensed premises, and prosecute prostitution activity in conjunction with other departments and residents.	Number of referrals received and closed. Number of lawsuits initiated and closed.
Prosecute violations of city ordinances in Municipal Court.	Number of ordinance violations resolved through dismissal, settlement, or trial.

### STRATEGY IMPLEMENTATION

The primary objective of the City Attorney's Office is to protect the legal interests of the City of Milwaukee. The department has two indicators that measure achievement of this objective. The first is the percent of cases resolved by pre-trial evaluation. After a defendant has passed through intake, the City Attorney's Office tries to resolve the case without further court appearances. If cases can be resolved in this manner, court time can be used for more serious offenses. As shown in Figure 1, in 2009 there was a slight decrease in the cases resolved by pre-trial evaluation.

The second measure is the percent of claims filed three years prior that result in lawsuits. When claims between the city and claimant cannot be resolved they expose the city to increased liability and additional time spent in court. Therefore, it is in the best interests of the city to minimize the number of claims that proceed to litigation. However, claimants have three years after filing a claim to file a lawsuit.

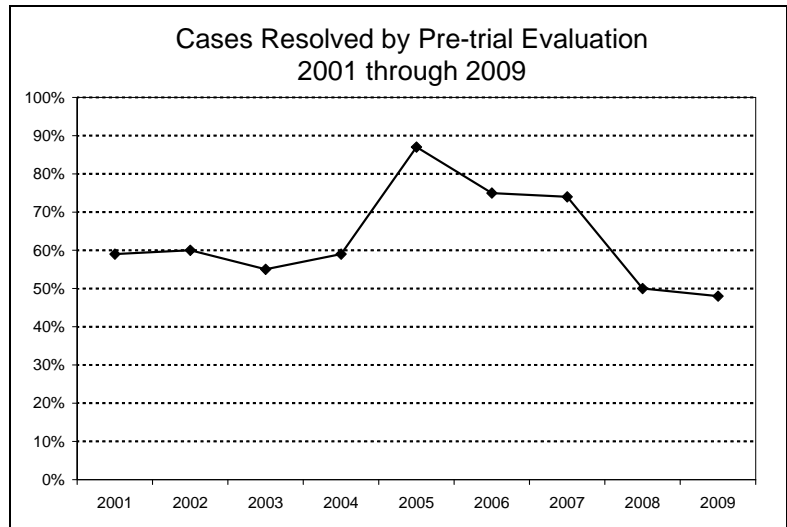
### OTHER SERVICE AND BUDGET CHANGES

**Community Prosecution:** Since 2005, the Community Prosecution Unit of the City Attorney's Office has collaborated with community agencies and other City of Milwaukee departments to abate nuisance properties, eliminate known drug and gang houses, investigate problem licensed premises, and prosecute prostitution

activity. Community prosecutors are actively assisting the Police Department by focusing on problem properties in specific neighborhoods. The unit now includes assigned Police Officers and an inspection team from the Department of Neighborhood Services in addition to City Attorney staff. In 2009, a total of 467 general nuisance referrals have been opened, closed, or are being actively investigated and monitored.

**Special Purpose Accounts:** The City Attorney's Office utilizes various Special Purpose Accounts to manage the legal issues encountered by the City of Milwaukee. These funds support ordinance enforcement, payment of legal claims and settlements, insuring the city against loss, expert witnesses, and receivership obligations. The 2011 proposed budget provides \$1.4 million for the Damages and Claims Fund for anticipated liability exposure. The Collection Contract Fund maintains its funding at \$1 million, in line with projected expenditures. Policy premiums of \$450,000 are required for the Local Government Insurance Fund. The Outside Counsel/Expert Witness Fund maintains funding of \$430,000 to prepare for upcoming lawsuits. The Nuisance Abatement Fund (formerly the Receivership Fund, prior 2009) is provided with \$25,000 in 2011 to continue to abate commercial or residential properties that have been officially declared a nuisance.

Figure 1



#### 2011 Budget by Services (Funding in Millions)

Service	City Attorney Legal Services	
<b>Activities:</b>	Prepare and review corporate and general documents, special legal services, represent the city in litigation cases, collection enforcement, and ordinance violation prosecution.	
<b>Performance Measures:</b>	Cases resolved by pre-trial evaluation.	<b>2011 Projection</b> 55.0%
	Claims that result in lawsuits (reflects claims filed three years prior).	5.0%
<b>Funding by Source:</b>	Operating Funds	\$7.7
	Grants and Reimbursables	\$0.1
	Special Purpose Accounts	\$3.3
	<b>Totals</b>	<b>\$11.1</b>

#### DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
	2.00	-2.00	Assistant City Attorney	Shift from grant funding to revenue for RACM activity.
		0.25	Miscellaneous	Grant funding increase.
<b>0</b>	<b>2.00</b>	<b>-1.75</b>	<b>Totals</b>	

# DEPARTMENT OF CITY DEVELOPMENT

## EXECUTIVE SUMMARY

<b>MISSION:</b>	Improve the quality of life in Milwaukee by guiding and promoting development that creates jobs, builds wealth, and strengthens the urban environment.
<b>OBJECTIVES:</b>	<p>Increase the amount of net new construction in the community by 1% or more annually.</p> <p>Become ranked in top 30 of 50 largest cities by showing an upward trend in job growth by 2012.</p> <p>Improve neighborhood appearance as measured by Neighborhood Quality Index.</p>
<b>STRATEGIES:</b>	<p>Increase ease and efficiency of permit process by promoting use of the E-permit system.</p> <p>Work vigorously to reduce the impact of high rates of residential foreclosures on Milwaukee neighborhoods.</p> <p>Improve marketing of city owned property for redevelopment and regional marketing of commercial real estate opportunities.</p> <p>Identify 20 acres for spot acquisition or brownfield redevelopment.</p> <p>Improve neighborhood appearance and vitality by continuing the Healthy Neighborhoods and Targeted Investment Neighborhood programs.</p> <p>Continue façade grants, retail investment funds, and the main street program to catalyze small businesses and improve neighborhoods commercial corridors.</p> <p>Continue the Earn &amp; Learn Summer Youth Employment program.</p> <p>Develop the Life Ventures Partnership program to connect youth with information about jobs and careers.</p> <p>Incorporate bioswales and other passive stormwater retention in to the urban landscape.</p>

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED	2011 REQUESTED
FTEs - Operations and Maintenance	45.55	40.30	42.70	39.70	-0.60	-3.00
FTEs - Other	102.12	103.30	108.30	108.30	5.00	0.00
Total Positions Authorized	218	201	207	204	3	-3
<b>EXPENDITURES</b>						
Salaries and Wages	\$2,991,115	\$2,521,580	\$2,802,100	\$2,593,792	\$72,212	\$-208,308
Fringe Benefits	1,777,521	1,033,848	1,345,008	1,245,020	211,172	-99,988
Operating Expenditures	182,777	266,000	266,000	266,000	0	0
Equipment	0	0	0	0	0	0
Special Funds	368,816	125,000	225,000	236,144	111,144	11,144
<b>TOTAL</b>	<b>\$5,320,229</b>	<b>\$3,946,428</b>	<b>\$4,638,108</b>	<b>\$4,340,956</b>	<b>\$394,528</b>	<b>\$-297,152</b>
<b>REVENUES</b>						
Charges for Services	\$283,758	\$341,000	\$308,200	\$308,200	\$-32,800	\$0
Licenses and Permits	558,360	460,000	454,000	454,000	-6,000	0
Miscellaneous	104,541	200,000	150,000	150,000	-50,000	0
<b>TOTAL</b>	<b>\$946,659</b>	<b>\$1,001,000</b>	<b>\$912,200</b>	<b>\$912,200</b>	<b>\$-88,800</b>	<b>\$0</b>

**DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS**

The Department of City Development (DCD) supports the city's goals to increase investment and economic vitality throughout the city and to build safe and healthy neighborhoods. DCD has a wide range of responsibilities in housing, planning, development, business assistance, real estate, and marketing. These responsibilities and the department's corresponding goals are designed to meet the specific needs of various segments of the population, including entrepreneurs, job seekers, and city residents.

**Strategies and Milestones for 2011**

<b>Objective: Increase the amount of net new construction in the community by 1% or more annually (as measured by the Wisconsin Department of Revenue).</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Increase ease and efficiency of permit process by promoting use of the E-permit system.	Achieve 48% E-permit utilization rate.
Stimulate development by effectively marketing city and Redevelopment Authority owned property for development and redevelopment.	Use new real estate database, to improve quality and currency of data regarding city and RACM property, and streamline creation of documents required for transactions.
Stimulate development through employment retention and attraction efforts.	Partner with Milwaukee 7 to respond vigorously to opportunities for business attraction and retention.
Undertake site assembly and/or brownfield redevelopment to create sites for appropriate tax generating or neighborhood serving redevelopment.	Continue redevelopment of Century City and Reed Street Yards business parks.
<b>Objective: Become ranked in top 30 of 50 largest cities for job growth by showing an upward trend in employment by 2012.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Use tools in the department's "toolbox" to provide customized assistance to employers resulting in job attraction and retention.	Use tools like the Development Fund, low interest loans, tax credits, and Tax Incremental Financing to create or retain at least 1,200 jobs.
<b>Objective: Improve neighborhood appearance as measured by Neighborhood Quality Index.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Develop neighborhood appearance index as part of interdepartmental team to improve coordination of services across departments and target resources.	Develop key DCD measures for index and cooperate on interdepartmental data sharing.
Improve neighborhood appearance and vitality by continuing the Healthy Neighborhoods and Targeted Investment Neighborhood (TIN) programs.	Assist property owners and neighborhood improvement efforts in 7 "Healthy Neighborhoods" and 12 "Targeted Investment Neighborhoods".



**Strategies and Milestones for 2011**

Develop effective strategies to mitigate negative impacts of high rates of home mortgage foreclosures.	Continue efforts through the Neighborhood Stabilization program.
Continue façade grants, retail investment funds, and the Main Street program to catalyze small businesses and improve neighborhoods commercial corridors.	Provide direct assistance to six main street districts, 35 Business Improvement Districts and at least 80 small businesses.
<b>Objective: Expose 1,000 inner city youth to career environments.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Provide employment opportunities for teens through the Earn & Learn program.	Partner with Milwaukee Area Workforce Investment to seek resources and develop partnerships to support jobs for 150 youth in City of Milwaukee internships and 1,500 youth in community internships.
Develop the Life Ventures Partnership to connect youth with information about jobs and careers and encourage partnerships among local youth serving agencies receiving Community Development Block Grant funding.	Publish regular LVP e-mail newsletters for youth, youth-serving agencies and employers and sponsor ongoing training opportunities.
<b>Objective: Improve surface water quality and polluted stormwater runoff by 2018.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Incorporate bioswales and other passive stormwater retention into the urban landscape.	Incorporate green infrastructure into Neighborhood Commercial District Street Improvement projects.

**STRATEGY IMPLEMENTATION**

DCD provides incentives for the growth of employment opportunities and supports private investment that grows the city's tax base. The department utilizes four key approaches to accomplish its mission:

- Direct financial assistance to small businesses,
- Use of Tax Incremental Financing,
- Partnerships with organizations that represent businesses and employers, and
- Redevelopment project management.

There were three Tax Incremental Districts created in 2009. These districts are City Lights (TID 73), North 35th and West Capital (TID 74), and Reed Street Yards (TID 75).

**City Lights (TID 73):** The project plan involves redevelopment and renovation of five buildings on the western portion of the site in the Menomonee Valley. The buildings total 70,600 square feet and will be converted to 98,000 square feet of office and “flex” space for small businesses. The first phase of the project will convert the former “Retort Building” to approximately 43,000 square feet of office area for Zimmerman Architectural Studios, Inc. The project will restore the façade to the original condition and create a mezzanine level within the high bay industrial building to increase the interior square footage from 26,400 to 43,000 square feet. Presently, there is no public

access to the city street system from the north or east. The TID will assist in the extension of a public road, as well as upgrades to the sanitary sewer and storm sewer service.

**North 35th and West Capitol (TID 74):** The ownership transition of the former A.O Smith/Tower Automotive site to the Redevelopment Authority of the City of Milwaukee (RACM) is now complete and work is underway to prepare the site for redevelopment as the Century City Business Park.

Upon obtaining ownership, RACM prioritized safety and basic functionality by securing the perimeter, boarding up buildings, posting hazardous conditions signage and establishing new electrical connections. In the first quarter of 2010, contracts awarded for site security, snow removal, electrical work and contract monitoring.

The environmental assessment is completed for the entire site to prepare for demolition, building improvements and other site activities anticipated in the third quarter of 2010. In order to comply with Department of Natural Resources oversight, the site has been broken up into six environmental investigation and remediation zones.

In April 2010, work began at the southern end of the property to make infrastructure, rail and interior upgrades as part of a lease agreement and letter of intent with train manufacturer, Talgo, Inc. RACM's agreement with Talgo calls for a completion date of July 2010 with occupancy by September 2010. Talgo will create up to 125 new jobs.

The City of Milwaukee anticipates a multi-year redevelopment process incorporating a variety of funding sources to cover the anticipated costs of acquisition, demolition, site preparation, new infrastructure and other related activities. These sources include \$10 million in capital budget funding, \$15.6 million in TID revenues, with the balance of funding derived from federal and state grants, New Markets Tax Credits equity and land sale proceeds. The overall \$35.4 million project budget supports the following activities:

- Acquisition of the 84 acre portion of the site;
- Renovation or demolition of approximately 1.8 million square feet of presently vacant or underutilized industrial buildings, including asbestos abatement;
- Environmental remediation and abatement of contaminants in building components and soil;
- Clearing and grading of the site;
- Stabilization of existing buildings and ongoing holdings costs for the site during the three year development period;
- Public improvements, including streets and utilities to serve the business park;
- Matching funds to assist with qualified private improvements to existing residential properties in the TID;
- Development fund to provide funding for job training within the district;
- Planning and community outreach; and
- Administrative costs associated with the TID.

The city will complete significant demolition, environmental remediation, and site preparation activities before construction can commence on the site. The first land sale is expected to occur in 2013 and the first business park building is expected to be completed in 2014.

**Reed Street Yards (TID 75):** In 2009, the project plan and boundary for this district were approved to capture expected increment from 2010 assessments. However, the adopted resolution did not authorize funding.

The Common Council is expected to vote to authorize funding for all, or a portion, of the project costs budgeted in the project plan in 2010. If approved, construction of the public infrastructure would begin in 2010 or 2011.

**Development in the Menomonee Valley:** Ingeteam, a Spanish company with worldwide operations, will produce electric generators for wind turbines and converters for green energy at its Milwaukee plant which began construction in the Menomonie Valley Industrial Center in 2010. Ingeteam anticipates employing 275 people at the

new 114,000 square foot building. The company's new facility will occupy an 8.1 acre parcel that Ingeteam purchased from the city at market rates. A package of loans and tax credits, including Wisconsin's new JOBS tax credit and New Markets tax credits to be used in construction financing, helped Ingeteam to select Milwaukee.

**Small Businesses:** The main employers in any community are existing small businesses. In 2009, DCD continued its commitment to the growth of jobs and local industry in Milwaukee through financial and technical assistance provided to small and mid-sized businesses. This assistance comes from the various funds and programs under DCD's control, including the Main Street Milwaukee program, facade grants, various grant and loan programs, and a retail investment fund.

Through TIDs and these small business programs, DCD reported the following accomplishments in 2009:

- Jobs created: 366
- Jobs retained: 888
- New housing constructed: 527 units
- Commercial/industrial space created: 440,458 square feet
- Investment leveraged: \$128 million
- Development Center walk-in customers: 13,225
- 96 vacant lots sold that generated \$776,566 in sales revenue and \$8.3 million in expected investment.

In 2011, DCD will use its economic development "toolbox" to encourage private investment throughout Milwaukee, with an emphasis on the Park East Corridor, Reed Street Yards, the 30th Street Industrial Corridor, central city residential neighborhoods and commercial corridors, riverfront property, underused industrial properties, and the Memonomie Valley.

**Development Center:** The City of Milwaukee Development Center is responsible for the processing of all permits for the construction or remodeling of city buildings. In 2009, the number of permits issued through the Development Center decreased from 33,973 in 2008 to 33,186. The department issued more than 45% of the permits through the online E-permits system in 2009. In 2011, DCD projects it will issue 48% of permits online as contractors continue to become more familiar with the system.

**Earn & Learn Program:** DCD also administers the "Earn & Learn" program. Earn & Learn assists young people in making a successful transition to adulthood by providing opportunities to develop work readiness skills while they earn wages working in government, community and faith based organizations and private sector businesses. In 2009, DCD placed 175 youth in City of Milwaukee internships and partnered with MAWIB to place 2,825 youth in private and non-sector internships. Federal stimulus funds and a grant from the State of Wisconsin made it possible to significantly expand the program in 2009.

**Foreclosures:** The City of Milwaukee and a broad coalition of partners have been working to address the problem of foreclosures in the City of Milwaukee. These efforts are comprehensive, and address the foreclosure problem in a number of ways:

- Prevention efforts - to expand outreach efforts and increase education for homeowners and potential homebuyers
- Intervention efforts - to assist homebuyers facing foreclosure.
- Stabilization efforts - to address vacant and abandoned properties in city neighborhoods.

In 2008, Mayor Barrett launched the Milwaukee Foreclosure Partnership Initiative (MFPI) to combat the effects of the rise in foreclosures on city residents and neighborhoods. More than 100 volunteers came together to develop innovative solutions to address the foreclosure problem in Milwaukee. Milwaukee's Common Council also convened the Special Joint Committee on the Redevelopment of Abandoned and Foreclosed Homes to guide the city's efforts for the use of federal funding to address foreclosed homes in city neighborhoods.

**Neighborhood Stabilization Program:** The plan for the federal Neighborhood Stabilization Program funding is to utilize a number of different strategies to address the issue of foreclosed homes in city neighborhoods. It includes a set of tools that build on existing programs, as well bring new ones to the effort. Proposed activities include those that promote homeownership, affordable rental housing, blight elimination and the improvement of city neighborhoods.

Milwaukee has received NSP funding for three phases of the program. Phase 1 provided \$9.2 million, Phase 2 funding is \$25 million and Phase 3 will provide \$2.7 million. Funding is allocated to purchase and rehabilitate foreclosed properties, selective demolition, new construction and creation of a foreclosed property land bank.

All bank owned foreclosed properties are posted on the city's foreclosure website with information on financing opportunities and resources available for homeownership. DCD staff members will work with local lenders, realtors, home buying counseling agencies and community organizations to market opportunities under the program to prospective homeowners.

## **OTHER SERVICE AND BUDGET CHANGES**

**Staffing Changes:** Three currently vacant positions are eliminated in 2011. One Senior Planner and one Associate Planner are eliminated in the Planning Section and one Graphics Designer II is eliminated in the Marketing Section.

Six new positions are created for the Neighborhood Stabilization Program. These positions are funded through the Neighborhood Stabilization Program federal grant.

## **CAPITAL PROJECTS**

**Advanced Planning Fund (\$150,000):** Funding will support land use, engineering, marketing and economic studies related to economic and real estate development activities.

**Neighborhood Commercial District Street Improvement Fund (\$250,000):** This funding provides a match to Business Improvement District loans to improve the streetscapes and the required city match for approved CMAO projects.

**Tax Increment Districts (TIDs):** The 2011 proposed budget provides the following TID borrowing authority:

- **New Borrowing for Potential New TIDs (\$20 million):** This portion provides funding authority for potential new TIDs created in 2011. These TIDs will still undergo the existing approval process through the Joint Review Board, Mayor, and Common Council.
- **Developer Revenues (\$4.3 million):** Provides budget authority to pay the increment on current developer financed TIDs. There are offsetting revenues for these payments.
- **Capitalized Interest (\$2 million):** Provides budget authority to pay for interest costs associated with TID borrowing for the first two years of debt service payments.

**Healthy Neighborhoods Initiative (\$200,000):** This initiative provides funding for the city to cooperate with local neighborhood organizations and foundations to promote investment in some of Milwaukee's stronger neighborhoods. Funds are available for various projects including general home improvement and small scale neighborhood projects.

**Development Fund (\$1.5 million):** This funding supports the retail investment fund, façade grants, brownfield cleanup and other business assistance programs.

**ADA RiverWalk (\$1.6 million):** This funding allows DCD to improve the RiverWalk and make it easily accessible to all residents. The total cost of the project is \$4.95 million including \$2.22 million that had been budgeted in the

Development Fund in prior years. The 2011 allocation along with prior year funding will fund access improvements at all nine locations.

**Housing Infrastructure Preservation Fund (\$300,000):** This program provides funding for property improvements to housing the city has obtained through foreclosure. The intent is to take housing that currently is not habitable but worthy of restoration or rehabilitation and make necessary improvements to that housing. Use of the fund will prevent further deterioration of properties with a high potential for resale and renovation, and will reduce negative impacts of such properties on their neighborhoods.

**In Rem Property Program (\$200,000):** The intent of this program is to provide minor capital repairs to properties obtained by the city through foreclosure. This will assist the department in marketing and selling these properties to get the properties back on the tax roll.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Economic Development</b>	
<b>Activities:</b>	Administer Tax Incremental Financing program, support private development investment, small business loans through MEDC, façade grants, retail investment grants, support to BIDs, develop and market industrial corridors, home improvement and infill housing, development permitting and plan review, upgrade streets in neighborhood commercial districts, prepare and market sites for new development, support development of market rate housing, sell city owned real estate for development and brownfield redevelopment.	
<b>Performance Measures:</b>	Total number of permits issued.	<b>2011 Projection</b> 33,000
	E-permit utilization rate.	48%
	Jobs <b>created</b> or <b>retained</b> by employers receiving city assistance and support.	700
	New housing units constructed with city assistance.	300
<b>Funding by Source:</b>	Operating Funds	\$3.6
	Grants and Reimbursables	\$13.2
	Capital Budget	\$30.5
	Special Purpose Accounts	\$0.6
	<b>Totals</b>	<b>\$47.9</b>
<b>Service</b>	<b>Federally Assisted Housing</b>	
<b>Activities:</b>	Operate 5,200 units of public housing for low income residents, administer 5,800 section 8 vouchers for low income residents, implement HOPE VI grants to re-engineer public housing developments, and increase self-sufficiency of public housing residents through partnerships with service providers.	
<b>Performance Measures:</b>	U.S. Department of Housing and Urban Development Public Housing Assessment System rating.	<b>2011 Projection</b> Standard Performer
	U.S. Department of Housing and Urban Development Section 8 Voucher program rating.	High Performer
<b>Funding by Source:</b>	Grants and Reimbursables	\$66.0
	<b>Totals</b>	<b>\$66.0</b>

2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Land Use and Policy Planning</b>	
<b>Activities:</b>	Prepare citywide Comprehensive Plan elements, prepare neighborhood land use and redevelopment plans to guide investment, administer Milwaukee's zoning ordinance, data analysis and policy development, design guidance for city assisted development and redevelopment, and staff support for the City Plan Commission and Historic Preservation Commission.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Prepare neighborhood land use and redevelopment plans.	2
	Operating Funds	\$0.7
<b>Funding by Source:</b>	Grants and Reimbursables	\$0.1
	Capital Budget	\$0.2
	<b>Totals</b>	<b>\$1.0</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1	-1.00		Graphics Designer II	Eliminated due to budget constraints.
-1	-1.00		Senior Planner	
-1	-1.00		Associate Planner	
1		1.00	Community Outreach Liaison	Neighborhood Stabilization Program.
2		2.00	Housing Rehab Specialist	
1		1.00	Housing Program Specialist	
1		1.00	Office Assistant IV	
1		1.00	Accountant I	
	2.40	-1.00	Miscellaneous	Experience adjustment.
<b>3</b>	<b>-0.60</b>	<b>5.00</b>	<b>Totals</b>	

## **HOUSING AUTHORITY OF THE CITY OF MILWAUKEE (HACM)**

The Housing Authority of the City of Milwaukee is a body politic and corporate of the State of Wisconsin and is responsible for construction, management, provision of safe, affordable, and quality housing with services that enhance residents' self-sufficiency. HACM is administered by a seven member Board of Commissioners. Members are appointed for staggered terms by the Mayor and confirmed by the Common Council.

HACM's principal funding source is the federal government through various programs administered by the U.S. Department of Housing and Urban Development (HUD). HUD provides an operating subsidy to help offset the difference between the expenses associated with managing public housing and the revenues received from 30% of resident's income (rental revenue). The Housing Authority anticipates additional reductions in future federal funding associated with the transition to asset based management. The Housing Authority continues to look for additional opportunities to maximize its resources.

HACM activities include:

- Low rent public housing management;
- Rent Assistance Program (Section 8);
- Development and rehabilitation;
- Affordable housing; and
- Homeownership and self-sufficiency services.

## **REDEVELOPMENT AUTHORITY OF THE CITY OF MILWAUKEE (RACM)**

The Redevelopment Authority is an independent corporation created by state statute in 1958 and derives its powers solely from state law. The Redevelopment Authority's relationship with the City of Milwaukee is more particularly described in the audited financial statements of the Redevelopment Authority.

A board whose members are appointed by the Mayor and confirmed by the Common Council oversees the Redevelopment Authority. The Redevelopment Authority relies upon the Department of City Development for the professional, technical, and administrative support necessary to carry out its mission. This is accomplished through an annual cooperation agreement with the City of Milwaukee, with operating funds provided through the city's CDBG program for:

- Management of financial affairs;
- Land use planning and urban design guidance;
- Real estate acquisition and disposition;
- Relocation assistance for displaced families and businesses;
- Property management and environmental investigation; and
- Housing and economic development project management.

The mission of the Redevelopment Authority is to eliminate blighting conditions that inhibit neighborhood reinvestment; foster and promote business expansion and job creation; and facilitate new business and housing development. Toward that end, the Redevelopment Authority:

- Prepares and implements comprehensive redevelopment plans;
- Assembles real estate for redevelopment;
- Is empowered to borrow money, issue bonds, and make loans; and
- Can condemn property (eminent domain) in furtherance of redevelopment objectives.

## **MILWAUKEE ECONOMIC DEVELOPMENT CORPORATION (MEDC)**

The Milwaukee Economic Development Corporation is a non-stock, non-profit organization formed in 1971 to promote economic development for the benefit of the citizens of the City of Milwaukee. The principal objective of the corporation is to benefit the community by fostering the increase of employment opportunities and expansion of business and industry within the metropolitan Milwaukee area. The corporation uses its own funds to finance projects to achieve that objective. The corporation is exempt from federal and state income taxes under a provision of Section 501(c) (3) of the Internal Revenue Code.

A 27 member Board of Directors including the Mayor, the Comptroller, the President of the Common Council, 2 council members, and 13 representatives of the business community oversee MEDC's activities. MEDC's board has delegated authority for policy actions to its Executive Committee that consists of the Mayor, the Comptroller, the President of the Common Council, one Council member, and six representatives of the business community.

Some services are provided to MEDC by the city through an agreement that is reviewed periodically. The city is reimbursed for any personnel and resources provided to the corporation under this agreement. MEDC uses its resources, as well as those of the Small Business Administration, to make financing available to businesses promising to create job opportunities and new investment in Milwaukee. The programs available through MEDC include:

- SBA 504 Debenture Program
- Second Mortgage Program
- Land Development Program
- Target Loan Program
- Partnership Loan Program
- Capital Access Program

## **NEIGHBORHOOD IMPROVEMENT DEVELOPMENT CORPORATION (NIDC)**

The Neighborhood Improvement Development Corporation is a non-profit corporation established by the city in 1973 for the purpose of performing activities that assist and encourage reinvestment in residential property as part of an overall neighborhood economic stabilization strategy. NIDC programs encourage investments by private lending institutions and property owners by providing financial assistance in the form of grants, rehabilitation loans, and other financial incentives. NIDC also acts as a developer to stabilize and encourage neighborhood housing markets, it provides technical assistance, and it serves as a liaison between community based organizations, city departments, and residents.

NIDC is headed by a nine member Board of Directors, which includes at least four city residents. Federal funding supports many NIDC programs (received through the Community Development Block Grant program) and NIDC has also obtained financial support for its programs through local foundations and corporations.

NIDC's key neighborhood redevelopment strategy is its Targeted Investment Neighborhood (TIN) program. The TIN program is a neighborhood revitalization strategy in which NIDC, working with neighborhood partners, focuses resources in a defined geographic area in an effort to stabilize and increase owner occupancy, strengthen property values, and assist property owners in improving the physical appearance and quality of life in their neighborhood.



# COMMON COUNCIL CITY CLERK

## EXECUTIVE SUMMARY

- MISSION:** To establish city policy and law, oversee the administration of city government, adopt the annual budget, ensure the delivery of services to constituents, and provide the public with information about the duties and actions of city government.
- OBJECTIVES:** Produce efficient operations that deliver city government information in a user friendly, understandable manner.
- Produce an equitable licensing system that provides efficient services and supports business operations while providing adequate protections for the public.
- STRATEGIES:** Use technology to reduce costs while increasing the productivity and efficiency of legislative constituent services and improving public access to government actions and meetings.
- Streamline licensing operations as part of a new license information system and improve customer service with the use of Internet transactions.

## BUDGET SUMMARY

	2009	2010	2011	2011	CHANGE	
	ACTUAL	ADOPTED	REQUESTED	PROPOSED	PROPOSED BUDGET	
	EXPENDITURES	BUDGET	BUDGET	BUDGET	2010 ADOPTED	2011 REQUESTED
PERSONNEL						
FTEs - Operations and Maintenance	90.50	90.30	89.30	88.67	-1.63	-0.63
FTEs - Other	0.00	2.00	2.00	2.13	0.13	0.13
Total Positions Authorized	111	113	112	113	0	1
EXPENDITURES						
Salaries and Wages	\$5,129,422	\$5,010,948	\$5,183,058	\$4,982,071	\$-28,877	\$-200,987
Fringe Benefits	2,350,716	2,054,489	2,487,868	2,391,394	336,905	-96,474
Operating Expenditures	551,453	746,235	785,625	785,625	39,390	0
Equipment	58,095	15,000	39,800	26,000	11,000	-13,800
Special Funds	75,948	32,035	57,035	42,035	10,000	-15,000
TOTAL	\$8,165,634	\$7,858,707	\$8,553,386	\$8,227,125	\$368,418	\$-326,261
REVENUES						
Charges for Services	\$4,589,926	\$4,336,200	\$4,650,000	\$4,950,100	\$613,900	\$300,100
Licenses and Permits	2,173,364	2,207,230	2,160,000	2,160,000	-47,230	0
Miscellaneous	6,125	14,000	0	0	-14,000	0
TOTAL	\$6,769,415	\$6,557,430	\$6,810,000	\$7,110,100	\$552,670	\$300,100

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The mission of city government is to enhance the safety, prosperity, and quality of life of Milwaukee's citizens. Departments support this mission through the legislation and regulations enacted by the Common Council and using the resources the Council adopts through the annual budget.

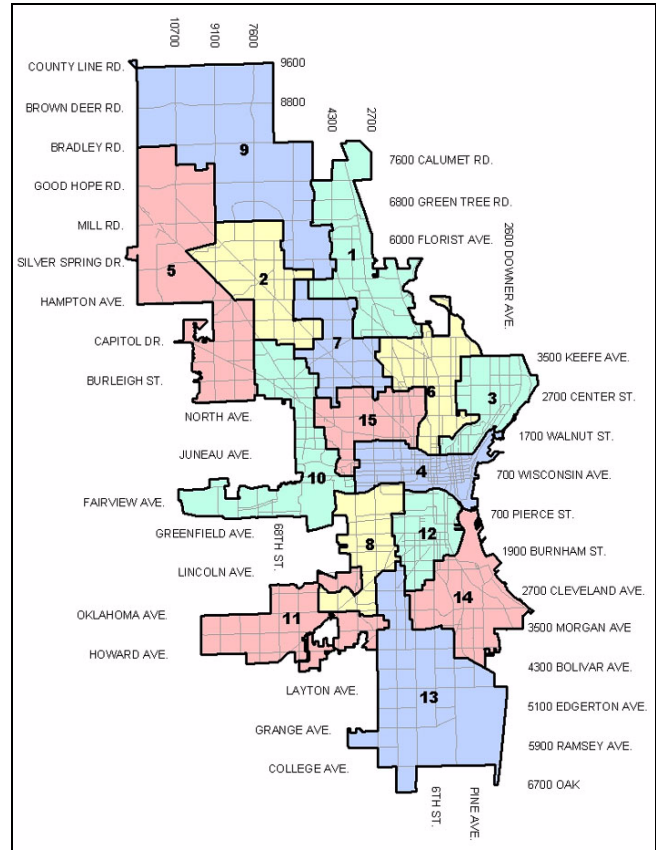
The Common Council City Clerk's Office performs the functions of city government and licensing in an efficient, fair manner. In addition, the department maintains accurate and up-to-date records of city government actions and ordinances, and keeps constituents informed of the actions of their Council representatives. The City Clerk's

Office also administers and assists in investigating many of the city's various license applications, and collects license revenues.

The Common Council constitutes the legislative branch of city government. The 15 members represent geographically distinct districts (see Map 1) and are currently in the third year of their four year terms. The City Clerk's Office supports the Council and other general operations of city government through four areas: the Central Administration Division, the Public Information Division, the Legislative Reference Bureau, and the License Division.

Central Administration staff provides general administrative support functions for the department, staffs Council and committee meetings, and assists Council members in their work with constituents. The Public Information Division produces public relations material and operates the city's cable television channel. Legislative Reference Bureau staff author and analyze legislative initiatives; review and make recommendations on fiscal matters; and maintain a library of books, reports, periodicals, newspapers, and online databases. The License Division registers lobbyists and administers various licenses, including liquor, bartender, home improvement and other occupational licenses.

Map 1



**Legislative Information:** The city's Legislative Research Center website has been updated over the last three years, making for a more user friendly system that increases the ease in which constituents and city officials can find city ordinances, legislative acts, and Council actions. The site includes video records of Council and committee meetings, and text records of files.

## CHANGES IN SERVICES

The Common Council City Clerk's 2011 proposed operating budget totals \$8.2 million, a 4.9% increase from the 2010 adopted budget. The City Clerk's budget has been reduced from its request to stay within these budgetary constraints. Funding for computer upgrades has been reduced by \$15,000, and approximately \$14,000 in requested equipment for committee rooms and Channel 25 has been postponed. One Production Technician position has been eliminated, as requested, to streamline operations and meet budgetary goals.

## STRATEGY IMPLEMENTATION

**License Information System:** A comprehensive study of city license business requirements and workflow processes was completed in early 2007. This study recommended changes to streamline the city's licensing structure as well as the process used to apply for, process, and administer licenses. The Common Council City Clerk's Office is working with contractors to use the State of Wisconsin Department of Licensing and Regulation's system to integrate information for the public, allowing for better tracking of license requests for city departments and the Common Council.

The new web based Licensing Information Reporting and Administration System will be completed and functional for city employees in September. In 2011, the City Clerk's Office will work with ITMD to develop public interfaces. The licensing operations will be able to maintain an efficient database, allowing operations to be run in a cost effective manner while making it easier for constituents and city government officials to acquire information. The City Clerk's Office entered into a Memorandum of Understanding to receive the State Department of Licensing and Regulation Code at no charge, and will utilize an ITMD server as part of this new Licensing Information System. ITMD has held weekly meetings with the installing contractor of the new Licensing Information System regarding installation and changes made to the system to accommodate the License Division licensing process. ITMD staff members are working closely with the contractor to make the necessary adaptations to the system. This will allow ITMD to handle operations of the system internally, with an in-house knowledge base about the system, which will speed the resolution of any problems with the new licensing system.

## OTHER SERVICE AND BUDGET CHANGES

**Position Changes:** The 2011 proposed budget contains an elimination of one O&M position, a Production Technician (0.5 FTE) in the Television Services Section. There was also a position change related to the Capital Improvements Committee, in which a Capital Program Specialist was reclassified to a Fiscal Planning Specialist based on a study by the Department of Employee Relations.

**Liquor License Notifications:** In December 2009, the Common Council passed an ordinance implementing the recommendations of the Alcohol Beverage Licensing Task Force for providing neighborhood notice of new and renewal applications for Class A, Class B, and Class C liquor licenses. The ordinance provides that the City Clerk will send a notice to all addresses within 250 feet of an establishment applying for a new or renewal liquor license. There is currently a pilot project in District 3 in which the notifications provide additional information to affected individuals who can then submit their opinions through an online survey. The City Clerk hopes to expand this pilot program within the next year or two. The \$16,000 cost of printing and distributing these surveys is included in the City Clerk's 2011 proposed budget.

### 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>City Government Administration</b>	
<b>Activities:</b>	Supports the operations of the Common Council and City Clerk's Office, and performs governmental administration functions assigned to the City Clerk. Provides information to the general public regarding the operations of city government.	
		<b>2011 Projection</b>
<b>Funding by Source:</b>	Operating Funds	\$1.9
	Special Purpose Accounts	\$0.6
	<b>Totals</b>	<b>\$2.5</b>
<b>Service</b>	<b>License Administration</b>	
<b>Activities:</b>	Issuance and administration of licenses.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of applications processed.	18,000
	Number of licenses issued.	11,500
	Number of other permits and registrations issued.	1,400
<b>Funding by Source:</b>	Operating Funds	\$0.8
	<b>Totals</b>	<b>\$0.8</b>

**2011 Budget by Services (Funding in Millions)**

<b>Service Activities:</b>	<b>Public Information</b> Provides information to the general public regarding the operations and services of city government.	
<b>Funding by Source:</b>	Operating Funds	<b>2011 Projection</b>
	<b>Totals</b>	<b>\$0.7</b>
<b>Service Activities:</b>	<b>Legislative Operations</b> Establish city ordinances, policies, and budgets for the operation of city government. Provide record keeping, research, and drafting services in support of Council operations.	
<b>Funding by Source:</b>	Operating Funds	<b>2011 Projection</b>
	<b>Totals</b>	<b>\$4.8</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
	-0.50		Production Technician	Position no longer needed.
1		1.00	Fiscal Planning Specialist	Position reclassified based on Department of Employee Relations study.
-1		-1.00	Capital Program Specialist	
-1	-1.00		Administrative Specialist Senior	Reorganization of office functions.
1	1.00		Administrative Services Coordinator	
	-0.13	0.13	Public Information Manager	Position funded 13% by grant.
	-1.00		Various Positions	Miscellaneous adjustment.
<b>0</b>	<b>-1.63</b>	<b>0.13</b>	<b>Totals</b>	

# COMPTROLLER

## EXECUTIVE SUMMARY

- MISSION:** To fulfill the responsibilities of the independently elected Comptroller of the City of Milwaukee.
- OBJECTIVES:** Provide independent fiscal, financial and program analysis, revenue estimation and auditing.
- Process, maintain, and report on financial position, operating results, and cash flow projections to ensure accurate, efficient, and reliable financial operations.
- STRATEGIES:** Create efficiencies to improve the city's financial system and processes.
- Maintain the city's high quality credit and manage debt in a manner that supports improvements to the overall fiscal environment.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	51.95	51.95	51.16	51.16	-0.79	0.00
FTEs - Other	7.55	8.55	9.34	9.34	0.79	0.00
Total Positions Authorized	66	67	67	67	0	0
EXPENDITURES						
Salaries and Wages	\$3,368,705	\$3,283,734	\$3,354,466	\$3,302,188	\$18,454	\$-52,278
Fringe Benefits	1,466,270	1,346,331	1,610,144	1,585,050	238,719	-25,094
Operating Expenditures	717,745	413,000	410,000	410,000	-3,000	0
Equipment	536	15,000	15,000	15,000	0	0
Special Funds	7,000	8,000	8,000	8,000	0	0
TOTAL	\$5,560,256	\$5,066,065	\$5,397,610	\$5,320,238	\$254,173	\$-77,372
REVENUES						
Charges for Services	\$396,838	\$250,000	\$275,000	\$275,000	\$25,000	\$0
TOTAL	\$396,838	\$250,000	\$275,000	\$275,000	\$25,000	\$0

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

One of the city's goals is to deliver services at a competitive cost and improve its fiscal capacity. This requires that the city's financial operations are accurate, efficient, and reliable.

The City of Milwaukee Comptroller is an elected official, responsible for managing the city's financial operations. The Comptroller's duties include general and grant accounting, payroll, debt issuance and management, and auditing. The Comptroller also provides general oversight of city activities to ensure compliance with Generally Accepted Accounting Principles (GAAP) and various other regulations imposed by city ordinance, state law, or grant contract.

The Comptroller advises city policymakers on financial matters and provides leadership and advice to city sponsored committees including the Common Council's Finance and Personnel Committee. The Comptroller also holds positions on the Wisconsin Center District Board, Charter School Review Committee, Pension Board, Pabst

Theater Board, City Information Management Committee, Milwaukee Economic Development Corporation, Neighborhood Improvement Development Corporation, Summerfest, Purchasing Appeals Board, and the Deferred Compensation Board.

The Public Debt Commission is the superintendent of the issuance of city debt. Responsibility includes determining the timing, structuring, call provisions, and similar aspects of both city general obligation and revenue anticipation borrowings. The Commission also oversees the Public Debt Amortization Fund, which includes investment and the annual withdrawal. The Commission is comprised of three city residents appointed by the Mayor and confirmed by the Common Council. The Comptroller serves as the ex-officio secretary and staff to the Commission.

### Strategies and Milestones for 2011

<b>Objective: Provide independent fiscal, financial and program analysis, revenue estimation and auditing.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Create efficiencies to improve the city's financial system.	Accuracy of revenue estimation within 2%. Ten completed audits.
<b>Objective: Process, maintain and report on financial position, operating results and cash flow projections to ensure accurate, efficient and reliable financial operations.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Maintain the city's high quality credit and manage debt in a manner that supports improvements to the overall fiscal environment.	AA+ bond rating. Unqualified audit opinion by the city's outside auditor.

### STRATEGY IMPLEMENTATION

A key function of the Comptroller's Office is to provide accurate budgeted revenue estimates. With a few exceptions, the Comptroller has estimated revenues within 2% of actual revenues received in each of the last ten years.

However, if the Comptroller's revenue estimates are too conservative, the Mayor and Common Council must make other fiscal changes to ensure a balanced budget. This may include reducing budget appropriations further than necessary, increasing the property tax levy higher than necessary, or making a larger withdrawal from the Tax Stabilization Fund (TSF). If actual revenues are higher than the Comptroller's revenue estimates, the surplus revenue is deposited in the TSF. The TSF withdrawal, in effect, recoups the unrecognized revenue from the prior budget. Use of the TSF is a prudent and responsible fiscal measure that minimizes property tax levy increases.

Variances in TSF withdrawals are strongly affected by revenues that exceed estimates. The higher actual revenue amounts exceed the Comptroller's estimates, the larger the TSF balance that is available to minimize the increase in the property tax levy. In 2009, General Fund revenues exceeded the Comptroller's estimate by \$2.4 million or 0.4%. This additional revenue will contribute to the TSF balance for 2011 budget purposes.

Another key function of the Comptroller is to conduct audits. Copies of major audit reports are provided on the Comptroller's web page.

The Comptroller's Office performs four major types of audits. The audits include:

- Financial audits to determine if financial records are accurate and proper controls are in place.
- Compliance audits to determine if departments comply with funding or regulatory guidelines.
- Program audits to determine if a program is operated in the most efficient and effective manner.
- Information technology audits to ensure that controls and security measures are in place to protect the city's networks and IT systems.

The official accounting records of the city are critical to its operations. Without reliable information on accounts payable, accounts receivable and payroll, the city could not meet its obligations, bills would go unpaid, city employees would not receive paychecks, and important services could not be provided.

Reliable accounting records help the city determine its present financial position. They also serve to guide its future direction. Timely, reliable, and accurate accounting records are essential to the delivery of important public services such as garbage collection and public health services. Systematic audits of the accounting system warrants against failures in important information by ensuring that accurate accounting records are being kept.

The Comptroller is also responsible for managing the city's debt. The Comptroller's goal is to retain the city's high "investment grade" bond ratings and maintain low borrowing costs. Low borrowing costs produce direct benefits to the taxpayer. The city continues to maintain high investment grade ratings of AA+ from Fitch, Aa2 from Moody's, and AA from Standard & Poor's.

These ratings have been maintained during the recent slow economic growth and continued frozen state aids. As the ratings indicate, the city's capacity to meet its financial commitments on outstanding obligations is strong. The ratings reflect a combination of moderate overall debt burden, rapid debt repayment, manageable capital needs, strong growth in assessed value, and a diverse tax base. The city also assists in keeping the overall debt burden affordable by controlling the level of annual debt issued.

## **OTHER SERVICE AND BUDGET CHANGES**

The department has no service changes for 2011 but will continue to improve its revenue estimates and the city's financials systems, and to respond to outside auditor's recommendations for improving accounting processes and procedures. Outside auditing firms that review the year end city accounting books have increased their scrutiny to assure greater accuracy of the numbers and processes that are followed. The department will respond to changes as they occur.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Administration</b>	
<b>Activities:</b>	Ensure duties of the Comptroller's Office are performed in a timely, accurate and efficient manner.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>		
<b>Funding by Source:</b>	Operating Funds	\$1.0
	<b>Totals</b>	<b>\$1.0</b>
<b>Service</b>	<b>Financial Services</b>	
<b>Activities:</b>	Financial analysis, revenue estimation, auditing, and accounting.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Accuracy of revenue estimates within 2.0% of actual revenues.	100.0%
	Completed audit reports.	10
<b>Funding by Source:</b>	Operating Funds	\$1.1
	<b>Totals</b>	<b>\$1.1</b>
<b>Service</b>	<b>General Accounting</b>	
<b>Activities:</b>	General accounting, payroll administration, oversight of financial assistance, coordination of financial operations systems, and reporting.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Unqualified audit opinion by the city's outside auditor.	Yes
<b>Funding by Source:</b>	Operating Funds	\$3.0
	Grants and Reimbursables	\$0.8
	<b>Totals</b>	<b>\$3.8</b>
<b>Service</b>	<b>Debt Management</b>	
<b>Activities:</b>	Public debt management, preparation and sale of city debt, and financial services.	
		<b>2011 Projection</b>
<b>Performance Services:</b>	Bond Rating (Fitch).	AA+
<b>Funding by Source:</b>	Operating Funds	\$0.2
	<b>Totals</b>	<b>\$0.2</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&MFTEs	Position Title	Reason
0	-0.79	0.79	Miscellaneous Positions	Funding adjustments.
<b>0</b>	<b>-0.79</b>	<b>0.79</b>	<b>Totals</b>	



# ELECTION COMMISSION

## EXECUTIVE SUMMARY

- MISSION:** Conduct elections that build public trust in the democratic process and encourage registration and voting.
- OBJECTIVES:** Conduct fair and efficient elections.
- STRATEGIES:** Conduct required Spring and possible special elections in 2011.
- Process and accurately record voter registration cards from previous elections.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	11.80	21.56	9.80	9.80	-11.76	0.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	20	107	18	19	-88	1
<b>EXPENDITURES</b>						
Salaries and Wages	\$473,993	\$718,308	\$523,146	\$523,146	\$-195,162	\$0
Fringe Benefits	199,648	298,196	251,110	251,110	-47,086	0
Operating Expenditures	601,011	1,048,275	560,535	560,535	-487,740	0
Equipment	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$1,274,652</b>	<b>\$2,064,779</b>	<b>\$1,334,791</b>	<b>\$1,334,791</b>	<b>\$-729,988</b>	<b>\$0</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Election Commission manages all aspects of public elections in the City of Milwaukee. In addition to registering potential voters in Milwaukee, the department also establishes approximately 200 polling locations with appropriate workers, supplies, and ballots on election days. The Commission administers the statutory obligations for elected officials and potential candidates for citywide offices including the nomination process and campaign finance reporting. The Election Commission website includes voter eligibility requirements, registration instructions, and an interactive polling location feature.

Two elections generally occur in odd numbered years such as 2011. These include the municipal primary elections in February, the municipal general elections in April. The outcomes of several races in 2010 may drive the need for special elections in 2011.

## Strategies and Milestones for 2011

<b>Objective: Conduct fair and efficient elections.</b>	
Strategies	2011 Milestones
Conduct two municipal elections in Spring and two municipal, statewide and Congressional elections in Fall.	Elections conducted with fewer than 2% of polling locations reporting voting machine problems.
Process and accurately record voter registration cards from previous elections.	Voter registration rolls updated in time for all 2011 elections.

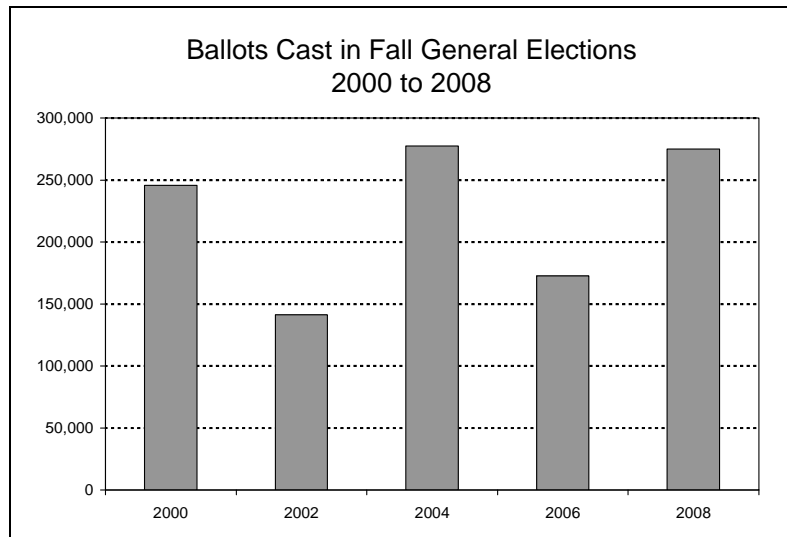
## STRATEGY IMPLEMENTATION

In 2008, the Election Commission recruited a pool of new poll workers to assist with elections going forward. Milwaukee's 189 polling locations require sufficient staffing on Election Day in order to check-in registered voters, conduct Election Day registration, monitor activity at the voting machines and fulfill other Election Day duties. Chief Inspectors manage polling site activities and ensure compliance with election law.

## OTHER SERVICE AND BUDGET CHANGES

Since the Election Commission will have lower turnout elections in 2011 as opposed to 2010, positions and funding for temporary staff, Election Day poll workers (funded in "Other Operating Services"), and ballots will be decreased in 2011.

Figure 1



One Elections Recruiter/Trainer position had been eliminated in the 2010 budget in order to stay within the city's budgetary constraints. The Management Services Specialist position's funding was eliminated for 2009, but position authority has been maintained in case the position is needed to support the additional needs resulting from staffing changes in 2011.

## 2011 Budget by Services (Funding in Millions)

Service	Elections	
<b>Activities:</b>	Conduct elections and encourage registration and voting by eligible residents through media advertising, canvassing, and other special events.	
<b>Performance Measures:</b>	Expected voter turnout.	<b>2011 Projection</b> < 60%
	Percentage of polling places with Election Day voting machine problems.	2.0%
<b>Funding by Source:</b>	Operating Funds	\$1.3
	<b>Totals</b>	<b>\$1.3</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated full-time equivalents (FTEs) as follows:

<b>Positions</b>	<b>O&amp;M FTEs</b>	<b>Non O&amp;M FTEs</b>	<b>Position Title</b>	<b>Reason</b>
-88	-11.76		Miscellaneous	Changes due to election year cycles.
<b>-88</b>	<b>-11.76</b>	<b>0.00</b>	<b>Totals</b>	

# DEPARTMENT OF EMPLOYEE RELATIONS

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## EXECUTIVE SUMMARY

- MISSION:** To attract, retain, and motivate a productive and diverse workforce that is committed to creating a safer, stronger, and healthier Milwaukee while complying with applicable federal and state employment regulations, civil service rules, and labor agreements.
- OBJECTIVES:**
- Streamline and/or automate processes and operations, create administrative efficiencies, and enhance departmental knowledge and ability to address complex HR issues.
  - Improve recruitment efforts and streamline testing and certification processes to better support needs of operating departments.
  - Identify opportunities to significantly impact health care costs, improve quality of care, and employee accountability and responsibility for care.
  - Improve safety accountability structures to enhance safety in the workplace at the operating department level and control associated expenditures.
- STRATEGIES:**
- Design and implement process for the automation of the requisition and certification functions for filling vacant positions.
  - Finalize the implementation of position control application.
  - Transfer recruitment and testing functions for Police and Fire departments to the Fire and Police Commission.
  - Complete a comprehensive review of civil service rules.
  - Review practices associated with the testing, hiring, placement, recall, and assignments of City Laborer Seasonals in the Department of Public Works.
  - Complete a comprehensive review of staffing models and impact on unemployment claims and expenditures.
  - Review and study national data of public sector liability and worker compensation claims and identify best practices from entities with a track record of minimizing injuries and controlling costs.
  - Work with Labor Management Committee to implement first stages of Citywide Wellness, Health Advocacy, and Disease Management Program.

**BUDGET SUMMARY**

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	52.50	44.81	48.00	45.00	0.19	-3.00
FTEs - Other	1.40	8.20	8.60	8.60	0.40	0.00
Total Positions Authorized	80	75	76	73	-2	-3
EXPENDITURES						
Salaries and Wages	\$3,122,407	\$2,830,094	\$2,878,475	\$2,685,500	\$-144,594	\$-192,975
Fringe Benefits	1,389,167	1,160,338	1,381,669	1,289,040	128,702	-92,629
Operating Expenditures	480,306	553,839	553,839	464,592	-89,247	-89,247
Equipment	8,818	3,000	43,505	23,904	20,904	-19,601
Special Funds	121,159	100,619	100,619	33,000	-67,619	-67,619
TOTAL	\$5,121,857	\$4,647,890	\$4,958,107	\$4,496,036	\$-151,854	\$-462,071
REVENUES						
Charges for Services	\$172,016	\$194,000	\$180,000	\$180,000	\$-14,000	\$0
Miscellaneous	560,313	239,000	302,000	302,000	63,000	0
TOTAL	\$732,329	\$433,000	\$482,000	\$482,000	\$49,000	\$0

**DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS**

The Department of Employee Relations (DER) provides human resources support to city agencies and the Milwaukee Public Schools with the goal of attracting, retaining, and motivating a competent and diverse workforce. DER meets this goal while complying with state and federal employment laws, civil service rules, and applicable collective bargaining agreements. It does this through four primary service areas:

- Employee Relations;
- Compensation and Employee Benefits;
- Staffing; and
- Worker's Compensation and Safety.

DER also staffs the City Service Commission, a civilian body that ensures that all human resource activities are done in compliance with civil service rules and applicable state statutes. The department is also responsible for recruitment and selection functions for the Fire and Police Commission and for providing support to the city's Equal Rights Commission.

**Strategies and Milestones for 2011**

<b>Objective: Identify opportunities to streamline and/or automate processes and operations, create administrative efficiencies, and enhance departmental knowledge and ability to address complex HR issues.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Design and implement processes for automation of the requisition and certification functions for filling vacant positions.	Work with ITMD to implement a pilot by the end of the first quarter in 2011.
Develop and implement a leadership development program that provides managers with knowledge and skill sets for operations and workforce management	Provide classes on employee relations, performance management, and the legal framework of employment.
Complete a comprehensive review of staffing models and impact on unemployment claims and expenditures.	Ensure that departments' staffing, termination, and layoff actions follow city procedures and minimize avoidable unemployment costs.  Facilitate training of key personnel by December 2010.  Prepare and disseminate department specific unemployment compensation reports on a quarterly basis.
Finalize the implementation of position control application.	All departments have completed employee and position data entry by January 2011.
<b>Objective: Improve recruitment efforts and streamline testing and certification processes to better support needs of operating departments.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Transfer recruitment and testing functions for Police and Fire departments to the Fire and Police Commission.	Assist with staff transition and training to allow for a seamless transfer with minimal interruptions to Police and Fire recruitment and testing functions.
Complete a comprehensive review of civil service rules.	Recommend rule changes to the City Service Commission by May 2011.
Review practices associated with the testing, hiring, placement, recall, and assignments of City Labor Seasonals in the Department of Public Works (DPW). Work with the department to streamline hiring/recall operations for seasonal employees and facilitate more informed decision making.	Complete job analysis by December 2010.  Review and revise test as necessary for administration in spring 2011.  Work with DPW to complete hiring and recall for 2011 season.  Initiate and implement changes to rules and procedures as necessary.

## Strategies and Milestones for 2011

<b>Objective: Identify opportunities to significantly impact health care costs, improve quality of care, and employee accountability and responsibility for care.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Work with Labor Management Committee to implement first stages of Citywide Wellness, Health Advocacy, and Disease Management Program.	<p>Launch marketing and promotion efforts by end of September 2010.</p> <p>Eligible participants complete Step 1 (Online Health Questionnaire), Step 2 (Lab Work), and Step 3 (Meet with Health Professional) by March 2011.</p> <p>Achieve 70% to 90% participation during the first year.</p> <p>Aggregate data and reports submitted to the city by May 2011.</p> <p>Ensure that disease management and prevention programs are available to employees by July 2011.</p>
<b>Objective: Improve safety accountability structures to enhance safety in the workplace at the operating department level and control associated expenditures.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Monitor effectiveness of programs and initiatives identified and implemented by departments in accordance to safety plans developed in 2010.	<p>Continue to work with departments to review and analyze injury and claim data to enhance safety plans and implement associated interventions.</p> <p>Develop better metrics for gauging progress or lack thereof with worker's compensation/departmental safety initiatives.</p>
Review and study national data of public sector liability and worker compensation claims.	<p>Identify best practices from entities with a track record of minimizing injuries and controlling costs.</p> <p>Pilot a model of medical referral procedures to better target medical care for potentially catastrophic injuries/claims and establish comprehensive treatment plans.</p>

## STRATEGY IMPLEMENTATION

**Recruitment, Staffing, and Selection:** The Staffing Services Section recruits and tests candidates for employment based on the rules of the City Service Commission and the Fire and Police Commission. In 2009, DER processed 9,875 applications (excluding protective services), conducted 96 exam sessions, and referred over 1,200 candidates for interviews. To address the recruitment workload with reduced staff and improve efficiencies with filling vacant positions, DER upgraded its recruitment and testing software in 2008 allowing candidates to submit applications online. DER will continue to assess the requisition and certification modules that will allow departments to review applicants' backgrounds and experience, facilitate screening and referral processes, and enhance the ability of operational departments to review eligible lists and review candidate's backgrounds online.

**Automate Functions for Filling Vacant Positions:** In 2010, DER started working with ITMD to explore the possibility of designing and implementing an automated process for filling positions and certifying candidates using existing functionality with the Oracle HRMS system. This initiative was pursued so the following actions could be completed through HRMS; allow city departments to “Request to Fill” a vacant position, allow the Budget Office to approve or deny a “Request to Fill” for vacant positions, allow city departments to request a personnel transaction, allow DER to approve a request for a personnel transaction, as well as create and send certification of appointment. The current process does not have an effective way to track a “Request to Fill” from creation to hire. The new process will provide greater transparency, enable departments to electronically create and submit a “Request to Fill” to the Budget Office, and give DER the ability to authorize an employment action by certifying the individual hired electronically.

**Position Control:** Position management is a tool that exists in the PeopleSoft HRMS system to better monitor the filling of budgeted positions. This initiative is a joint effort between DOA, the City Clerk’s Office, and DER. The application allows the Budget and Management Division, DER, and departments to quickly identify which positions are filled, vacant, or under filled. The architecture for position management was created by ITMD and plans are in place to have DPW, MPD, and MFD complete their entries to launch this initiative in January 2011.

**City Service Rule Review:** DER has not completed a comprehensive review of civil service rules since 1991. Over the years, changes to the rules have been adopted in response to specific issues or situations brought to the Commission’s attention by a city agency or city employees. DER recognizes that changes in technology, staff reductions, and streamlined procedures have impacted the work of the department and how that work is done. A comprehensive review of the rules will address further opportunities for improvement, the creation of administrative efficiencies, and expedite personnel transactions to shorten the amount of time a vacancy goes unfilled.

**Employee Benefits:** In 2010, 10,564 employees and retirees are participating in the city’s health care plans. Since 2000, health care expenditures have increased \$64.2 million, or 113%, from \$56.7 million to \$120.9 million projected expenditures for 2010. These increases result from growth in medical costs and the comprehensive nature of the city’s current health benefit designs for the HMO and Basic Plans. For 2011, the employee health care budget is increased 21% over the 2010 budgeted amount.

In 2011, the city will continue to carve out the prescription benefit services for both the Basic Plan and the HMO plan. These ongoing efforts have reduced the drug costs to 17% of total health care costs, down from 20% of the total costs four years ago.

**City of Milwaukee “Wellness, Your Choice Milwaukee”:** In 2010, the city initiated a 12 person “Wellness and Prevention” Labor Management Committee to assist the city in identifying key issues in the development, implementation and promotion of a comprehensive wellness and prevention program aimed at improving the overall well being of the population and assisting individuals in addressing chronic diseases. The committee developed an RFP for a Wellness and Prevention Program and received ten proposals. Upon completion of a selection and screening process, the committee chose Froedtert Health Workforce Health to administer the “Wellness, Your Choice Milwaukee” program.

The first phase of the program is on track to be implemented in the fall of 2010. Once the initial phase is completed, aggregate data and reports for the program will be submitted to the city in May 2011. The city and committee will utilize the data to identify disease management and prevention programs that will be available to employees through the remainder of 2011.

**City Labor Seasonal Review:** In 2010, DER will complete a review of the current staffing model for Department of Public Works (DPW) seasonal employees. In 2011, steps will be taken to make the process more efficient and better align the labor pool with the city’s business and labor needs. These includes performing a comprehensive job analysis of the City Laborer classification, reviewing and revising the testing components, determining changes



necessary to the hiring and recall process, assessing the appropriateness of the probationary period for the classification, and studying the feasibility of transferring the recall function to DPW.

**Staffing Model Review:** In 2011, DER will review the various staffing models that are utilized by departments and the extent of associated unemployment compensation liability. DER will work with departments to identify staffing practices that accommodate departments' needs and minimize unemployment compensation expenditures. In addition, DER will provide training to ensure that departmental staffing, termination, and layoff actions follow city procedures and minimize avoidable unemployment costs. Departments will also be provided unemployment compensation data and reports on a quarterly basis to better understand and manage the liability created by decisions made at the operating level.

**Workplace Safety and Risk Management:** In 2009, the Budget and Management Division and DER directed DPW and the Fire and Police departments to develop department specific safety plans in conjunction with the implementation of a Risk Management Model for injury prevention. A number of programs were implemented as a result of the safety plans including a Return to Work Program in the Fire Department, a Transitional Duty Program in the Department of Public works and improved injury classification in the Police Department. Supervisory personnel in the Fire Department and DPW have completed accident investigation training to further pinpoint the causes of workplace injuries and ensure that proactive and preventive measures are in place for injury avoidance.

In 2010 and 2011, departments will continue to work on implementing and monitoring the goals and initiatives outlined in their safety plans. DER will work with the Budget and Management Division to ensure departmental systems are implemented to track progress and gauge effectiveness of safety initiatives. In addition, DER and the Budget and Management Division will work to identify and track performance measures to better analyze injury rate prevention, avoidance of lost time, duration of lost time, and recurrence.

In 2011, DER will pilot a medical consultant referral program for workers compensation claims with complicated medical issues. The program will also help with the development of strategies to effectively manage and analyze those issues and injuries which occur in the work place. By implementing these procedures the city will be able to identify opportunities to control costs by the identification of early and appropriate care for potentially catastrophic injuries/claims through working with the treating doctors to establish treatment plans, work restrictions, the need for certain surgeries, the use of certain prescription drugs and the detection of possible fraudulent claims. This program will assist the city in keeping the claims process moving forward while controlling medical costs.

## **OTHER SERVICE AND BUDGET CHANGES**

**Transfer of Fire and Police Recruitment and Testing Functions:** When DER and the Fire and Police Commission formally separated in 2007 it was determined that DER would continue to carry out the recruitment and testing functions of the Commission with the exception of Fire and Police Chief positions. A resolution was adopted between the Commission and DER delegating responsibilities and outlining the working relationship. The delegation of these functions created some challenges with the process since the administration of these functions is significantly different from recruitment and testing functions for general city employees. The new structure also blurred lines of communication and direction as changes or improvements were sought and implemented.

Now that the revamped Commission has been fully staffed and functional for several years, it is poised to carry out the recruiting and testing functions for the Police and Fire departments. In 2011, the final step of the Commission's reorganization will be completed when it reassumes these functions from DER. The Commission will perform recruitment and testing for sworn personnel, dispatchers, and telecommunicators while recruitment and testing for other civilian positions may, at the discretion of the Commission, continue to be handled by DER.

Two positions, a Human Resources Representative and Program Assistant I (in the process of being reclassified to a Human Resources Representative) will be transferred to the Commission to carry out the recruitment and testing functions.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Employee Relations</b>	
<b>Activities:</b>	Labor relations, grievance administration, labor contract negotiation, diversity outreach and claims investigation, and employee training and development.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percentage of grievances closed and settled prior to arbitration.	93.0%
	Number of general city grievances received.	232
<b>Funding by Source:</b>	Operating Funds	\$0.7
	Grants and Reimbursables	\$0.2
	Special Purpose Accounts	\$0.8
	<b>Totals</b>	<b>\$1.7</b>
<b>Service</b>	<b>Compensation and Employee Benefits</b>	
<b>Activities:</b>	Health and dental benefits, flexible spending accounts, job classification, pay administration, unemployment compensation, long term disability insurance, and Commuter Value Pass program.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Increase in active employee health costs.	12.0%
	Percentage of total health care costs paid by active employees.	3.0%
	Number of employees and retirees participating in health care plans.	10,564
<b>Funding by Source:</b>	Operating Funds	\$1.0
	Special Purpose Accounts	\$146.8
	<b>Totals</b>	<b>\$147.8</b>
<b>Service</b>	<b>Staffing</b>	
<b>Activities:</b>	Recruitment, examinations, certification of eligible applicants, and outplacement services.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of applications processed.	9,030
	Number of positions filled from eligible lists.	360
	Percentage of candidates referred who were minorities.	50.0%
	Percentage of candidates referred who were women.	67.0%
	Number of terminations during probationary period.	15
<b>Funding by Source:</b>	Operating Funds	\$1.5
	<b>Totals</b>	<b>\$1.5</b>

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Worker's Compensation</b>	
<b>Activities:</b>	Administration, data analysis, and departmental safety monitoring.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of worker's compensation claims (receipts).	2,700
	Average cost per claim.	\$5,300
	Number of recordable cases.	1,050
<b>Funding by Source:</b>	Operating Funds	\$1.3
	Special Purpose Accounts	\$12.6
	<b>Totals</b>	<b>\$13.9</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1	-1.00		Human Resource Analyst	Positions retitled to better reflect duties of position.
1	1.00		Test Administration Coordinator	
-1	-1.00		Pay Services Specialist	
1	1.00		Certification Services Specialist	
-1	-1.00		Human Resources Representative	Transferred to the Fire and Police Commission.
-1	-1.00		Program Assistant I	
	2.19	0.40	Various Positions	Miscellaneous adjustment.
<b>-2</b>	<b>0.19</b>	<b>0.40</b>	<b>Totals</b>	

# FIRE AND POLICE COMMISSION

## EXECUTIVE SUMMARY

- MISSION:** To ensure that the Fire and Police departments are prepared to protect the lives and property of the citizens of the City of Milwaukee.
- OBJECTIVES:**
- Monitor the quality and effectiveness of Fire and Police department policies, practices, and outcomes.
  - Ensure that complainants are heard and satisfied with the citizen complaint program.
  - Improve community relations and enhance public confidence.
  - Identify and reduce racial, social, and economic disparities in the community.
  - Plan and prepare appropriately to prevent, respond to and recover from major disaster events.
- STRATEGIES:**
- Perform policy review and analysis concerning police and fire services including crime reduction strategies, fire prevention and suppression, and citizen complaints.
  - Refine the citizen complaint program to address allegations of employee misconduct.
  - Monitor and audit complaints and investigations conducted by the Fire and Police departments.
  - Improve communications with the public and continue to promote opportunities for citizen interaction with the Fire and Police Commission.
  - Promote diverse public service departments.
  - Increase community awareness of Homeland Security/Emergency Government Mission.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	9.50	8.70	9.60	11.60	2.90	2.00
FTEs - Other	0.00	1.80	1.80	1.80	0.00	0.00
Total Positions Authorized	17	18	19	21	3	2
<b>EXPENDITURES</b>						
Salaries and Wages	\$629,753	\$592,514	\$621,333	\$723,922	\$131,408	\$102,589
Fringe Benefits	289,370	242,931	298,240	347,483	104,552	49,243
Operating Expenditures	65,657	134,028	75,400	127,167	-6,861	51,767
Equipment	6,548	1,000	4,300	4,300	3,300	0
Special Funds	3,300	0	0	77,600	77,600	77,600
<b>TOTAL</b>	<b>\$994,628</b>	<b>\$970,473</b>	<b>\$999,273</b>	<b>\$1,280,472</b>	<b>\$309,999</b>	<b>\$281,199</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

One of the city's goals is to build safe and healthy neighborhoods. The Police and Fire departments are key to supporting this goal. The Fire and Police Commission provides oversight to these departments and supports their operations. This helps ensure that these departments are effective in protecting the lives and property of Milwaukee's residents and businesses.

The Fire and Police Commission is comprised of a Board of seven part time citizen Commissioners and a full time professional staff led by an Executive Director. The Commissioners and the Executive Director are appointed by the Mayor and approved by the Common Council. The Commission's authority and responsibility, including policy oversight, citizen complaints, disciplinary appeals, and recruitment and testing, are specified in Wisconsin Statute 62.50 and in the Milwaukee City Charter.

The Commission conducts policy reviews of Fire and Police department operations, appoints and promotes department personnel and prescribes general policies and standards. The Commission's judicial function includes hearing appeals from departmental disciplines, investigating citizen complaints filed against department members, and conducting citizen complaint hearings.

### Strategies and Milestones for 2011

<b>Objective: Monitor the quality and effectiveness of Fire and Police department policies, practices, and outcomes through appropriate utilization of the Commission's oversight authority.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Perform policy review and analysis concerning police and fire services including crime reduction strategies, fire prevention and suppression, and citizen complaints.	Expand the policy and standards committee role of the Fire and Police Commission citizen board members.  Utilize staff, interns, and university partnerships to conduct in depth analysis of selected policy issues.
<b>Objective: Provide a viable citizen complaint program to ensure that complainants are heard and satisfied with the overall process.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Continue refining the citizen complaint program to address allegations of employee misconduct.	Increase the number of mediations and policy retraining sessions by expanding the program to include MPD generated complaints.
Improve Commission efficiency and effectiveness while increasing transparency to the public.	Increase response rate to citizen complaint exit surveys.
Monitor and audit complaints and investigations conducted by the Fire and Police departments.	Utilize IT capacity to analyze complaint patterns and trends of random audits and specific issues of public concern.
Fully integrate independent investigation and monitoring functions with the policy and oversight functions.	Link results of Fire and Police Commission investigations and audits of Police Department investigations with research analysis functions to identify policy revisions.

**Strategies and Milestones for 2011**

<b>Objective: Improve community relations and enhance public confidence through transparent operations and improved accessibility to information.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Increase citizen opportunities for interaction with the FPC through regular community meetings to share information and gather citizen feedback.	Hold bi-monthly Commission meetings at a variety of locations throughout the community.
Improve communications with the public.	Enhance annual, semi-annual and periodic public policy reports.  Assume and integrate the public safety reporting functions formerly performed by the Milwaukee Safety Commission.  Continue to increase utilization of the Commission website and provide information such as trial outcomes, policy reviews, and recommendations for improvements.
Expand the network of community advocates to assist individuals with the complaint process.	Improve outreach to other community agencies involved in public safety issues.
<b>Objective: Identify and reduce racial, social, and economic disparities in the community.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Promote diverse public safety departments.	Finalize FPC reorganization by fully reintegrating all functions related to testing, hiring, promoting, and recruiting public safety personnel.  Successfully transition initial hiring and promotional examinations formerly conducted by the Department of Employee Relations.  Continue to refine recruiting, hiring and promotion procedures to attract a diverse applicant pool.
<b>Objective: Plan and prepare appropriately to prevent, respond to and recover from major disaster events.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Increase community awareness of Homeland Security/Emergency Government mission.	Improve website and access to other public information and resources for individuals to prepare for disaster or other emergencies.  Refine procedures for activation and operation of the City of Milwaukee Emergency Operations Center.  Develop a program to more effectively utilize and disseminate UASI homeland security grants among the five county southeast Wisconsin public safety agencies.

## STRATEGY IMPLEMENTATION

**Policy Oversight:** The Fire and Police Commission's primary responsibility is policy oversight. The Commission has a statutory responsibility to oversee and prescribe the policies and standards of both the Fire and Police departments. This oversight authority is ultimately exercised by Board action but is also exercised by Commission staff through regular monitoring and research of Fire and Police department operational initiatives and disciplinary actions.

In 2009 the Commission drafted three informational memorandums on the open carry of firearms, requesting citizen social security numbers, and the 60 college credit requirement for Police Officers. In 2010, the Commission issued a memorandum on its findings regarding traffic stops by MPD and officers' referral of drivers to the Department of Motor Vehicles for re-examination. In 2011, the Commission anticipates completing memorandums on additional topics as they become identified through statutory changes, modifications of procedures, and as a result of performing its monitoring function.

In 2010, the Commission partnered with the University of Wisconsin Milwaukee to conduct an analysis of MPD's use of force incidents in 2009. The data and report conclusions will serve as a foundation for future analysis and reporting. The Commission also conducted an eight year review of vehicle pursuits to establish

baseline data for determining the frequency and circumstances surrounding vehicle pursuits. The data from this report will also be used for future analysis of MPD policies, procedures and training.

**Citizen Complaints:** The Commission is required to provide a viable citizen complaint process. The Commission has authority to independently investigate and discipline department employees up to and including termination from employment for acts of misconduct. A person may file a complaint directly with the Commission against a department employee for specific acts of inappropriate conduct. Complaints can be initiated in writing, in person, by telephone, by fax, by e-mail, through the Commission's website, and through recognized community referral organizations. This increase in accessibility has resulted in a higher volume of complaints and improved community confidence in the complaint process (see Figure 1). The Commission independently investigates complaints and refers them to the citizen board for disciplinary action when rule violations are identified.

The citizen complaint process has four goals:

- Increase transparency and community confidence in the complaint process.
- Provide an independent system to receive, investigate, and discipline members for misconduct.

Figure 1

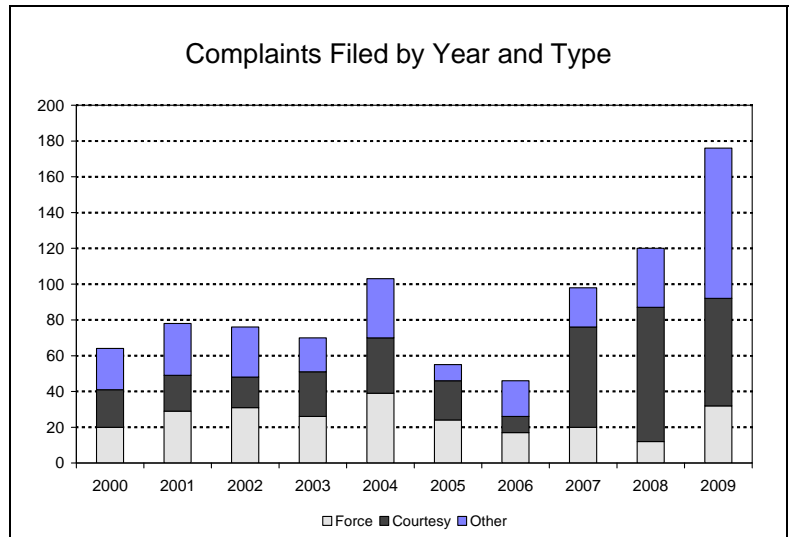
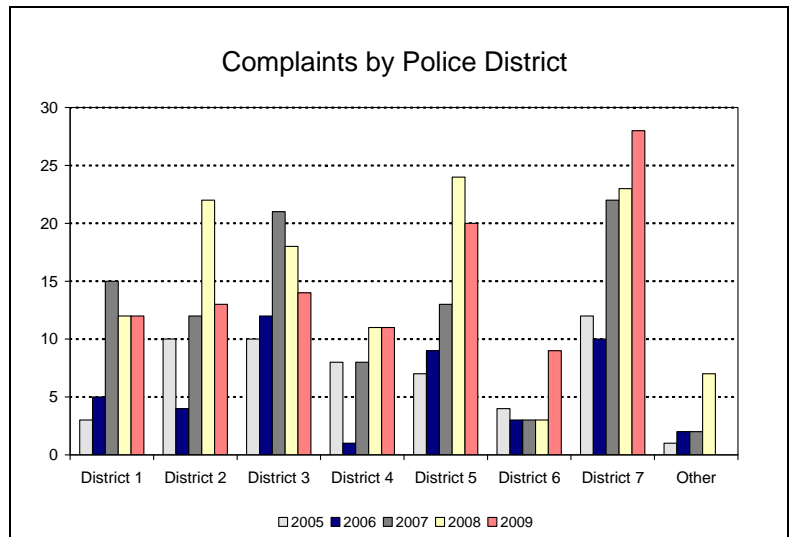


Figure 2



- Analyze complaints to identify both individual and systemic trends and patterns within the Police and Fire departments.
- Monitor and audit complaints and discipline investigations conducted by the Fire and Police departments to ensure a fair and thorough process.

A new citizen complaint program was adopted in 2009 to expedite the overall process for complaint resolution. In 2010, procedures were added for minor cases that normally go through the full complaint process. Under the new procedures, the outcome of a complaint is determined at an earlier stage and resolution is reached without an administrative board hearing. The new procedures save approximately 8 to 10 steps in the current process along with staff time and resources. The revamped process has also significantly shortened the time needed to resolve a complaint from an average of 270 days in 2008 to 31 days in 2009. The Commission strives to resolve all citizen complaints in 90 days or less.

Part of the revamped complaint process includes a mediation program. Mediation facilitates a non-adversarial approach for complaint resolution and offers complainants the chance to better understand and be directly involved with the resolution. The Commission utilizes trained mediators to assist with the process and more efficiently handle the anticipated mediation caseload. In 2010 the Commission began providing mediation for complaints filed directly with the Police Department in addition to complaints filed with the Commission.

Figure 3

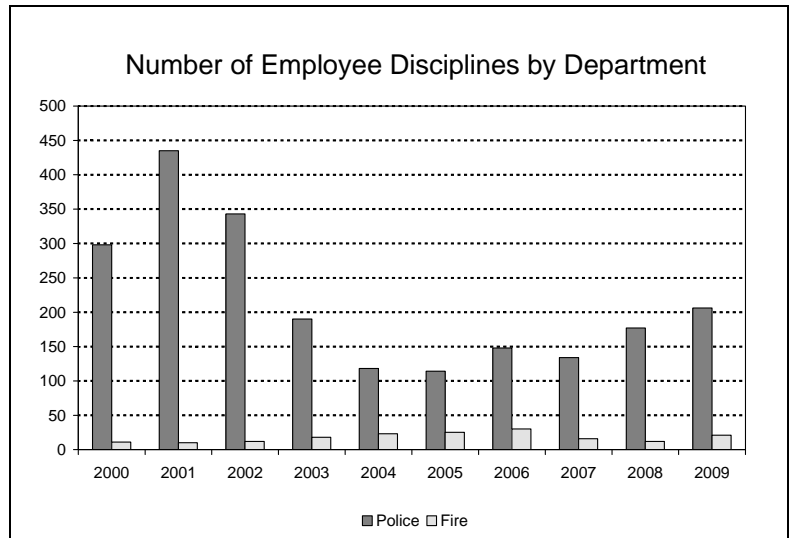
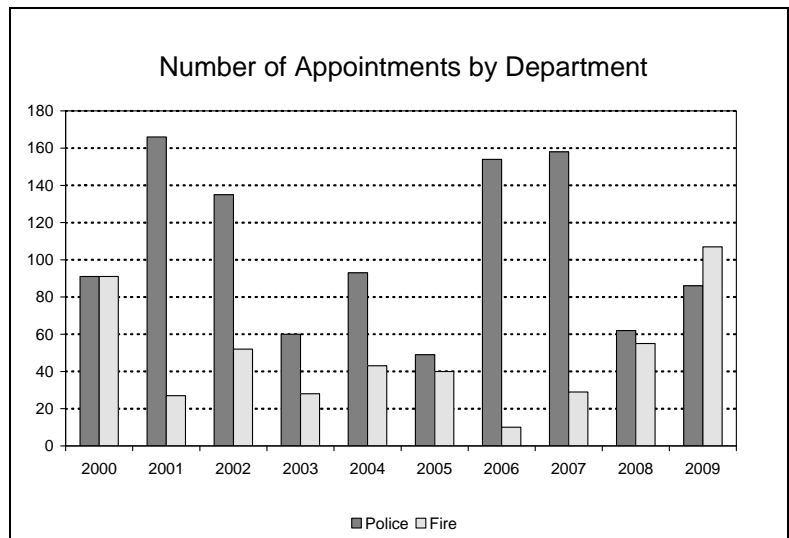


Figure 4



The Commission periodically monitors and audits complaint investigations regardless of whether the complaint is filed with the Commission or with the Fire and Police departments. The ability to capture trends and patterns and identify critical elements of a particular investigation is an important function of the Commission in providing proper oversight. Trends are examined from investigations that result in discipline as provided in Figure 3 or are ultimately dismissed. The monitoring function uses data collected from the intake investigation screening process to evaluate the quality of investigations and recommend improvements to existing procedures. The Commission will use its monitoring authority in addition to its authority to discipline employees as tools to accomplish the mission of providing a transparent and effective citizen complaint investigation process.

**Disciplinary Appeals:** Members of the Fire and Police departments may appeal to the Commission if they believe they have been unfairly dismissed, demoted, or suspended for more than five days by their department chief. Disciplinary appeals are decided by the Board, who may elect to sustain, modify, or deny the chiefs' action. The Commission tracks and monitors disciplinary actions that have been filed and resolved, and has eliminated the



backlog of pending appeals. This enabled the Commission to eliminate a Hearing Examiner position, and periodically outsource the function as needed at a significant cost savings. With statutory changes and new internal procedures in place to make the appeals process more efficient, the time needed to resolve an appeal is approximately 90 to 120 days.

**Community Relations:** A critical strategy of the Commission is to expand community outreach and education efforts. The Commission's outreach plan focuses on regular interaction with the public through enhanced communication methods such as periodic meetings held in various community locations. The Commission strives to improve the amount of information that is available to the public by providing additional reports and issue papers.

In 2010 the Commission partnered with the State Bar of Wisconsin to establish the Wills for Heroes program, a nationally sanctioned pro bono activity headquartered at the Milwaukee Safety Academy that provides free estate planning services for all fire, police, and emergency medical first responders. The Commission, cognizant of the numerous Fire and Police employees that are also current and former military members, was instrumental in opening a free legal clinic for veterans and their families through a joint effort with Marquette Law School, the Veteran's Administration, and Milwaukee area private law firms in 2010.

In 2011, the Commission will build upon website enhancements to provide timely and pertinent information such as Board meeting materials, trial outcomes, and policy reviews. The Commission will continue to leverage a network of advocates and community partners to augment the citizen complaint process by offering additional help and advice to individuals who file complaints. The Commission is also working to improve response rates on a citizen survey that was implemented in 2009.

**Recruitment and Testing:** The Commission has a longstanding commitment to ensure the public safety workforce is representative of the Milwaukee community. Aside from chief selection, the recruiting, testing and hiring functions were delegated to the Department of Employee Relations after the Commission was restructured in 2007. In 2011, the final step of the Commission reorganization will be completed when it assumes these functions for sworn personnel, dispatchers, and telecommunicators from the Department of Employee Relations. Recruitment and testing for other civilian positions will continue to be delegated to the Department of Employee Relations, as they were prior to 2007.

The Commission will be responsible for developing and administering a variety of examinations, including written, physical ability and oral tests, background investigations, medical and psychological examinations, and drug screening. Applicants who pass all components are placed on an eligible list and hired according to their total score. Fire Fighters and Police Officers are hired at intervals for training classes while other entry level positions are filled as vacancies occur (see Figure 4). When the position of chief becomes vacant in either department, the Commission determines qualifications, solicits applications, and appoints a new chief. Department chiefs are hired for four year terms, renewable at the Commission's discretion.

**Emergency Management and Homeland Security:** In 2010, the Office of Emergency Management and Homeland Security was transferred to the Fire and Police Commission to optimize staff and services for public safety functions. The mission of the Office of Emergency Management and Homeland Security is to create a multi-jurisdictional, multi-disciplinary network of government agencies and community stakeholders to prevent, prepare for, respond to and recover from major disruptive events. The agency also administers the Urban Areas Security Initiative (UASI) Homeland Security grant program for the five county Southeastern Wisconsin area.

Several new initiatives are underway in 2010 including the implementation of a new website, a public relations campaign to better communicate office efforts, improvements to the five county interagency communications for disaster preparedness, and refining the city's disaster preparedness plan.

In 2011, lessons learned from the 2010 flood disaster declaration will be applied to refine procedures for activation and operation of the Emergency Operations Center (EOC), increase training and interaction with state and federal agencies, and expand information dissemination to the public on disaster preparedness.

## 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Judicial Function</b>	
<b>Activities:</b>	Conduct investigations of complaints filed with the FPC and review complaints filed with the MPD and MFD. Conduct mediations and complaint hearings, review appeals from Fire and Police departments personnel, and conduct trials.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of complaints filed.	350
	Number of complaints resolved informally.	220
	Timeliness of complaint resolution.	90 Day Avg
	Timeliness of appeal resolution.	120 Day Avg
	Number of investigations performed by the FPC.	110
<b>Funding by Source:</b>	Operating Funds	\$0.3
	<b>Totals</b>	<b>\$0.3</b>
<b>Service</b>	<b>Monitoring and Oversight</b>	
<b>Activities:</b>	Review departmental policies, practices, procedures and rules and make recommendations for change.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of policy or procedures reviewed.	20
	Number of recommendations for revisions made.	10
	Number of department operating rules reviewed or revised.	10
	Number of MPD and MFD department investigations audited.	50
<b>Funding by Source:</b>	Operating Funds	\$0.3
	<b>Totals</b>	<b>\$0.3</b>
<b>Service</b>	<b>Community Relations</b>	
<b>Activities:</b>	Perform regular outreach and education with the community to build citizen confidence and satisfaction with the Fire and Police departments.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of FPC meetings held in the community.	4
	Number of community meetings attended by FPC staff.	120
	Number of public surveys conducted.	100
	Number of partnerships formed with community organizations.	10
<b>Funding by Source:</b>	Operating Funds	\$0.2
	<b>Totals</b>	<b>\$0.2</b>
<b>Service</b>	<b>Recruitment and Selection</b>	
<b>Activities:</b>	Develop and execute recruiting strategies and carryout selection processes for entry level and promotional positions including job analysis, application screening, examinations, certification of eligible applicants and pre-placement processes.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of recruitment events held.	116
	Number of entry level examinations held.	8
	Number of promotional examinations held.	4
<b>Funding by Source:</b>	Operating Funds	\$0.4
	<b>Totals</b>	<b>\$0.4</b>

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Emergency Management and Homeland Security</b>	
<b>Activities:</b>	Coordinate emergency planning, disaster preparedness, and response training for the city and its partners.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of joint multi-discipline/multi-jurisdiction exercises.	1
	Number of joint planning and/or training sessions.	4
	Number of outreach and educational sessions.	3
<b>Funding by Source:</b>	Operating Funds	\$0.0
	Grants and Reimbursables	\$0.1
	<b>Totals</b>	<b>\$0.1</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

<b>Positions</b>	<b>O&amp;M FTEs</b>	<b>Non O&amp;M FTEs</b>	<b>Position Title</b>	<b>Reason</b>
1	0.50		Personnel/Graduate Intern (Aux)	Position created to assist with various Commission functions.
2	2.00		Human Resources Representative	Transfer Fire and Police recruiting, testing and hiring functions from the Department of Employee Relations.
	0.40		Various Positions	Miscellaneous adjustment.
<b>3</b>	<b>2.90</b>	<b>0.00</b>	<b>Totals</b>	

# FIRE DEPARTMENT

## EXECUTIVE SUMMARY

<b>MISSION:</b>	Build safe and healthy neighborhoods.
<b>OBJECTIVES:</b>	Limit fire related deaths to less than ten per year.
	Maintain a 95% recovery rate from penetrating trauma.
	Decrease vacant structure fires by 10% in 2011.
<b>STRATEGIES:</b>	Implement a Fire Cause Investigation Unit to increase the proportion of fires whose cause can be determined.
	Maintain initiatives to increase the percentage of residential properties with working smoke detectors.
	Maintain the average response time to fire suppression and Advanced Life Support calls.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	1,090.05	1,026.05	1,026.05	1,025.05	-1.00	-1.00
FTEs - Other	7.11	7.50	7.50	7.50	0.00	0.00
Total Positions Authorized	1,133	1,027	1,027	1,026	-1	-1
<b>EXPENDITURES</b>						
Salaries and Wages	\$75,654,327	\$69,950,099	\$72,818,458	\$69,465,872	\$-484,227	\$-3,352,586
Fringe Benefits	28,554,878	23,784,784	29,127,383	27,786,348	4,001,564	-1,341,035
Operating Expenditures	4,612,788	5,720,406	5,613,130	5,398,852	-321,554	-214,278
Equipment	907,643	252,613	182,179	182,179	-70,434	0
Special Funds	179,777	113,000	457,941	214,041	101,041	-243,900
<b>TOTAL</b>	<b>\$109,909,413</b>	<b>\$99,820,902</b>	<b>\$108,199,091</b>	<b>\$103,047,292</b>	<b>\$3,226,390</b>	<b>\$-5,151,799</b>
<b>REVENUES</b>						
Charges for Services	\$7,020,506	\$7,023,322	\$6,400,200	\$6,400,200	\$-623,122	\$0
<b>TOTAL</b>	<b>\$7,020,506</b>	<b>\$7,023,322</b>	<b>\$6,400,200</b>	<b>\$6,400,200</b>	<b>\$-623,122</b>	<b>\$0</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Fire Department contributes to safe and healthy neighborhoods through fire prevention programs, fire safety programs, and timely and effective response to calls for service. These three dimensions reduce the number of fires, remove people safely from fires and other hazards, protect property, and provide for appropriate medical care.

The Fire Department serves the residents of Milwaukee and West Milwaukee through 36 firehouses that are structured into four organizational bureaus. In addition to fire suppression and emergency medical services, some bureaus contain the Dive Rescue, Hazardous Materials (HazMat), and the Heavy Urban Rescue Team (HURT) special teams.

## Strategies and Milestones for 2011

<b>Objective: Limit fire fatalities to less than ten per year, maintain a 95% recovery rate from penetrating trauma and decrease vacant structure fires by 10%.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Implement a Fire Cause Investigation Unit to increase the proportion of fires whose cause can be determined.	Establish necessary protocols for investigation and for coordination with the Milwaukee Police Department.
Maintain initiatives to increase the percentage of residential properties with working smoke detectors.	Decrease the percentage of civilian fire fatalities occurring in residential properties with non-functioning smoke detectors to < 30%.
Maintain the average response time.	Respond to 95% of critical types of calls within five minutes.

## STRATEGY IMPLEMENTATION

The Fire Department contributes to the Mayor's goal of providing safe and healthy neighborhoods through the provision of effective fire prevention and suppression, emergency medical services, and specialized rescue programs.

**Response Time:** Timely response to events has a direct impact on the outcome of any emergency. The success of this strategy is measured by average response times to emergency calls. The Fire Department's performance is far superior to national benchmarks in this area. As Figure 2 indicates, the department is meeting its own goal for the most critical types of fire and EMS calls. These are the calls where quick response is most critical to saving lives. The

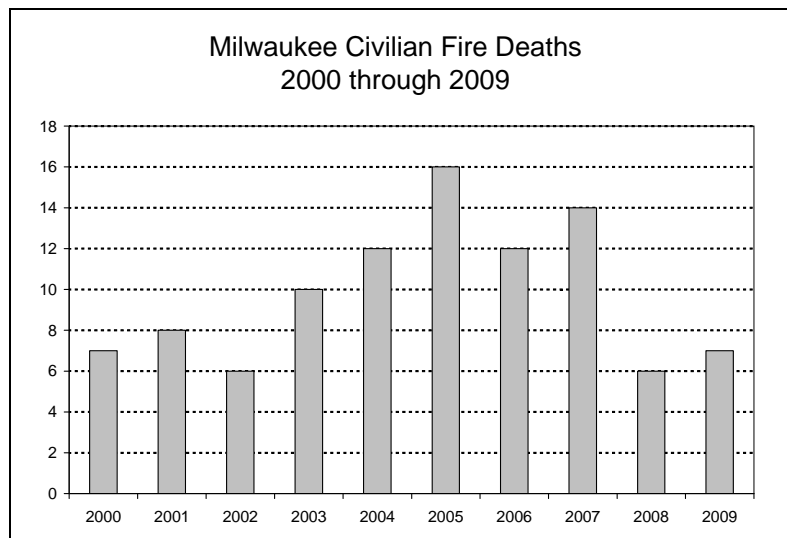
MFD responded to 88% of its total calls for service within five minutes or less during 2009. Average response time to fires remained well below five minutes during 2009, as it has through the first half of 2010.

Structure alarm fires totaled 500 in 2009, a 6% decrease from 2008. Eighteen of the structure fires in 2009 went above a single alarm. GIS analysis also demonstrates more than 88% of calls could receive 24 or more Fire Fighters on scene for a full structure fire response within the nationally recommended eight minutes or less, meeting the national standard for cities of our size.

Indicators tracked through the AIM program show that the Advanced Life Support responses provided by the Milwaukee Fire Department have a positive impact on survival rates for penetrating trauma incidents. Through June of 2010, of the 107 stabbings incidents responders treated, 105 patients or 98.13% survived. Of the 119 gun shot wound EMS responses, 108 or 90.8% of the victims survived.

**Fire Prevention and Safety:** The department's community programs emphasize fire prevention because fewer fires create fewer situations where a fire death could occur. Fire Fighters Out Creating Urban Safety (FOCUS) involves

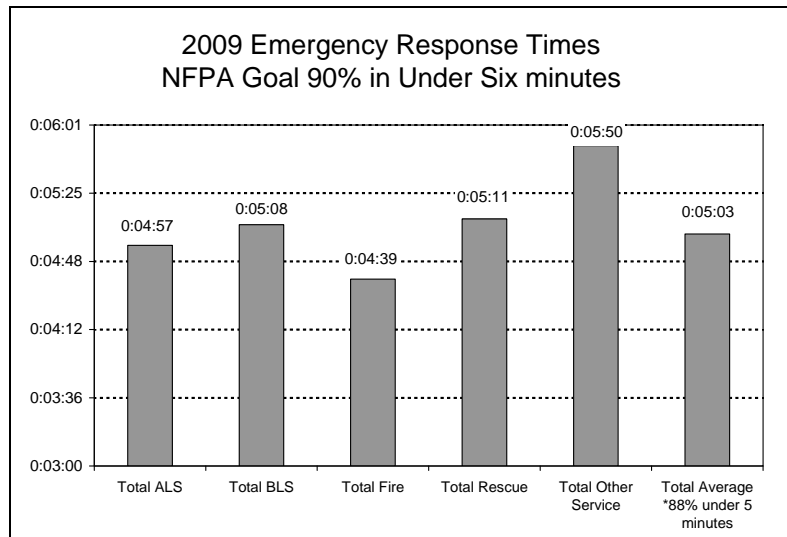
Figure 1



Fire Fighters going door-to-door to install smoke detectors, replace batteries, and distribute fire prevention and medical services information in the areas of the city with the greatest incidence of fire. The department's FOCUS program contributed to a 22% increase in operational smoke detectors in one and two family dwellings between 2006 and 2008. Data indicated a relationship between operational smoke detectors and lower fire death trends.

In 2009, the department made 11,882 fire prevention contacts to residents in one and two family dwellings. Education programs include Sesame Street, Elder Safe, the Survive Alive House, and the Mobile Survive Alive Houses and reached over 300,000 residents in 2009. These programs teach children and adults how to react when there is a fire in the home, including proper escape procedures and calling 9-1-1.

Figure 2



## OTHER SERVICE AND BUDGET CHANGES

**Service Capacity Maintained:** The 2011 proposed budget continues service levels and staffing strength funded in 2010. On average, approximately two rigs a day may be removed from service. The department will work with the DOA Budget and Management Division to minimize the number of apparatus out of service per day while remaining within their budget allocation. This can be achieved through various special duty management controls including improved vacation scheduling, return to work and safety programs, and changes to training practices.

**Administrative Reorganization:** The Fire Chief is finalizing a plan that will make the administrative structure of the department more accountable and efficient. Proposed changes will be outlined during the budget process but will not be reflected in budget documents until the Fire and Police Commission and Department of Employee Relations have completed their review of the changes.

## CAPITAL PROJECTS

The 2010 capital budget supports the critical needs of the Fire Department in terms of major equipment and facilities maintenance. The proposed budget includes \$3,064,000, including \$2,854,000 for replacement of major fire suppression and EMS apparatus and \$110,000 for generators to provide an auxiliary power supply. Funding for the department's facilities maintenance programs has been reduced due to large prior year carryover balances.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Emergency Operations</b>	
<b>Activities:</b>	Fire suppression, Emergency Medical Services, other emergency services (HURT, HAZMAT, Dive Rescue) and disaster preparedness.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percentage of responses within five minutes of call.	95.0%
	Percentage of fires held to room of origin.	40.0%
<b>Funding by Source:</b>	Operating Funds	\$93.9
	Grants and Reimbursables	\$0.4
	Capital Budget	\$3.1
	<b>Totals</b>	<b>\$97.4</b>
<b>Service</b>	<b>Fire Education, Training, and Support Services</b>	
<b>Activities:</b>	Fire education, inspections, pre-incident planning, infrastructure support (shop, IT services, dispatch) training and administrative support.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of residential fire prevention contacts.	14,000
	Smoke detectors found operational in one and two family residential units.	15,000
<b>Funding by Source:</b>	Operating Funds	\$9.1
	<b>Totals</b>	<b>\$9.1</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1	-1.00		Fire Public Relations Manager	Eliminated due to organizational change.
-1	-1.00	0.00	<b>Totals</b>	

# HEALTH DEPARTMENT

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## EXECUTIVE SUMMARY

**MISSION:** Ensure that services are available to enhance the health of individuals and families, promote healthy neighborhoods, and safeguard the health of the Milwaukee community.

**OBJECTIVES:** Reduce injuries, disabilities, and deaths due to violence.

Abate lead based paint hazards in 5% (1,600) of contaminated houses in the target area by 2012.

Improve child health by promoting healthy birth outcomes and early child development for infants.

Improve child health and school readiness by increasing immunization compliance to 90% by 2012.

Maintain or reduce childhood obesity rates.

Improve child health by reducing the teen birth rate 46% by 2015.

Improve client reach through the Health Department STD/HIV clinic by increasing the number of clients seen, counseled, and treated at the clinic and in the community.

Increase food safety for consumers by increasing the number of annual inspections at high risk facilities and reducing the number of critical risk violations.

**STRATEGIES:** Develop a plan to prevent sexual violence and ensure that victims receive a seamless compassionate system's response.

Explore corporate and philanthropic resources to expand lead abatement funding and support innovation in other public health program areas.

Continue to offer high quality home visitation services and appropriate early childhood interventions to at-risk families.

Focus the School Readiness Initiative on clinic sites and locations with the greatest potential to increase immunization rates.

Improve nutritional status and increase physical activity of Milwaukee's children.

Promote access to information and services to young adults to encourage responsible sexual health.

Enhance service delivery at the STD/HIV clinic to maximize the number of clients that can be seen, counseled and treated.

Continue implementation of a revised system for food inspections based on the complexity of food establishments and the prevalence of critical risk violations.



**BUDGET SUMMARY**

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	147.40	146.70	147.21	143.00	-3.70	-4.21
FTEs - Other	96.90	111.75	115.10	115.80	4.05	0.70
Total Positions Authorized	306	274	276	273	-1	-3
EXPENDITURES						
Salaries and Wages	\$8,545,105	\$7,290,703	\$7,638,845	\$7,474,783	\$184,080	\$-164,062
Fringe Benefits	3,743,771	2,989,188	3,666,646	3,587,896	598,708	-78,750
Operating Expenditures	1,775,768	1,762,448	1,762,448	1,714,783	-47,665	-47,665
Equipment	16,419	5,000	5,000	5,000	0	0
Special Funds	108,702	181,000	181,000	181,000	0	0
TOTAL	\$14,189,765	\$12,228,339	\$13,253,939	\$12,963,462	\$735,123	\$-290,477
REVENUES						
Charges for Services	\$1,078,345	\$872,600	\$984,600	\$984,600	\$112,000	\$0
Licenses and Permits	2,253,191	2,505,900	2,486,300	2,486,300	-19,600	0
TOTAL	\$3,331,536	\$3,378,500	\$3,470,900	\$3,470,900	\$92,400	\$0

**DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS**

The Milwaukee Health Department supports the city's goals of building safe and healthy neighborhoods and helping children succeed, prepare for post secondary education and meet their full potential.

The department focuses on public health assessment, policy development, service availability and accessibility to health related services. The department operates from three health centers. The 2011 proposed budget maintains services to mothers, infants, young children, and women and provides funding to ensure that city residents have access to health care coverage. The budget also provides surveillance, monitoring and response capabilities for a wide range of communicable diseases, tuberculosis, sexually transmitted diseases, and bioterrorism. Lead abatement efforts continue to remain a priority as well as food inspections of restaurants and other necessary inspection practices. The department will continue recent initiatives to focus nursing resources on high risk cases, early childhood development, and to accelerate progress toward benchmarking children's immunization rates. The department will continue to develop additional partnerships with the state and federal government as well as regional and local organizations to increase reimbursements for certain services, thereby helping to improve the city's fiscal capacity.

## Strategies and Milestones for 2011

<b>Objective: Reduce injuries, disabilities, and deaths due to violence.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Continue efforts to collaboratively develop, implement, and evaluate effective and sustainable approaches to preventing interpersonal and community violence.	<p>Increase opportunities to engage multiple sectors in policy and programming activities through the development of a Center for Public Safety.</p> <p>Develop and implement National Institute of Corrections Technical Assistance initiative through the Milwaukee Community Justice Council.</p>
Develop a plan to prevent sexual violence and ensure that victims receive a seamless compassionate system's response.	<p>Prepare initial draft of sexual assault response plan.</p> <p>Establish uniform standards for multi-disciplinary training in all agencies that provide direct services to victims and survivors of sexual assault/abuse.</p>
Increase safety for victims/children of domestic violence and sexual assault. Hold abusers accountable and work to prevent domestic and sexual violence.	Strengthen outreach to professionals and neighborhood residents to increase awareness and response to community and interpersonal violence.
Promote firearm safety and reduction in the use of illegal guns.	Establish community educational campaign targeting straw purchasing and gun trafficking of firearms.
<b>Objective: Leverage existing resources and continually seek new funds to create safe and healthy homes for Milwaukee's children through abatement of lead based paint hazards in contaminated houses.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Continue to seek private and philanthropic funding resources to address and expand the Home Environmental Health program with the goal to increase lead safe homes in the city.	<p>Using existing funding, abate 800 contaminated units in the target area.</p> <p>Incorporate HUD's "Healthy Home" program into the current Home Environmental Heal program addressing an additional 100 homes in the target area.</p>
Explore incentives and regulatory compensation changes to promote screening among physicians.	<p>Review best practices and identify stakeholder groups to define incentives.</p> <p>Work closely with the state to engage health systems to implement self-reporting.</p> <p>Coordinate communitywide inventory and strategic planning of parent groups to advocate doctors to increase screening rates.</p> <p>Support the addition of a lead module to the Wisconsin Immunization Registry.</p>

**Strategies and Milestones for 2011**

Update the Health Department's Lead Elimination Strategic Plan.	Complete by December 2011.
<b>Objective    Improve child health by promoting healthy birth outcomes for infants and ensuring that all Milwaukee children have adequate health coverage by 2012.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Increase enrollment in state funded health insurance plans.	<p>Establish five new partnerships with community based organizations to increase access for eligible children.</p> <p>Establish three new locations through partnerships with community based organizations where staff can enroll clients and increase access for eligible populations.</p>
Continue to offer high quality home visitation services and appropriate early childhood interventions to at-risk families.	<p>Secure annual funding for intensive, long term home visiting programs.</p> <p>Collaborate with local and statewide home visitation efforts to encourage widespread implementation and access of evidence based home visiting strategies.</p> <p>Continue to build the Project LAUNCH Milwaukee Well Child Connections initiative.</p>
<b>Objective:    Improve child health and school readiness by increasing immunization compliance to 90% by 2012.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Continue to improve the School Readiness Initiative with MPS in order to identify underutilized off-site clinic locations and partnerships to improve student immunization rates.	<p>Identify personnel, community based organizations, and financial resources to enhance programming for MPS Immunization Task Force.</p> <p>Implement system for the electronic exchange of data between the MPS and Wisconsin Immunization Registry.</p> <p>Expand the MPS Immunization Task Force to target a wider childhood and student population and incorporate additional funding sources and community partners.</p> <p>Implement quality improvement measures that are identified through the Increasing Adolescent Immunization Rates through School Based Clinics Grant.</p>

**Strategies and Milestones for 2011**

<b>Objective: Improve child health by maintaining or reducing childhood obesity rates.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Improve nutritional status and increase physical activity of Milwaukee's children.	<p>Ensure access to fruits and vegetables through WIC by educating clients and increasing their capacity to purchase these items. Promote farmer's market vouchers and collaborate with other programs to increase availability of these items to WIC clients.</p> <p>Promote breastfeeding by working with all pregnant women through the Breastfeeding Peer Counseling program, continue participation on the Milwaukee County Breastfeeding Coalition, and help businesses become breastfeeding friendly.</p> <p>Educate families and encourage the importance of decreasing sugar sweetened beverages for children.</p> <p>Through the Milwaukee Childhood Obesity program, Partner with eight United Neighborhood Centers of Milwaukee (UNCOM) to develop and implement healthy vending policies and healthy eating/active living curriculum for youth and parents.</p>
<b>Objective: Improve child health by reducing the teen birth rate 46% by 2015.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Promote access to information and services to young adults to encourage responsible sexual health.	<p>Increase the number of women and men enrolled in the Family Planning Waiver by an additional 15%.</p> <p>Continue involvement and leadership in essential community initiatives such as the Teen Pregnancy Prevention Initiative through the United Way.</p>
<b>Objective: Improve client reach through the Health Department STD/HIV clinic by increasing the number of clients seen, counseled, and treated at the clinic and in the community.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Enhance service delivery at the STD/HIV clinic to maximize the number of clients that can be seen, counseled and treated.	<p>Continue to implement a flexible service delivery model for the clinic that efficiently utilizes staff resources and responds to client fluctuations.</p> <p>Implement expedited partner therapy within the MHD STD/HIV program.</p> <p>Maintain a turn away rate of 20% or less at the STD clinic.</p>

**Strategies and Milestones for 2011**

Build program and community capacity, along with improved education and outreach efforts to reach a broader base of clients.	<p>Evaluate current field delivered therapy protocol and implementation as related to community STD case identification and treatment.</p> <p>Collaborate with community organizations to enhance screening, testing and treatment of STDs within vulnerable populations who consistently perform high risk behaviors.</p> <p>Provide standardized protocols to community organizations for MHD laboratory specimen collection and diagnosis of clients for STDs.</p>
Maximize billing reimbursement efforts through the Health Department STD/HIV clinic.	Implement necessary infrastructure (staff, equipment, protocols, training, etc.) to ensure all potential billing reimbursements are realized.
<b>Objective: Increase food safety for consumers by increasing the number of annual inspections at high risk facilities and reducing the number of critical risk violations.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Continue implementation of a revised system for food inspections based on the complexity of food establishments and prevalence of critical risk violations.	Annually conduct three routine inspections for complex establishments, two inspections for moderate establishments and one inspection for simple establishments.
Implement system for consistent communication of problematic license holders for key stakeholders.	<p>Mobilize internal task force to develop new protocols and intelligence sharing (DA's office, MPD, DNS) on establishments with problematic history.</p> <p>Expand pilot program to citywide initiative.</p> <p>Execute internal culture shift and staff training of food inspectors and support staff.</p> <p>Reprioritize/reallocate internal resources for position in Consumer Environmental Health to assist with new model.</p>

**STRATEGY IMPLEMENTATION**

**Lead Poisoning Prevention:** The department continues to focus on health issues related to the home environment including lead poisoning prevention. Recognized as one of the most successful lead poisoning control programs in the country, the Health Department's lead program has significantly reduced the rate of lead poisoning among Milwaukee's children. The program's success is due to aggressive treatment practices, which target city areas containing homes with the highest concentration of lead. The program also strives to abate hazardous conditions in homes before children are poisoned.

As Figure 1 indicates, the percentage of children aged 0 to 5 with high blood lead levels has declined from about 40% in 1995 to 4.4% in 2009. Approximately 841 units were made lead safe in 2008 and 766 units were made lead safe in 2009 (see Figure 2). The decrease in the number of units abated is due to various economic circumstances

such as older housing stock needing more maintenance, a decrease in owners' ability to meet the matching fund requirement, and increasing building and material costs.

Research shows a direct link between lead poisoning and IQ levels, performance in school, and an individual's propensity for violent crime. The city continues to identify ways to maximize the success of the lead abatement program, which is largely dependent on fluctuating levels of grant funding. In 2011, the city plans to fund additional lead abatement efforts in approximately 725 properties.

**Health Coverage:** The city continues to identify and fund critical services to address health disparity issues that exist in the community. Ensuring access to health care coverage for Milwaukee residents to obtain needed medical care and treatment will help improve overall health outcomes. Milwaukee continues to rank low in Wisconsin for health insurance coverage and has the State's largest population of uninsured individuals. The Health Department's Community Healthcare Outreach Program (formerly Medical Assistance Outreach), which identifies and assists eligible city residents enroll in health insurance, helps to bridge this gap.

Since 2003, the Community Health Care Outreach Program has helped 16,355 clients sign up for insurance and has referred over 13,800 individuals to other support programs. In 2009, the program saw over 5,300 individuals and assisted approximately 2,000 clients in gaining access to insurance (see Figure 3). In 2010 and 2011, the department will work to forge new partnerships and establish three additional locations with community based organizations to increase client enrollment in state funded insurance programs.

**Intensive Home Visits:** The infant mortality rate (the number of children who die before their first birthday out of every 1,000 live births) is an important indicator of a community's overall social and economic well being. Between 2006 and 2008, non-Hispanic African Americans in Milwaukee experienced

Figure 1

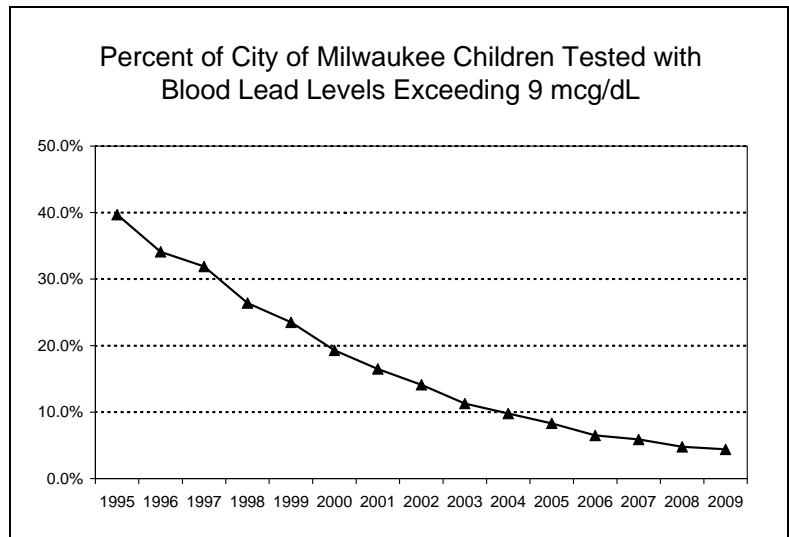


Figure 2

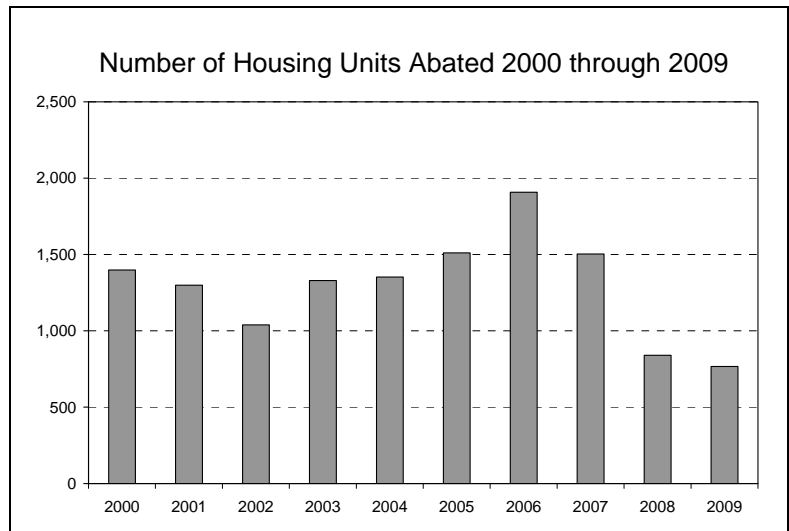
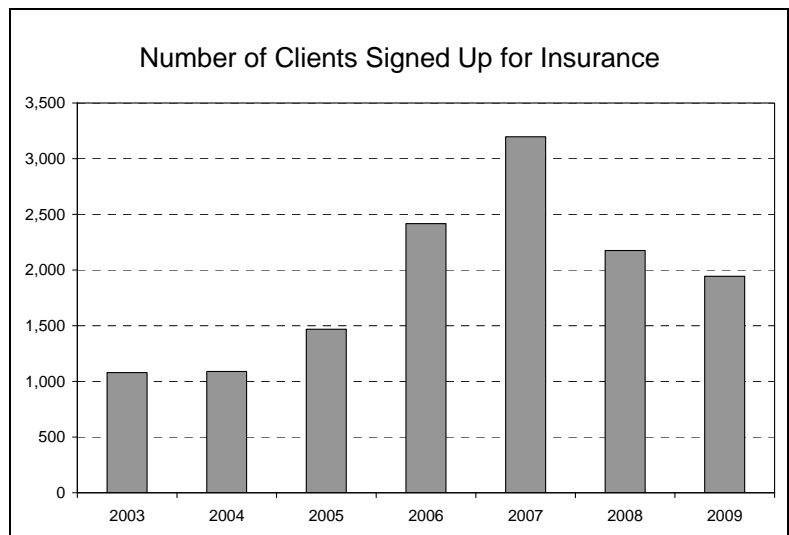


Figure 3



a 15.43 per 1,000 infant mortality rate compared to a 7.29 rate for Hispanic residents and a 6.11 rate for non-Hispanic White residents. The rate for African Americans is 2.5 times higher than for Whites. This disparity has remained over time as shown in Figure 4.

To help address this gap, the department manages two intensive home visiting programs that emphasize healthy birth outcomes. The first program, Empowering Families of Milwaukee, targets high risk pregnant women in zip codes 53204, 53205, 53206, 53208, 53210, 53212, 53218 and 53233. The program follows a multi-disciplinary approach with a team of practitioners including nurses, social workers, and community health workers that provide long-term, intensive home visitation services utilizing the evidence-based curriculum, Parents as Teachers. Visits begin in early pregnancy and continue through the child's fifth birthday. The program's goals are to improve birth outcomes, support child health, safety and development, decrease child abuse and neglect, improve school readiness, and enhance family functioning. Since inception, the program has enrolled 531 new clients and serviced 467 infants. In 2010, 99% of the women involved in the program were receiving pre-natal care and 75% of mothers initiated breastfeeding at birth. More than 82% of the infants born to program participants scored at or above benchmark developmental levels, indicating the program's potential to overcome high risk environmental circumstances.

Figure 4

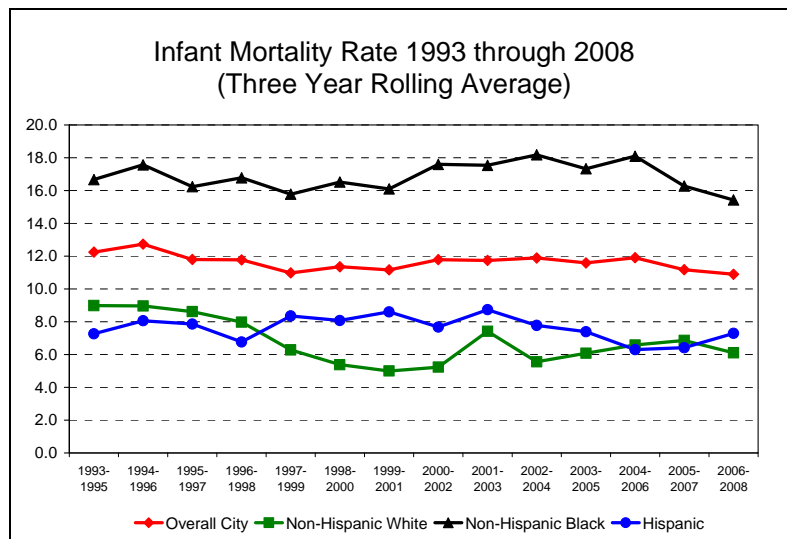
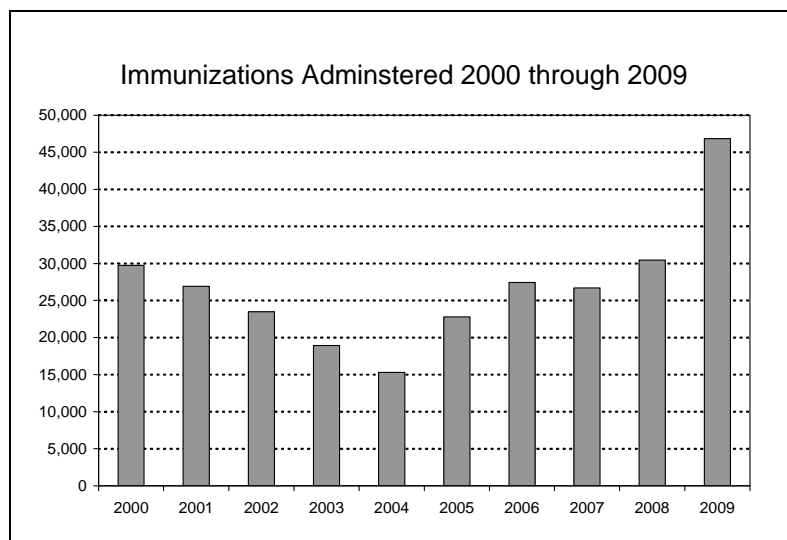


Figure 5



A second program, the Nurse Family Partnership, aims to improve birth outcomes, improve the child's health and development and improve the families' self-sufficiency. The program provides intensive nurse home visitation services to low income, first time pregnant women in zip codes 53204, 53205, 53206, 53208, 53210, 53212, 53218, and 53233. This evidence based program follows strict adherence to the national model where case management is carried out through a team of nurses. Visits begin in early pregnancy and continue until the child's second birthday. Based on nationally conducted research at other NFP sites, the program can expect these outcomes: improved prenatal health, fewer childhood injuries, fewer subsequent pregnancies, increased intervals between births, increased maternal employment, and improved school readiness. By the end of the second quarter of 2010, the Nurse Family Partnership program had enrolled 67 active families, and 87% of these families had achieved the recommended level of prenatal visits, 71% of new mothers had initiated breastfeeding, and 81% of the infants were current with recommended immunization schedules.

The department is committed to working with the community to reduce infant mortality and hosted a Safe Sleep Summit in 2010 along with key community partners to strategize ways to promote safe sleep practices. The department also launched a safe sleep campaign in December of 2009 and is planning to launch a prematurity awareness campaign as well. In 2009, the department became an official “Cribs for Kids” site and through August 2010, has distributed nearly 600 cribs to families who need a safe sleep environment for their children.

**Immunizations:** The city has adopted the Department of Health and Human Services (DHHS) goal to have 90% of children complete the primary immunization series. The goal is considered an appropriate level of protection to prevent or minimize outbreaks of vaccine preventable diseases which have become more prevalent in the United States. Improving immunization rates remains a high priority for the Health Department and significant gains have been made over the last four years to improve immunization compliance rates. The department’s School Readiness Immunization program, along with several key grants and a Immunization Task Force have increased compliance rates 27% since the 2005 - 2006 school year. Compliance rates have remained consistently at 81% despite new immunization requirements being phased in during the 2008 - 2009 school year.

In order to increase and sustain progress regarding immunization, the department continues to play a key role in the Immunization Task Force. The task force is comprised of members from the Health Department, Milwaukee Public Schools, the Wisconsin State Division of Public Health, and the Milwaukee County District Attorney’s Office. In 2011, the task force will expand its mission to focus on improving citywide immunization rates instead of concentrating solely on Milwaukee Public Schools. The task force will also concentrate on improving the efficiency and effectiveness of school based immunization clinics and implement a new data exchange program to better facilitate the transfer of immunization data from schools to the state.

**H1N1 Update:** During the outbreak, the department coordinated resources for a mass vaccination campaign at several sites and vaccination efforts prioritized those groups most at risk. In 2009, the department administered 46,838 vaccinations to over 28,000 clients (see Figure 5). Approximately 25,000 of those vaccinations were for H1N1 and another 2,000 doses were distributed to client partners in the community. The Health Department laboratory tested more than 6,000 specimens and was one of only three labs in the state that could replicate the confirmatory testing done by the Centers for Disease Control and Prevention.

In 2010, H1N1 will be incorporated into the seasonal trivalent flu vaccine and made available through traditional distribution routes. The department is following the American Council for Immunization Practices (ACIP) recommendation that everyone get vaccinated for the flu this season, and the fall immunization marketing campaign will included a component highlighting the importance of flu vaccination.

**Sexually Transmitted Disease:** Milwaukee currently has one of the highest rates of infection for gonorrhea and chlamydia in the country. Current data indicate the potential for a significant increase to Sexually Transmitted Disease (STD) in Milwaukee. The Health Department’s STD and HIV programs offers services that include screening, treatment, counseling, and referral for Sexually Transmitted Diseases and HIV counseling as well as community outreach and education. The department’s STD clinic sees approximately 7,000 clients each year and continues to maximize client outreach and service through newer programs and initiatives.

For example, the Dual Protection Partnership Initiative provides education to clients along with actively managed referrals of clients to medical providers. Field delivered testing and treatment shortens the amount of time between diagnosis and treatment to decrease the spread of disease. Initiatives like these allow the department to treat a larger number of cases in a timely manner in order to decrease both occurrence and reoccurrence of cases.

The department also focuses on process improvements that positively impact service outcomes at the Keenan STD clinic. The department has set a goal to provide service to at least 80% of the clinic’s visitors on a regular basis. In 2009, the department exceeded this goal and was able to see over 82% of the clients that came to the STD clinic.



In 2010, the department partnered with Diverse and Resilient, Inc. to help reach young African American men who have sex with men. The partnership will target the root causes associated with the rise of HIV disease in Milwaukee and collaborate with additional community agencies to maximize client reach and reduce disease transmission.

The 2011 proposed budget includes \$75,000 in a departmental special fund to enable targeted HIV prevention initiatives. The department will use its surveillance and community outreach expertise to tailor these initiatives to the most critical emerging patterns of HIV risk.

**Child Obesity:** Promoting healthy behaviors and access to health services in Milwaukee improves the health of residents. Poor health habits started in youth contribute to disease, disability, early death, and high health care costs. Rising rates of obesity and diabetes are becoming important public health concerns, underscoring the importance of exercise and nutrition. The department's Women, Infants, and Children (WIC) program is the largest in the state and currently serves around 8,000 clients each month. The program implemented the "New WIC Way" in 2009 which promotes the purchase of fresh, frozen and canned fruits and vegetables in stores and at farmer's markets. The department will continue its efforts to educate clients and increase their capacity to buy these items.

**Consumer Environmental Health:** The department's success in protecting consumer environmental health is measured in part by the percent of inspections with critical risk violations. The department has a goal to reduce critical risk violations for all inspections, including initial site visits and follow-up inspections. In 2009, 48% of all inspections resulted in the identification of one or more critical risk violations (see Figure 6). The most prevalent risks include improper holding, cross contamination, and personal hygiene. The Health Department continues to use the Hazard Analysis and Critical Control Point (HACCP) techniques in its inspections. These techniques allow Food Inspectors to identify hazards to food safety or products in relation to food preparation or processing and determine the critical control points required to prevent or control these hazards.

In 2009, the department revised the manner in which food inspections are carried out in order to increase the amount of routine inspections that are completed annually. Restaurants are inspected at an increased frequency based on the complexity of food service. The tiered model of delivery helps inspectors better target more complex establishments and concentrate on violations that pose the greatest health risk for consumers. In addition, beginning in January 2009, the department began issuing placards to licensed food establishments after inspections were completed. These placards were revised and enlarged in 2010 and are to be posted by licensed operators in a

Figure 6

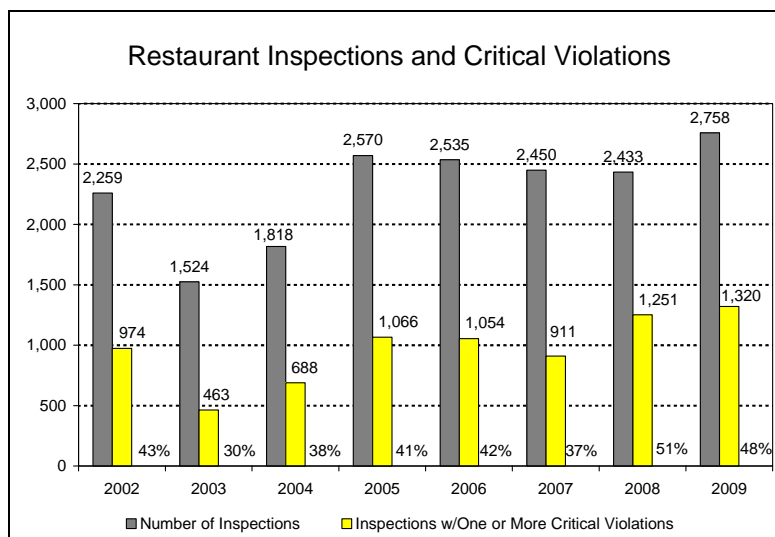
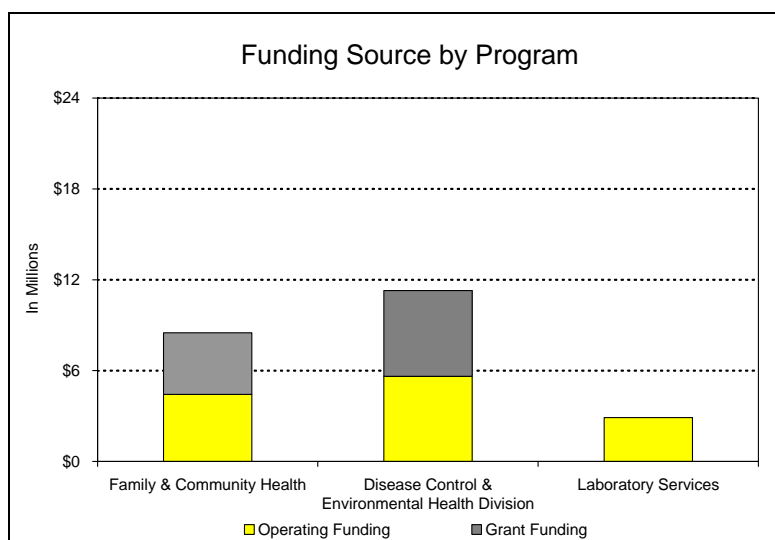


Figure 7



visible area. The placards provide details on the last date of inspection and provide information on how to access the department's inspection reporting system via the web or telephone.

The department is in the process of implementing a system for timely and consistent communication of problematic license holders. The new system includes revised protocols to improve intelligence sharing on problematic establishments with the District Attorney's Office, the Police Department, and the Department of Neighborhood Services. The department has launched a pilot program in 2010 and will expand the pilot to a citywide initiative in 2011. Through the reallocation of existing staff and salary resources, the department is adding an Environmental Health Training and Policy Coordinator to help with this task and other managerial duties.

**Violence Prevention:** The reduction of violence is a top priority for the city. The Office of Violence Prevention works to promote healthy residents in the city by reducing and preventing the leading causes of intentional injury and death. This includes collaborating with and supporting professional and neighborhood based efforts to develop more effective approaches and policies for violence reduction; working to build capacity within Milwaukee for prevention activities; disseminating information that will help to promote understanding of violence and its causes; studying violence reduction best practice models through research, training and program evaluation; and designing effective violence reduction initiatives.

**Homeland Security and Public Health Emergency Preparedness:** The department is active in several interagency planning initiatives directed toward improving public health response to natural disasters and bioterrorism. The department actively participates on a number of regional hospital and local public health boards, work groups and committees directed toward improving communitywide readiness. In 2010, the department was the first in the state to convene a multi-disciplinary and intergovernmental stakeholder workgroup focusing on developing a response plan to the introduction of a communicable disease through the Port of Milwaukee. The Urban Areas Security Initiative (UASI), Biowatch, and the Cities Readiness Initiative (CRI) are all examples of collaborative regional approaches to emergency preparedness and response within the Milwaukee metropolitan area that focus on public health coordination of medical surge capacity and distribution of medical countermeasures in response to a bioterrorism event. The department recently developed a Memorandum of Understanding with the Federal Bureau of Investigation (FBI) that strengthens the partnership between local public health and federal law enforcement entities. The health department laboratory was recently certified to perform analysis of select bioagents to enhance overall regional preparedness capabilities.

## **OTHER SERVICE AND BUDGET CHANGES**

**Budget Funding:** The 2011 proposed budget provides \$12.9 million of local tax levy funding. Grant funding from state and federal governments and foundations is expected to total \$9.7 million which is a 27% decrease from 2010 expected grants. Overall, 2011 grant and operating funding of \$22.7 million (see Figure 7) represents a \$1.9 million decrease from the \$24.6 million in 2010.

**Capital Funding:** Capital funding for the Health Department totals \$110,000. This includes \$85,000 for general maintenance and repairs at the various health centers and \$25,000 for security cameras.

**School Readiness Immunization Initiative:** The 2011 proposed budget continues funding for the School Readiness Immunization Initiative to help the community achieve benchmark immunization rates. The program supports the establishment of more reliable baseline immunization data for the city and provides guidance to childcare and health care providers to bridge any gaps in immunization data with those organizations. The initiative also helps with special immunization clinics and enhanced immunization outreach and educational efforts.

**Community Healthcare Outreach Program:** Funding in 2011 will continue to help the department identify eligible populations, inform clients of the programs available, help with the application process and participate in outreach activities. This emphasizes the city's commitment to decrease existing health disparities and ensures that all Milwaukeeans have access to health insurance.

**Staff Changes:** The 2011 proposed budget maintains all existing clinic services, with modest reductions to personnel involved in direct service delivery. See the *Detailed Listing of Position Changes* for more information.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Disease Control and Environmental Health</b>	
<b>Activities:</b>	Communicable disease surveillance and control, immunizations, STD/HIV Aids prevention, tuberculosis prevention, emergency preparedness and response, environmental assessments, lead poisoning prevention and treatment, food safety regulation and education, weights and measures inspections, and sales ordinance investigations.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of immunizations administered for the city and MPS.	30,000
	Number of clients seen at the STD clinic.	8,000
	Number of units made lead safe.	725
	Number of food inspections.	4,500
	Percent of all food inspections with one or more critical risk	35.0%
<b>Funding by Source:</b>	Operating Funds	\$5.7
	Grants and Reimbursables	\$5.7
	Capital Budget	\$0.1
	<b>Totals</b>	<b>\$11.5</b>
<b>Service</b>	<b>Family and Community Health</b>	
<b>Activities:</b>	Prenatal and reproductive health, newborn screening, immunizations, health education, preschool health, infant mortality reduction, health care access, cancer screening and prevention, women's wellness, domestic violence and sexual assault, vitals statistics/epidemiology, men's health.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of intensive nurse home visits.	4,800
	Number of clients signed up for insurance.	2,500
	Number of cribs distributed through Cribs for Kids.	1,000
<b>Funding by Source:</b>	Operating Funds	\$4.3
	Grants and Reimbursables	\$4.1
	Capital Budget	\$0.0
	<b>Totals</b>	<b>\$8.4</b>
<b>Service</b>	<b>Laboratory Services</b>	
<b>Activities:</b>	Disease surveillance, environmental health protection, food and water safety, specialized testing, emergency response, data interpretation and integration, and research.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of tests for communicable disease.	7,500
	Number of tests for blood lead poisoning.	5,000
	Number of tests for lead in the environment.	18,000
	Number of tests for water quality including beach monitoring.	1,600
<b>Funding by Source:</b>	Operating Funds	\$2.9
	Grants and Reimbursables	\$0.0
	Capital Budget	\$0.0
	<b>Totals</b>	<b>\$2.9</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
1		1.00	Health Project Coordinator Violence Prevention	Position added through the Sexual Assault Planning Grant.
-1	-0.60		Human Resources Analyst Senior	Reduction due to fiscal constraints.
-1	-1.00		Custodial Worker II/City Laborer	Eliminate vacant position authority.
1		1.00	Health Project Assistant	Position added through Public Health Impact Initiative Grant.
		1.00	Public Health Nurse	Positions increased to full time through Maternal and Child Health Grant.
-1	-1.00		Public Health Nurse	Reduction due to fiscal constraints.
	-0.50		Clinic Assistant	Position reduced to part time.
1		1.00	Public Health Nurse Supervisor	Positions added through Project LAUNCH Grant.
3		3.00	Public Health Nurse	
1		1.00	Health Project Coordinator Childhood Wellness	
		0.30	Nutritionist	Position changes through WIC grant.
1		1.00	Health Project Coordinator	
2		2.00	Clinic Assistant Bilingual	
-3		-3.00	Clinic Assistant	
-1		-1.00	Dietetic Technician	
1		1.00	Dietetic Technician Bilingual	
1		1.00	Office Assistant III	Position reduced through Tobacco Control Community Coalition II Grant.
-1		-1.00	Tobacco Control Program Coordinator	
-4		-4.00	Public Health Nurse	Positions reduced through Adolescent Community Health Grant.
-2		-2.00	Health Project Coordinator	
-1		-1.00	Public Health Educator	
-1		-1.00	Office Assistant II	
-1		-1.00	Health Project Assistant	

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
2		2.00	Public Health Nurse	Positions added through Maternal and Child Health grant.
1		1.00	Public Health Educator II	
1		1.00	Health Project Coordinator	
1		1.00	Health Project Coordinator	Position added through Plain Talk Initiative Grant.
	-0.50	0.50	Environmental and Disease Control Specialist	FTE correction.
-1		-1.00	Lead Grant Project Manager	Position changes in Lead-Based Paint Hazard Control Grant.
1		1.00	Lead Grant Monitor	
1	1.00		Environmental Health Training and Policy Coordinator	Position added in Consumer Environmental Health.
-1		-1.00	Health Project Coordinator Emergency Prep	Position changes in Bioterrorism Grant CRI/Pandemic Flu.
1		1.00	Health Project Coordinator Immunizations	
1		1.00	Public Health Pandemic Planning Coordinator	
-1	-1.00		Office Assistant III	Position changes due to reorganization of departmental positions.
	0.40		Office Assistant II	
-1		-1.00	Health Project Coordinator Immunizations	Position changes in Immunization Action Plan Grant.
1		1.00	Public Health Nurse	
1		1.00	Public Health Nurse	Positions added through Immunization Action Grant.
1		0.50	Office Assistant II	
-1		-1.00	Health Information Specialist	Positions reduced through Childhood Immunization Disparities Grant.
-2		-2.00	Public Health Nurse	
-1		-0.50	Office Assistant II	
1		1.00	Health Project Coordinator	Position added in Public Health Emergency Response Grant.
-1	-0.50	-0.75	Various Positions	Miscellaneous adjustments.
-1	-3.70	4.05	<b>Totals</b>	

# LIBRARY

## EXECUTIVE SUMMARY

- MISSION:** Provide a gateway to an expanding world of information and to library services, guide citizens in their pursuit of knowledge and lifelong learning, and increase the literacy rate, knowledge and work skills of Milwaukee residents.
- OBJECTIVES:**
- Reduce the number of families living in poverty and improve job growth.
  - Expose inner city youth to career environments.
  - Increase literacy rate.
  - Deliver services at a relatively low cost to taxpayers.
- STRATEGIES:**
- Offer job and résumé labs and computer training classes.
  - Increase access to library cards for city students.
  - Expand early literacy initiative and enhance literacy services to adults.
  - Use RFID and facilities planning to improve efficiency in library operations.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	272.10	287.89	288.18	291.18	3.29	3.00
FTEs - Other	22.20	25.37	25.37	25.37	0.00	0.00
Total Positions Authorized	377	368	368	372	4	4
<b>EXPENDITURES</b>						
Salaries and Wages	\$13,153,256	\$11,584,227	\$12,025,960	\$12,094,690	\$510,463	\$68,730
Fringe Benefits	5,702,602	4,749,532	5,772,461	6,168,292	1,418,760	395,831
Operating Expenditures	2,399,391	2,237,000	2,371,071	2,415,482	178,482	44,411
Equipment	1,776,891	1,562,743	1,587,279	1,587,279	24,536	0
Special Funds	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$23,032,140</b>	<b>\$20,133,502</b>	<b>\$21,756,771</b>	<b>\$22,265,743</b>	<b>\$2,132,241</b>	<b>\$508,972</b>
<b>REVENUES</b>						
Charges for Services	\$1,481,556	\$1,507,000	\$1,384,800	\$1,384,800	\$-122,200	\$0
<b>TOTAL</b>	<b>\$1,481,556</b>	<b>\$1,507,000</b>	<b>\$1,384,800</b>	<b>\$1,384,800</b>	<b>\$-122,200</b>	<b>\$0</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Milwaukee Public Library (MPL) enhances the quality of life in Milwaukee's neighborhoods and contributes to social awareness, school readiness, academic success, literacy, economic development and job skills development. Library collections also serve informational and recreational needs of the community. MPL provides materials, services, and facilities for residents of Milwaukee and throughout Milwaukee County. Nearly three million physical items and various online resources are available at the Central Library and 12 neighborhood libraries located throughout the city.

Library services include access to materials and programs related to developing a skilled workforce. Information needed for self-improvement in the area of job skills is available at Central Library as well as all neighborhood libraries. MPL has received assistance from several private and non-profit organizations to offer programs such as walk-in assistance for help in completing résumés, online job applications, and developing skills to perform improved online job searches. The Library's commitment to workforce and economic development also includes its partnerships with the University of Wisconsin Milwaukee's Small Business Development Center, MATC, SCORE, and other community organizations. These partnerships have increased the Library's capacity to offer various programs, including business planning assistance and GED studies, aimed at developing entrepreneurship and economic self-sufficiency for Milwaukee residents.

The Library also focuses on developing adult literacy to address skills that can improve employability, job retention, and basic literacy. Four libraries are designated as literacy centers that provide tutoring programs and special materials to develop basic reading skills. One-on-one tutoring is also available at five libraries, with walk-in tutoring offered at Washington Park Library. The Library also offers technology as part of its focus on 21st century literacy. Public computer classes are offered in partnership with private donors, and there is access to public computer workstations and the Internet at each library. Computer classes are offered throughout the year, and workstations are available during all library hours.

Children's librarians are assigned to all libraries. These librarians select and recommend appropriate materials for young children, provide guidance to parents and caregivers, and offer in-house, distance, and online reading programs. As children grow into young adults, the Library has various programs and services to support their educational needs including age appropriate summer reading programs and homework assistance during the school year. These services to children, childcare providers, and young adults have been merged under one coordinator. With an emphasis on early literacy and lifelong learning, the coordinator provides a system wide standard for services and programs offered to youth and underserved populations.

### Strategies and Milestones for 2011

<b>Objective: Reduce families living in poverty and improve job growth.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Offer job and résumé labs.	Funding secured; demonstrated increase in use.
Offer computer training classes.	Funding secured; demonstrated continued use.
Expand access to computer resources and wireless Internet.	Public laptop pilot expanded at Villard Avenue Branch and replicated at five other branches.
Support installation of kiosks from the Milwaukee Area Workforce Investment Board.	Kiosks installed at branch libraries
<b>Objective: Expose more inner city youth to career environments.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Ensure every city student has a library card.	80% of first grade students enrolled in MPS will have valid cards.

**Strategies and Milestones for 2011**

<b>Objective: Increase literacy rate.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Increase access to library services.	Hours increased from 35 to 45 per week at four branches.
Continuation of Library's Books2Go Early Literacy Initiative.	Private support secured. 40 outreach sites served. 1,100 children served; 110 childcare providers trained.
Increase services through Youth and Community Outreach Services Unit.	"Teacher in the Library" initiative operating at five branch libraries. Maintain the Summer Reading Outreach program at five new summer school sites and 808 additional childcare centers.
Enhance literacy services to adults with school age children.	Computer and financial literacy classes and resources offered.
<b>Objective: Deliver services at a competitive cost.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Use RFID and self-check technologies to improve and streamline circulation functions.	Self-check stations fully operational at all libraries; 80% of all circulation completed at self-checkout.
Enhance libraries and library services through capital planning and development.	New branch library opens in Villard Square development. East Library Development underway.

**STRATEGY IMPLEMENTATION**

**Programming and Technological Resources:** The Library is working to meet changing patron needs by offering innovative programming and expanded technological resources and services.

To expand its capacity, the Library has secured alternative sources of funding and partnered with other leading organizations in the community to reach a broader audience and present additional programming for all ages. In 2010, these strategies enabled the Library to deliver programming and develop new online resources to heighten people's awareness and improve efficacy in the areas of health, personal finance, environmental sustainability, job searching, computers and technology, and early literacy. This is in addition to the traditional and ongoing programs that support early childhood development and education, cultural enrichment, civic engagement and lifelong learning.

**Job Drop-In Labs and Computer Training:** The Library's information resources have expanded beyond traditional collections and reference to include increasing numbers of computer based information and technical skills development. In 2009, MPL offered 472 privately supported computer classes focusing on providing



residents with basic computer skills. Nearly 4,000 students attended these classes in 2009, and 286 more classes were held with over 2,300 attending in the first six months of 2010.

In addition to computer classes, customers continue to use library technology on library computers when buildings are open and remotely from their own computers. As shown in Figure 1, overall usage of public computers dropped in 2010, due to decreased library hours. Through July 2010, total computer use in library facilities dropped by 24% compared to 2009. However, library patrons continue to increase their use of remote resources. Through July 2010, patrons connected to library purchased databases remotely 24% more often than in 2009. At the end of July 2010, Milwaukee cardholders had placed more than 270,000 holds and 80% of those were placed from a home or business outside the library. The Library's focus on technology, including Internet based databases, virtual reference and other services offered via the Library's web page, has increased its ability to serve patrons.

**Laptop Pilot:** The Library piloted a public laptop program at the Villard Avenue branch in 2010, with plans to expand and replicate the program in 2011 at five additional branches in anticipation of stimulus funding. The other branches would include Forest Home, Center Street, Martin Luther King Jr., Atkinson, and Washington Park. With approved funding, 40 laptop computers would be placed at each of the libraries for in-library use by the public. Six computer trainers would be hired to work at these libraries, managing the program and providing classroom style and one-on-one training. The wireless system throughout the entire public library system would also be upgraded.

**Community Resource Kiosks:** The Milwaukee Area Workforce Investment Board installed a Community Resource Kiosk at the Center Street Branch Library in 2009. With anticipated stimulus funds, additional kiosks will be added to five additional library sites. These kiosks provide direct links to information about jobs, training, benefits, and other resources.

**Library Card Campaign:** The Library's goal is to have every Milwaukee student using the public library with a valid library card. A first step toward reaching this goal is to concentrate on getting cards into the hands of first graders. These students can print their names and are learning to read, a perfect time to receive their first library card. The Library will continue to work with the Library Board of Trustees and the Milwaukee Public Schools to reach this goal.

**Ready to Read with Books2Go:** The "Ready to Read with Books2Go/*Libros Para Llevar*" program improves the reading readiness skills of Milwaukee children ages 0 through 5. The program focuses on childcare providers and families located in neighborhoods with the highest concentration of poverty and has been in operation for ten years.

Outreach teachers visit childcare centers and enroll them with a Books2Go library card, discuss early literacy development, promote programs offered at the Milwaukee Public Library, and invite teachers to attend free continuing education workshops. Ready to Read works with childcare centers to provide intensive services, including story times twice a month and book delivery. Teachers model methods for childcare providers to use that develop early literacy skills during story classes and during their day-to-day interactions with children. Strong emphasis is placed on brain development and incorporating fun, easy, and educational activities that will make a considerable difference in the lives of children. Ready to Read also includes outreach to families and teaches parents about early literacy skills. This initiative is funded primarily through private foundations.

**Teacher in the Library:** This new initiative was inspired by the Chicago Public Library's successful program that brings certified teachers to the public library during after school hours. The teachers working with the Chicago project have helped children complete homework assignments and assisted students in becoming more focused on their studies, resulting in improved classroom performance. In addition to these goals, Milwaukee Public Library's teachers, in collaboration with MPL's children's librarians, will focus on the promotion and development of reading as a lifelong habit. Teachers also provide support, counseling, and advocacy for the parents and

caregivers of participating children. Parents may be unable to assist their children in completing homework because of limited English language and academic proficiencies. In order to ensure there is full community engagement, Milwaukee's program will provide bi-lingual (Spanish/English) teachers as the neighborhood's demographics and the needs of the student participants and their parents demand. This initiative is currently funded with CDBG funds.

**Expanded Outreach of the Summer Reading Program:** Promoting reading and developing reading skills is a year round endeavor for the library. While the 'Teacher in the Library' initiative promotes academic development during the school year, the Super Reader summer reading program promotes reading over the summer to maintain or increase reading skills while children are out of school and to develop a lifelong habit of reading for pleasure. In 2010, the program served 60 youth serving agencies and 30 preschool childcare centers.

In addition, the Library hopes to continue an expanded early literacy outreach effort to 80 childcare classrooms that reached over 1,000 children age five and younger. Library educators visited each classroom three times over the months of July and August and provided literature based classes to develop the literacy skills. This effort encourages parents in their roles as their child's first teacher, helping to develop reading skills in their children. Outreach educators visited each center three times over the summer and actively engaged the children in the Super Reader program and literacy activities.

The Library expects to continue a new partnership with community leaders who piloted an intensive summer school aimed at improving reading skills in 150 second and third graders identified as having minimal reading skills. These children attended one of five different sites where a library teacher worked with them for 30 minutes each day as part of their summer school program. The teachers engaged them in the reading process by finding reading material they enjoyed and providing fun literacy activities that build upon the skill training they receive during summer school. This partnership was funded with CDBG funds.

**Expanding Neighborhood Library Hours:** As shown in Figures 1 and 2, the hours of computer use and the number of patrons and items circulated all have significantly decreased in 2010 compared to 2009. These reductions appear to be the result of the reduction in hours at neighborhood libraries that was implemented in 2010. Eight branch libraries had their hours reduced by 22%. Three other branch libraries had their hours reduced by 37.5%. Central Library's Humanities and Art Room offered 22% fewer hours of access. In order to moderate

Figure 1

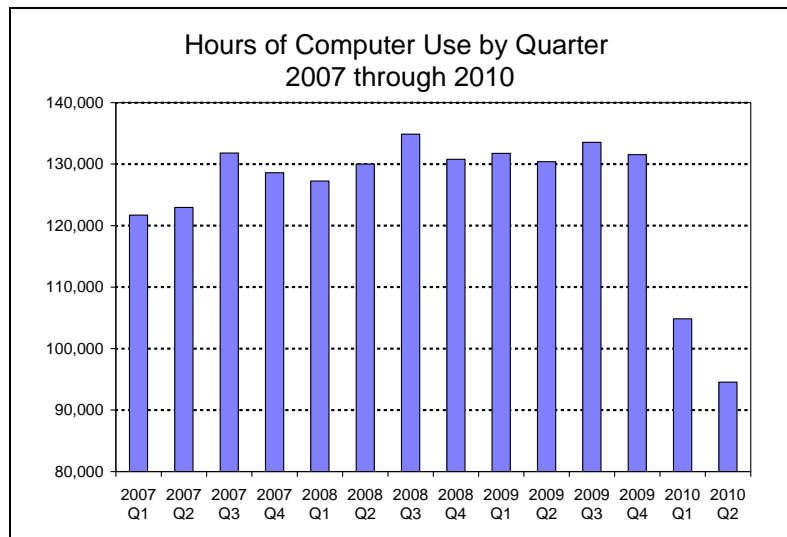
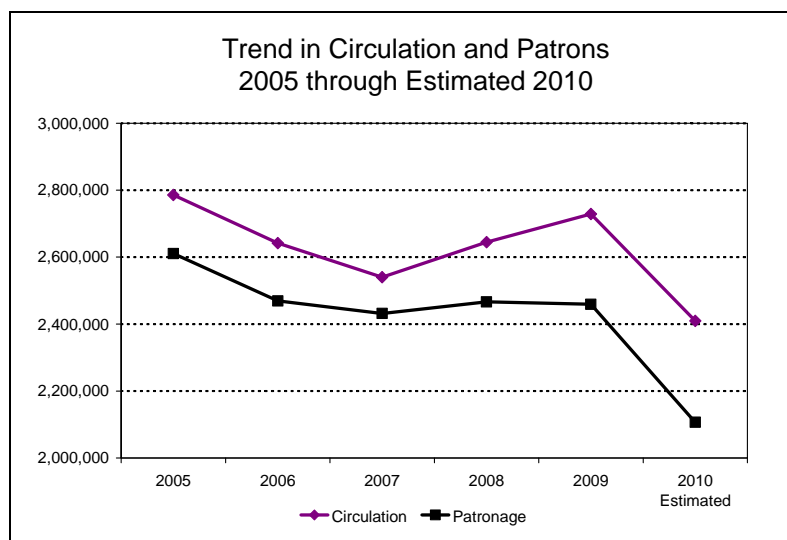


Figure 2



these decreases, the 2011 proposed budget increases weekly hours at some libraries. Hours at Bay View, East, Washington Park and Zablocki libraries will increase from 35 hours to 45 hours per week. This increase will include a full additional day of service and three additional hours on another day, keeping these libraries open four evenings rather than three.

**RFID/Self-Check Project:** This project began in 2009 with vendor selection completed by the end of the year. Tagging of materials at branches began in February 2010 and was completed in July. Central's tagging project began in March 2010 and was completed in August. Installation of self-checkout stations and new security gates began in April 2010 and was completed at 11 branches in August. Self-check circulation, through mid-August, was 143,828 or 54.9% of all circulation at those locations. The Library's goal is to have 80% of all circulation transacted through the self-service stations. One two bin sorter for automated check-in has been installed at East Library. Bay View and Central Libraries require some architectural changes to accommodate the new technology. Construction and subsequent installation is expected to be completed early in 2011.

**The Green Roof:** The Green Roof project at the Central Library began in summer of 2009 and was completed in summer of 2010. The project replaced a deteriorated roofing system with a green roof system that will double the life of the roof, improve energy efficiency and reduce the amount and speed of stormwater runoff. This project also included the installation of a 30 kilowatt solar electric system. The solar panels produce electricity that goes back to the grid as an offset to the amount of electricity used in the Central Library. From November 2009 through August 2010 the solar panels have generated 31,957 kilowatt hours. Annually, the panels are expected to generate enough electricity to meet approximately 11% of the Central Library's needs.

**Central Library Drive-Up:** Renovation of the drive-up at Central Library began in August of 2010 and is expected to be completed in the fall. The project will improve access to the drive-up service point and create a safer separation between pedestrians using the accessible entrance to Centennial Hall and vehicles. New energy efficient storefront windows will replace the existing leaking single glazed windows. The interior changes include installation of an RFID sorting system that will improve customer service and workflow efficiency. The new design also improves staff safety, ergonomics, and general working conditions.

**Villard Library:** Construction of the new Villard Square Development is underway and will include a new branch library, replacing the current library. Ground breaking took place on September 17<sup>th</sup> and the library is expected to open to the public in the fall of 2011. The 12,300 square foot library is designed to be flexible, customer friendly, and efficient. A moveable glass wall will separate a meeting room from the reading room and can be opened to expand the reading and study area when not in use. The Library will continue to offer wireless Internet access and up to 40 laptop computers for public use in the building. Comfortable areas will be available for adults; teens will have their own room to study, read, and work in groups; children will have their own computers and collection arranged around a unique window seat. Two additional study rooms will accommodate individual and small group use. The library will also take advantage of self-service technology and will implement a new roving service model with staff available at they rotate through the library

## **OTHER SERVICE AND BUDGET CHANGES**

**Books and Materials:** A total of \$1.43 million is set aside to fund materials purchased for Central Library and all 12 neighborhood libraries. This represents an increase of \$57,857 or 4.2% from the 2010 materials budget.

**Security Improvements:** The 2011 proposed budget includes increased security at library facilities, with more budgeted hours for security guards and upgrades to security cameras.

## **CAPITAL PROJECTS**

The 2011 proposed budget provides \$2.5 million for library capital improvements, including \$2 million for changes to library facilities.

**East Library Development:** The Library held numerous public meetings in 2009 regarding the future renovation or replacement of several neighborhood libraries. Seven of these 12 libraries are due for renovation or major mechanical work in the next few years, and the need for this maintenance combined with increasing budget constraints drove the need to determine a future strategy on library facilities. The 2011 proposed budget includes \$2 million in borrowing authority for facility changes, with the intent of using this funding to develop a mixed use facility for the East Library similar to the Villard Square project that is providing a new Villard Library. The Library is working with the Department of City Development to invite proposals to develop the East Library property as a mixed-use development. This will allow the city to develop this valuable property and replace an aging library at the same time. A Request for Proposal is being developed.

**Central Library Improvements:** The capital budget also includes \$526,000 in improvements to Central Library. This includes ongoing projects to repair the building's historic mosaic tile and scagliola, masonry work on the building's exterior, and replacement of one air handling unit.

## 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Public Service Central Library</b>	
<b>Activities:</b>	Reference, research and circulation services, collection development; duties related to designation as the Milwaukee County Federated Library System's Resource Library, Interlibrary Loan Services, Ready Reference, Virtual Reference, City Archives, computer and technology services, adult literacy, providing for a healthy environment, and providing opportunities of lifelong learning.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Circulation	699,320
	Visits	557,655
	Patron Contacts	273,050
	Paging Slips	103,800
<b>Funding by Source:</b>	Operating Funds	\$5.2
	Grants and Reimbursables	\$1.1
	<b>Totals</b>	<b>\$6.3</b>
<b>Service</b>	<b>Public Service Neighborhood Libraries</b>	
<b>Activities:</b>	Circulation services, Reference, collection development, children's and teen librarians, computer and technology services, adult literacy, providing for a healthy environment, and providing opportunities for lifelong learning.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Circulation	2,040,435
	Visits	1,676,630
	Patron Contacts	643,375
	Paging Slips	205,000
<b>Funding by Source:</b>	Operating Funds	\$5.5
	Grants and Reimbursables	\$0.5
	<b>Totals</b>	<b>\$6.0</b>
<b>Service</b>	<b>Programming and Outreach Services</b>	
<b>Activities:</b>	Targeting materials and programs to specific populations. This includes Central Library's children's room programming and materials, outreach to childcare centers and related facilities through Books2Go, and adult programming, including job and computer skill classes. Preparing, presenting and staffing visits from authors, and other cultural events at library facilities.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Total number of outreach sites served by Books2Go.	40
	Computer program attendance.	4,435
	Number of participants reached in Early Literacy programs.	37,000
	Number of participants reached in School Age programs.	34,000
	Number of children registered in Summer Reading programs.	27,000
	Number of adults participating in Adult Library programs.	7,500
<b>Funding by Source:</b>	Operating Funds	\$0.8
	<b>Totals</b>	<b>\$0.8</b>

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Administrative Services</b>	
<b>Activities:</b>	Leadership, Board of Trustee Activities, planning, implementation of Library Strategic Plan, development of community partnerships and marketing plan, budgeting, organizational development and human resource management.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Average hours a week each library facility is open.	41.2
	Number of security incidents	1,000
	Number of registered MPL cardholders.	338,150
	Number of valid MPL cardholders.	154,235
<b>Funding by Source:</b>	Operating Funds	\$2.4
	<b>Totals</b>	<b>\$2.4</b>
<b>Service</b>	<b>Technical Services and Collections</b>	
<b>Activities:</b>	Provides technology infrastructure, support, and materials for Central and neighborhood libraries. Selects, acquires, and processes library materials. Provides network administration, purchase, installation and maintenance of all library computers and software.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Collection size	2,811,539
	Items added to collection.	115,000
	Materials expenditure per capita.	\$2.36
	Number of computers in library facilities.	897
	Hours of computer usage.	475,100
	Unique web visits.	2,723,900
<b>Funding by Source:</b>	Operating Funds	\$4.6
	Grants and Reimbursables	\$0.2
	<b>Totals</b>	<b>\$4.8</b>
<b>Service</b>	<b>Facilities and Fleet Services</b>	
<b>Activities:</b>	Maintenance of structures, operating systems, equipment and grounds for Central Library and all neighborhood libraries, totaling 642,000 square feet. Delivery of equipment and supplies between buildings and maintenance of all MPL vehicles.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Facilities cost per square foot.	\$5.77
<b>Funding by Source:</b>	Operating Funds	\$3.7
	Capital Budget	\$2.5
	<b>Totals</b>	<b>\$6.2</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1			Building Maintenance Manager	] Position reclassified in CCFN 091647.
1			Library Facilities Manager	
-1	-1.00		Printer	Eliminate vacant position.
4	4.00		Librarian II	Increase hours at branch libraries.
-6	-3.00		Librarian II	] Position change in CCFN 091143.
6	3.00		Library Youth Educator (0.5 FTE)	
1			Library Education Outreach Specialist	Position added in CCFN 100351.
	0.29		Various	Miscellaneous adjustments.
<b>4</b>	<b>3.29</b>	<b>0.00</b>	<b>Totals</b>	

# MAYOR'S OFFICE

## EXECUTIVE SUMMARY

- MISSION:** Enhance the safety, prosperity, and quality of life for all of our citizens working directly and through partnerships with our community stakeholders.
- GOALS:**
- Ensure city services are delivered efficiently, effectively, and equitably.
  - Build safe and healthy neighborhoods.
  - Increase investment and economic development throughout the city.
  - Enhance workforce development and connect more citizens to family supporting jobs.
  - Improve replacement cycles for city's core infrastructure.
  - Sustain, enhance and promote Milwaukee's natural environmental assets.
- STRATEGIES:**
- Continue and improve the Accountability In Management program to deliver high quality services to the taxpayers.
  - Work with local and regional partners in creating and retaining jobs.
  - Aggressively address the foreclosure crisis in Milwaukee.
  - Continue increased investment in local streets and sewers.
  - Continue to secure federal and state funds to improve Milwaukee.
  - Promote energy efficiency and renewable energy on a regional basis.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	12.50	11.00	11.50	11.50	0.50	0.00
FTEs - Other	0.00	0.50	0.00	0.00	-0.50	0.00
Total Positions Authorized	14	14	14	14	0	0
<b>EXPENDITURES</b>						
Salaries and Wages	\$800,995	\$745,578	\$792,141	\$783,852	\$38,274	\$-8,289
Fringe Benefits	328,408	305,687	380,228	376,249	70,562	-3,979
Operating Expenditures	38,420	44,000	42,600	42,600	-1,400	0
Equipment	0	4,000	0	0	-4,000	0
<b>TOTAL</b>	<b>\$1,167,823</b>	<b>\$1,099,265</b>	<b>\$1,214,969</b>	<b>\$1,202,701</b>	<b>\$103,436</b>	<b>\$-12,268</b>



## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Mayor of Milwaukee is elected to a four year term as the Chief Executive Officer of the city and the primary representative of the people of Milwaukee. The Mayor's Office provides leadership in establishing priorities and in the coordination and implementation of services and policies. The managers of all major service delivery agencies (with the exception of the Fire and Police Chiefs and other elected officials) are appointed by and are directly accountable to the Mayor.

## STRATEGY IMPLEMENTATION

**Strategic Planning through the Accountability In Management (AIM) Program:** Mayor Barrett continues to ensure that departments are effectively implementing strategies that deliver high quality services and value to taxpayers. The management expectations that guide city departments in the AIM program include delivering services at a competitive cost and improving our fiscal capacity, achieving customer satisfaction and fostering effective communication and outreach.

**Creating Job Opportunities for Milwaukee Workers:** Nothing is more important to the economic vitality of Milwaukee than the availability of good jobs. Mayor Barrett has made a priority of working with the private sector to retain existing jobs and create new employment opportunities. Over the past year, coordinated city efforts have helped attract new employers such as Ingeteam, the Spanish wind energy company, which will employ hundreds of people in a Menomonee Valley factory slated to open in 2011. Talgo, the high-speed train manufacturer, will begin production at Century City; a prime example of the city's efforts to remediate and redevelop old industrial sites.

**Connecting People with Employment:** Mayor Barrett has directed the Milwaukee Area Workforce Investment Board to continue its work to connect job seekers with employment. In combination with employers, schools, social service agencies and other partners, MAWIB assists thousands of people by connecting them with work.

A new Job Corps site will soon start operation in Milwaukee. This U.S. Department of Labor program will provide education and career training to hundreds of young people between the ages of 16 and 25 who face challenges in finding employment opportunities. Mayor Barrett has been a strong advocate of creating the Job Corps site in Milwaukee and has pledged to work to make sure the program is as effective as possible.

Mayor Barrett also continued the Summer Youth Employment program which provided opportunities for students to gain important skills and work experience over the summer months.

**Commitment to Public Education:** Mayor Barrett has been involved in several initiatives to support the Milwaukee Public Schools. The Mayor worked with the state legislature to secure additional funding to offset the property tax impact of the Milwaukee Parental Choice Program (MPCP) lowering the total tax impact by an estimated \$18 million annually. The Mayor plans to continue to work to decrease the impact of the MPCP for taxpayers in future budget sessions.

Mayor Barrett also worked with Governor Doyle to commission a study of MPS finances as it relates to non-instructional spending, which highlighted several opportunities to realize savings. In response to the findings of that report and the continued concerns for MPS academic outcomes, the Mayor, Governor and State Superintendent convened the MPS Innovation and Improvement Council chaired by the Mayor. The council analyzed how MPS implemented those recommendations and provided several additional fiscal and academic reform recommendations for MPS.

**Commitment to Core Infrastructure and Implementation of the American Recovery and Reinvestment Act (ARRA):** During Mayor Barrett's tenure, the local street and sewerage systems have seen increases in funding to

address the aging infrastructure, and to target infiltration and inflow in order to reduce the risk of overflows and basement backups.

Under the direction of Mayor Tom Barrett, the City of Milwaukee was both strategic and aggressive in the pursuit of American Recovery and Reinvestment Act funding opportunities. ARRA dollars procured will have a significant impact on the city's efforts to aggressively address the foreclosure crisis in Milwaukee and increase investment in local streets and sewers. The city garnered \$52,578,034 in Formula Awards and an impressive \$150,345,782 in the Competitive Awards area for a grand total of \$202,923,816. Noteworthy wins include:

- \$31,000,000 for transportation enhancements including local streets.
- More than \$21,000,000 to repair and/or replace bridges in Milwaukee's downtown and Park East areas.
- \$25,000,000 to establish financing mechanisms that provide support for the city to purchase, rehabilitate and market foreclosed properties, including Homebuyer Assistance, a Buy in Your Neighborhood Program and Land Bank Development.
- \$10,000,000 to hire and train police officers over a three year period of time. Milwaukee's application was one of the two highest funded projects nationwide.
- \$33,600,000 for a Clean Water Revolving Loan Fund that will be used to replace and rehabilitate deteriorating sanitary and combined sewer facilities.

**Environmental Sustainability:** The Mayor has charged the Office of Environmental Sustainability to actively engage city businesses, community and advocacy groups, academic institutions and the philanthropic community in strategic citywide discussions and visioning in order to enhance long term economic development in Milwaukee through the use of smart environmental sustainability policy implementation.

Under Mayor Barrett's guidance, the Office of Environmental Sustainability is implementing a plan to spend \$5.8 million in stimulus funding focusing on improving the operational efficiency of city government through energy efficiency upgrades to city facilities. A portion of this funding is also helping local manufacturers cut costs and improve competitiveness by defraying the upfront costs for industrial energy efficiency upgrades. The remainder of this stimulus funding will be leveraged with just over \$12 million in new federal stimulus funding the city was awarded to roll out a comprehensive citywide energy efficiency upgrade program for residential and non-residential property owners later this year.

#### DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
	0.50	-0.50	Staff Assistant Manager	Shift from reimbursable to revenue offset per memorandum of understanding.
<b>0</b>	<b>0.50</b>	<b>-0.50</b>	<b>Totals</b>	

# MUNICIPAL COURT

## EXECUTIVE SUMMARY

- MISSION:** Adjudicate ordinance violation cases impartially to safeguard the legal rights of individuals and protect the public interest, enhance public safety, make court services accessible to the public, and enforce court judgments.
- OBJECTIVES:** Build safe and healthy neighborhoods.
- Improve workforce development and connect more citizens to family supporting jobs.
- STRATEGIES:** Implement technology in order to streamline operations and reduce operating costs, particularly in the area of case management.
- Continue effective enforcement of court judgments through various collection methods.
- Use alternative sentencing to increase respect for the law.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	39.50	39.38	40.38	40.38	1.00	0.00
FTEs - Other	1.00	1.00	0.00	0.00	-1.00	0
Total Positions Authorized	45	45	45	45	0	0
EXPENDITURES						
Salaries and Wages	\$2,161,429	\$2,006,358	\$2,090,841	\$2,069,375	\$63,017	\$-21,466
Fringe Benefits	922,893	822,607	1,003,604	993,300	170,693	-10,304
Operating Expenditures	463,224	512,471	468,500	468,500	-43,971	0
Equipment	20,714	3,000	3,000	3,000	0	0
Special Funds	30,359	35,000	35,000	35,000	0	0
TOTAL	\$3,598,619	\$3,379,436	\$3,600,945	\$3,569,175	\$189,739	\$-31,770
REVENUES						
Charges for Services	\$1,696,106	\$1,613,600	\$1,843,000	\$1,843,000	\$229,400	\$0
Forfeitures	4,802,074	5,255,000	5,255,000	5,255,000	0	0
Miscellaneous	0	0	0	0	0	0
TOTAL	\$6,498,180	\$6,868,600	\$7,098,000	\$7,098,000	\$229,400	\$0

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

Two of the city's goals are to build safe neighborhoods and to connect citizens to family supporting jobs. The Court contributes to these goals by adjudicating ordinance violations, effectively enforcing judgments and assisting residents to restore suspended or revoked drivers licenses.

The Municipal Court, part of the statewide court system, adjudicates city ordinance violations including traffic and building code cases. The Court has three elected Judges who preside over the Court's three branches. The Presiding Judge appoints the Chief Court Administrator who oversees the administrative functions of the Court.

Because of the volatility in the number of case filings, the Court uses Municipal Court Commissioners to augment its judicial resources. There are five authorized part time Municipal Court Commissioners available to hear traffic pre-trials and cases of defendants in the custody of the Milwaukee County Sheriff. The Commissioners hear cases in the Municipal Intake Courtroom at Milwaukee County's Criminal Justice Facility.

The Court is staffed by 41 employees who prepare case files for hearings, provide clerk services to the Judges and Commissioners, receive and account for defendant payments, and perform other administrative functions. The staff is responsible for processing between 150,000 and 190,000 cases per year and accounting for \$7.1 million in net revenues, largely from fines and forfeitures.

The Court provides its services through regular daily court sessions, evening court sessions, and a variety of community based options. Evening court meets the needs of a large number of people busy during the day. Judges also meet with defendants in a variety of locations including at community organizations, which have programs specifically aimed at children and young adults. These sessions have experienced a good turnout and provide more time for the Judges to communicate with and counsel defendants.

The Court refers certain first time juvenile and adult offenders who appear for arraignment in retail theft cases to classes conducted by the Institute for Criminal Justice at the University of Wisconsin Milwaukee. When appropriate, traffic offenders who appear at pre-trial are referred to the Driver Safety program conducted by the City Safety Division. The Court also makes community service referrals to many non-profit community organizations, including Youth Services at the Social Development Commission, Career Youth Development, and the New Concept Self Development.

#### Strategies and Milestones for 2011

<b>Objective: Build safe and healthy neighborhoods.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Promote justice through impartial adjudication of city ordinance violations submitted by departments.	Percentage of citations heard by intake within 45 days of offense.  Court accessibility (community and evening session appearance rates).
<b>Objective: Improve workforce development and connect more citizens to family supporting jobs.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Provide alternative sentences to increase respect for the law and compliance with sentences imposed.	Number of community service participants and hours.
Restore driver's license privileges to promote employability of offenders with suspended licenses.	Number of program clients who successfully obtain/regain driving privileges.  Number of program clients who obtain employment after restoration of driving privileges.

## STRATEGY IMPLEMENTATION

The Municipal Court's 2011 proposed budget is based on an estimated 160,000 cases. Case volume increased slightly to 160,462 in 2009 from 158,473 in 2008 and 135,611 in 2007. Traffic cases are now 70% of total caseload, a 5% decrease below 2009 (Figure 1). The ratio of warrants and commitments to cases adjudicated in 2009 was 29.8%, an increase from 23% in 2008 (Figure 2). This measurement is dependent upon current judicial policies and varies with different strategies pursued for adjudicating cases.

Evening court sessions, begun in 2003, were offered on ten dates in 2009. A total of 28 sessions were scheduled for 670 defendants on 894 cases in 2009, with 502 defendants or 75% appearing in court. Since evening court is more convenient, a high percentage of scheduled defendants actually appear for their hearings, improving court efficiency.

### Drivers License Recovery and Employability Project

**Project:** The 2011 proposed budget includes \$200,000 for the Drivers License Recovery and Employability Project, with \$150,000 allocated in the CDBG funding allocation plan and \$50,000 provided in CDBG reprogramming funds.

The project is managed by the Center for Driver's License Recovery and Employability, a non-profit organization created specifically for this purpose. This project assists residents in restoring suspended or revoked licenses.

Many residents under license suspension or revocation can restore their licenses by taking a few steps within the court system. However, these individuals, many of whom are young and poor, require assistance in taking these steps. This project provides assistance through orientation, guidance, and legal support for persons willing to work for license restoration.

The goal is to reduce a significant barrier to employment for many residents. The lack of a valid driver's license creates a significant barrier to employment, particularly since there are many jobs located in the suburban and exurban areas outside of the City of Milwaukee and there is a lack of public transit to allow individuals without driver's licenses to access these jobs.

City funding was a catalyst to start this initiative. Foundations, corporations, and other entities have responded to the program's success with funding increases over time. Other entities provided 77% of the \$852,000 expended by the project in 2008, contributed 83% of the \$1,093,852 budget in 2009, and are expected to contribute 79% of the \$950,000 projected 2010 budget. For their 2011 budget, the Center for Driver's License Recovery and Employability projects 78% of funding to come from sources other than the City of Milwaukee.

Figure 1

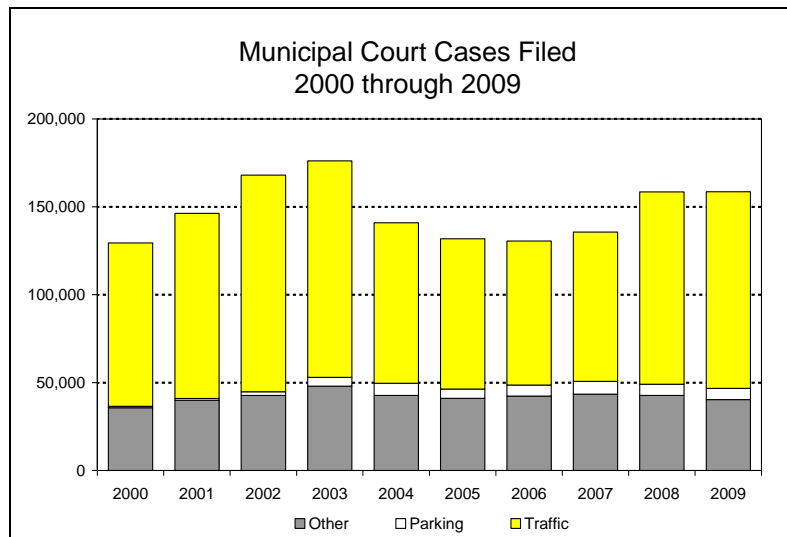
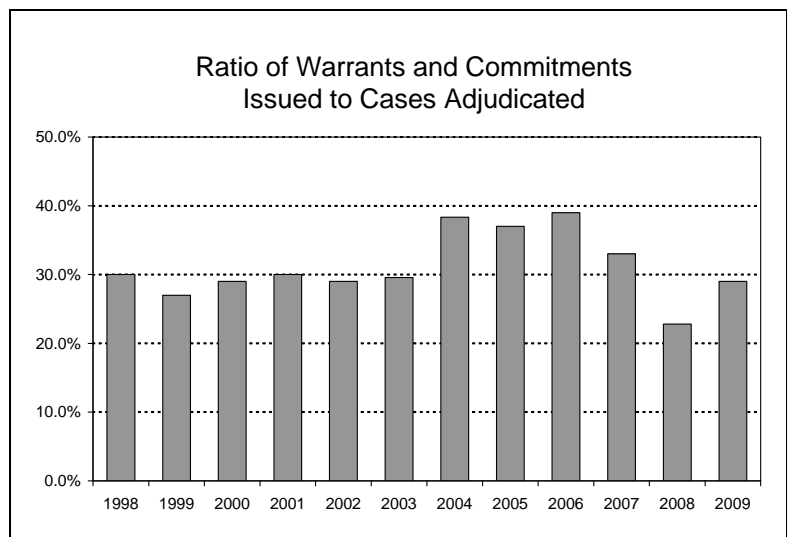


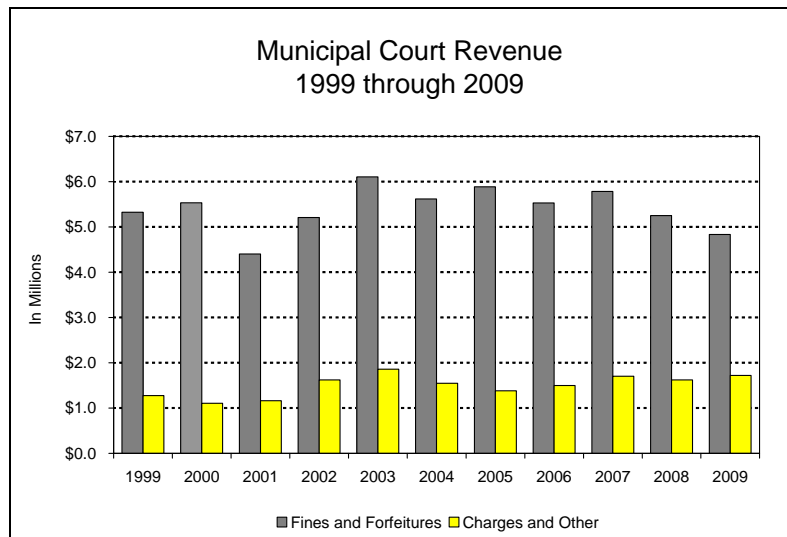
Figure 2



In 2009, the project served 2,520 clients, and actively managed 1,484 cases. Of 1,040 closed cases, 582 obtained licenses, for a license recovery rate of 56%. This is a high success rate compared to usual client success rates of 4% to 9% for employment and training programs serving similar client bases. Through June of 2010, the project is achieving an improved success rate for restoring driver's licenses, with 282 of the 383 (74%) clients whose cases were closed successfully obtaining driving privileges.

While there are limited data available at this time for the impact on employment outcomes, the initial outcomes are positive. The initial wage gains for women successfully obtaining their driving privileges was \$759 more per quarter. While the initial wage gains for men were lower, \$106 per quarter, improvements were seen in a decreased unemployment rate among males (58% to 54%) and in an increased percentage of men earning at least full time wages at double the minimum wage (3% to 6%).

Figure 3



## OTHER SERVICE AND BUDGET CHANGES

**Improving Case Management:** The 2010 capital budget included \$334,000 in funding for the third and final year of the Electronic Case Files and Document Records Management Project. The Document Records Management Project included funding for programming services, website redesign, e-Filing integration, and self-service kiosks. The Electronic Case File Project replaces paper case files and once fully implemented will allow for all documents associated with each case to be stored electronically in one location. For the 2011 proposed budget, savings of \$44,150 will be realized due to the elimination of paper case file jackets. Once fully implemented, this project will reduce the number of staff needed to manually scan documents. Savings in personnel costs are expected to be realized in 2012 or 2013.

### 2011 Budget by Services (Funding in Millions)

Service		Municipal Court Adjudication	
Activities:		Impartially adjudicate ordinance violation cases and effectively enforce judgments.	
			<b>2011 Projection</b>
Performance Measures:	Percentage of non-priority cases that are tried within 90 days of intake date.		95.5%
	Ratio of warrants and commitments to cases adjudicated.		29.8%
Funding by Source:	Operating Funds		\$3.6
	Special Purpose Accounts		0.5
Totals			<b>\$4.1</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

<b>Positions</b>	<b>O&amp;M FTEs</b>	<b>Non O&amp;M FTEs</b>	<b>Position Title</b>	<b>Reason</b>
1	1.00	-1.00	Programmer I	Position moved from Capital to O&M.
-2	-2.00		Administrative Specialist	Reorganization of staff functions and duties.
1	1.00		Administrative Assistant III	
1	1.00		Administrative Services Supervisor	
<b>1</b>	<b>1.00</b>	<b>-1.00</b>	<b>Totals</b>	

# NEIGHBORHOOD SERVICES

## EXECUTIVE SUMMARY

<b>MISSION:</b>	By protecting the value of investments in neighborhoods and properties, DNS supports the community goals of building safe and healthy neighborhoods and increasing investment and economic vitality throughout the city.
<b>OBJECTIVES:</b>	<p>Improve neighborhood appearance.</p> <p>Reduce fire deaths and property loss.</p>
<b>STRATEGIES:</b>	<p>Move to a more proactive code enforcement strategy.</p> <p>Reduce the impact of vacant buildings on the community.</p> <p>Improve community cleanliness.</p> <p>Assure construction of safe buildings through effective enforcement of the building code.</p> <p>Abate nuisance properties.</p>

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	157.05	162.50	168.00	169.00	6.50	1.00
FTEs - Other	27.54	34.50	43.50	44.50	10.00	1.00
Total Positions Authorized	229	240	245	247	7	2
<b>EXPENDITURES</b>						
Salaries and Wages	\$8,697,060	\$8,003,307	\$8,613,033	\$8,608,633	\$605,326	\$-4,400
Fringe Benefits	4,087,530	3,281,357	4,134,256	4,132,144	850,787	-2,112
Operating Expenditures	821,058	927,660	1,011,000	965,685	38,025	-45,315
Equipment	62,760	15,400	60,000	50,000	34,600	-10,000
Special Funds	1,855,975	1,890,000	1,955,000	1,929,000	39,000	-26,000
<b>TOTAL</b>	<u>\$15,524,383</u>	<u>\$14,117,724</u>	<u>\$15,773,289</u>	<u>\$15,685,462</u>	<u>\$1,567,738</u>	<u>\$-87,827</u>
<b>REVENUES</b>						
Charges for Services	\$10,089,460	\$9,854,525	\$10,543,100	\$10,967,100	\$1,112,575	\$424,000
Licenses and Permits	5,037,035	5,197,790	5,043,800	5,043,800	-153,990	0
Intergovernmental Aids	1,009,822	1,005,000	1,006,000	1,006,000	1,000	0
<b>TOTAL</b>	<u>\$16,136,317</u>	<u>\$16,057,315</u>	<u>\$16,592,900</u>	<u>\$17,016,900</u>	<u>\$959,585</u>	<u>\$424,000</u>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Department of Neighborhood Services (DNS) improves the appearance of city neighborhoods by improving city cleanliness, abating nuisance properties, and leveraging private investment in neighborhoods. DNS supports neighborhood improvements by enforcing standards for buildings, property, and land use. The department uses its enforcement, financial, and educational resources to encourage investment in housing and other buildings in Milwaukee's neighborhoods. Various inspection and enforcement activities ensure compliance with building and



property codes, which helps maintain an attractive investment environment and foster reinvestment into neighborhoods.

The department also supports a reduction in property loss and fire deaths by conducting fire prevention inspections of residential and commercial properties and enforcing related building codes.

DNS has been participating in the Mayor's Accountability in Management (AIM) initiative. The two major service goals that are tracked through AIM are response time to complaints and closing of violations in a timely manner. The complaint response goal is to respond to all complaints within 14 days. Through July 2010, the average complaint response is 7.7 days. The violation goal is to close all violations within 45 days of the compliance date established by Inspectors. Through July 2010, an average of 80.4% of violations met this goal. The goals are to respond to complaints and resolve violations as quickly as possible.

### Strategies and Milestones for 2011

<b>Objective: Improve neighborhood appearance.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Establish a more proactive code enforcement strategy.	Continue the residential rental unit inspection pilot program in Lindsey Heights and neighborhoods surrounding the UWM area.  Aggressively monitor foreclosed properties so as to eliminate their blighting influences.
Improve community cleanliness.	Work with other departments to improve community cleanliness.
Nuisance property abatement.	Work with other departments to abate nuisance properties in a timely manner.
Reduce the impact of vacant buildings on the community.	Continue a vacant building registration and inspection program. Aggressively monitor vacant properties so as to eliminate their blighting influences.
<b>Objective: Reduce fire deaths and property loss from fires.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Complete fire prevention inspections for properties.	Decrease in the fire incident rate for public structures.

### STRATEGY IMPLEMENTATION

DNS has several code enforcement services that improve the appearance of neighborhoods, by abating problems such as building code violations, graffiti, peeling paint, and structural building problems as quickly as possible. Timely abatement minimizes further deterioration while supporting reinvestment into properties. One measure of this service is the timeliness of resolving complaints, as measured by the average time to close out complaints. In 2009, complaints were closed out on average in 8.9 days. Verified complaints result in orders to correct conditions that violate city ordinances. Once orders are issued, the key measure is the timeliness of abating violations. In 2009, an average of 82.4% violations were abated within 45 days of the initial compliance date. In 2009, 27,406

violation orders were closed and 6,032 graffiti complaints were closed. The trend in average time to close out residential complaints is shown in Figure 1.

The department's nuisance control services support neighborhood cleanliness by enforcing codes relating to rats, litter and garbage nuisances, and various animal control regulations. By abating these nuisances in a timely manner, the department improves neighborhood cleanliness and appearance.

Responding to complaints quickly is essential to identifying code violations in a timely manner. In 2009, the Nuisance Section responded to complaints in approximately 5.2 days and through July 2010, the department is averaging a 6.0 day complaint response. The trend in average time to close out nuisance complaints is shown in Figure 2. Once violations are identified, the goal is to abate these as quickly as possible. In 2009, 92% of violation orders were completed on time and in 2010, the department is averaging 96.2%. In 2009, the Nuisance Control Service closed out 10,675 complaints and closed out 17,068 violation orders.

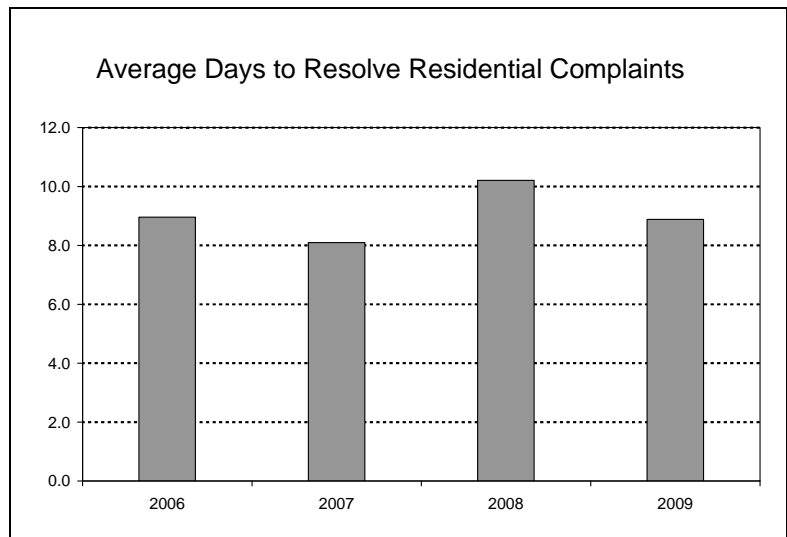
#### **Improving Cleanliness and Nuisance Property Abatement:**

Increased CDBG funding of \$49,920 will allow DNS to add two additional seasonal Nuisance Control Officers. This staffing increase will improve the timeliness of removing garbage nuisances. These seasonal staff will be used to improve the response to the peak spring demand for clean-up order issuance and will be retained through early fall. These Nuisance Control Officers are available when demand for services is at the highest.

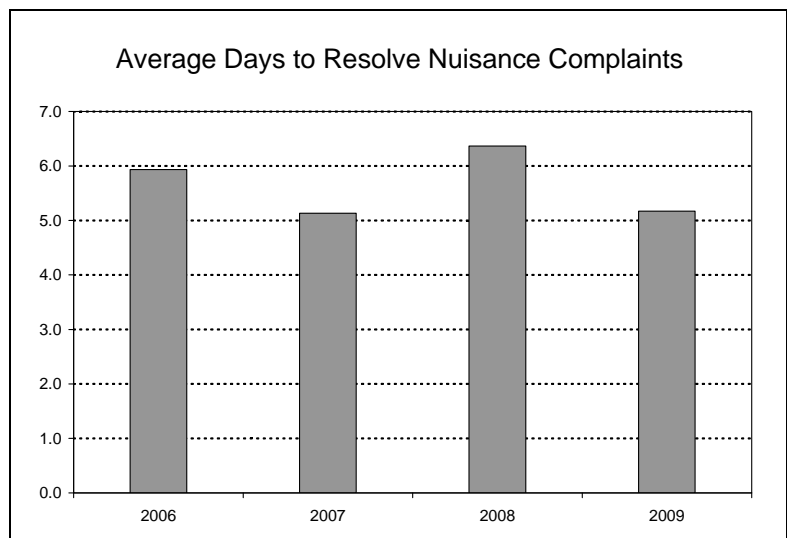
**Vacant Building Registration Program:** The 2010 budget created a Vacant Building Registration program that requires specific buildings that are vacant for more than 30 days to be registered with DNS. DNS conducts an interior and exterior inspection of the property to ensure that no critical code violations exist. If violations exist, DNS issues orders to correct the violations. Registration is valid for six months and must be renewed as long as the building remains vacant. The first registration period is exempt from fees. A \$250 base renewal fee is charged and the fee increases if uncorrected code violations exist.

This program has provided a more proactive and comprehensive inspection and monitoring of vacant properties in the City of Milwaukee. The downturn in the housing market increased the number of vacant properties, creating a greater risk to neighborhood conditions if these properties are not adequately maintained. Currently there are 1,842 vacant properties in the registration program and an estimated additional 1,500 will be added in 2011. If vacant properties are abandoned or not maintained they create blight in neighborhoods, require additional city

**Figure 1**



**Figure 2**



resources to be expended, and threaten public health, safety, and welfare. The program's goal is to provide a deterrent to property owners not adequately maintaining vacant buildings. This should stabilize and improve neighborhood conditions while allowing for improved code enforcement, policing, and development strategies involving vacant properties. In 2011, six positions will support this program, including an Office Assistant III that is added in 2011 and will be funded through the NSP 3 grant.

#### **Residential Rental Inspection Pilot Program:**

A Residential Rental Inspection pilot program was created in 2010. The initial pilot areas for this program are the Lindsey Heights neighborhood and the residential neighborhood surrounding the University of Wisconsin Milwaukee.

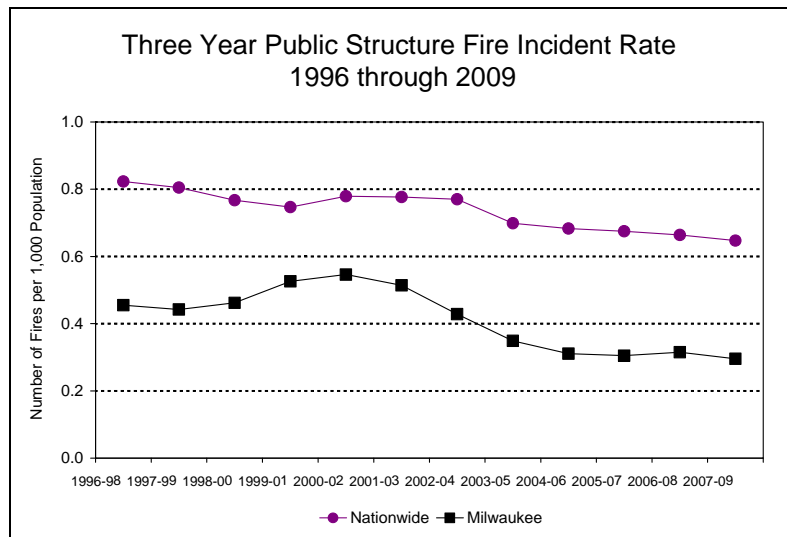
The program's goal is to provide more proactive and comprehensive inspection and monitoring of rental properties in order to deter landlords from illegally and improperly maintaining rental units. This improves the safety of housing and minimizes the adverse impact of rental housing on the overall community. The program has been implemented on a pilot basis so that its effectiveness can be determined before it is extended to other areas. Other communities have found that a rental inspection program that provides systematic inspection of dwelling units helps ensure safe housing by reducing illegal occupancies and fire deaths.

The program requires each rental unit to obtain a residential rental certificate. After application for a certificate, DNS conducts an interior and exterior inspection to ensure compliance with the building maintenance code and zoning ordinances. Units with no critical violations are issued a four year certificate. Units with violations and that abate the violations are issued a one year certificate. The certificate fee is \$85. If a unit with a certificate is identified to have critical violations, the certificate can be revoked, preventing the unit from being rented until the violations are corrected.

In the pilot areas, 1,690 units were inspected as of August 2010. These inspections resulted in 1,375 orders and 8,550 violations. Approximately 50% of all units will be receiving a four year certificate in 2010. In 2011, two Code Enforcement Inspector II positions will support the program.

**Fire Prevention:** One of the objectives that DNS supports is reducing fire deaths and property loss. DNS contributes to this objective by conducting fire inspections of commercial and residential properties, excluding one and two family properties, and ensuring compliance with building codes, including appropriate fire prevention and safety requirements. Inspections of certain other properties, including restaurants and government buildings, are conducted by the Health Department and Fire Department, respectively. By completing 100% of the required inspections and ensuring timely correction of code violations, DNS can contribute to the reduced incidence of fires. Reduced incidence of fires should decrease the amount of deaths and property loss resulting from fires. The public fire incident rate, which measures the incidence of fires in buildings inspected by DNS, has declined significantly since 2000 (see Figure 3). The three year rate of 0.30 is significantly lower than the national rate of 0.65. Historically, Milwaukee's fire incident rate has been maintained well below the national average. Milwaukee has maintained a low per capita fire incidence rate by reducing the number of fires. Between 2000 and 2009, the number of fires, on a three year rolling average basis, has decreased by 109 or 38.4%.

**Figure 3**



## OTHER SERVICE AND BUDGET CHANGES

**Neighborhood Stabilization Program:** In 2009, DNS received \$1,312,500 in the NSP 1 grant for demolishing abandoned and blighted properties. As of August 2010, 61 parcels have been set up and \$1,173,128 has been obligated. The department is on track to obligate 100% of these funds prior to the deadline in September 2010. Two parcels funded with NSP 1 funds are part of the city's deconstruction initiative. These properties will be disassembled piece by piece so the salvageable materials can be diverted from the waste stream and be reused. The deconstructive initiative incorporates a job training opportunity for area residents. DNS also received \$377,000 in State of Wisconsin NSP 1 funds and has obligated 100% of the State funds for demolition of 18 abandoned and blighted properties. In 2010, DNS received \$2,020,000 in NSP 2 funds. These funds will be used to fund an additional 125 demolitions. An additional Program Assistant II position will be funded with NSP 2 funds to help manage the added workload. The city is also receiving \$2.7 million in NSP 3 funds, with some of those funds supporting demolition.

**Foreclosure:** The department continues to address foreclosed properties throughout the city. As of July 30, 2010 there are 6,075 open foreclosures in the city. When abandoned, these properties often create a blighting effect in a neighborhood. DNS has been using the new foreclosure ordinance, Milwaukee Code of Ordinances section 200-22.5, to issue orders to banks and lenders who file foreclosure actions. These orders require the bank or lender upon initiation of a foreclosure action to inspect the property every 30 days and, if found vacant, to secure and maintain the property.

Once a property has gone through foreclosure and the property ownership has passed to the bank or lender, the concern is that not all property owners will be responsible. If properties are not adequately maintained, they continue to be blighting influences on the neighborhoods. The city has been working with banks and lenders to ensure that they properly monitor and maintain properties they are foreclosing upon and those that they acquire through foreclosure.

One of the larger challenges facing DNS is the monitoring of properties that are subject to a foreclosure action. Owners can abandon these properties during the foreclosure process, which results in deteriorating properties that are a blighting influence on the surrounding neighborhood. While the lending institutions are required to monitor the properties, some properties still become a problem for the community. Increased CDBG funding, including reprogramming funding, will increase the number of Code Enforcement Interns from three to nine staff. These staff will monitor foreclosed properties and initiate enforcement action when properties are not maintained. They will also coordinate with other departments when other services are required. The location and conditions of the properties will be provided to public safety agencies for awareness purposes.

**Changes in Graffiti Management and Operations:** In early 2009, the graffiti program was experiencing increased complaints and a backlog in complaint response. Complaints and follow-up notices and orders were handled by one Special Enforcement Inspector in the Residential Inspection Division. In order to address the backlog, Nuisance Control Officers from the Nuisance Control Section of the Nuisance and Environmental Health Division were assigned the tasks of verifying the complaints, issuing orders and conducting re-inspections. This allowed graffiti to be addressed by a larger number of inspectors. Since graffiti is a nuisance to the community similar to that of nuisance garbage, in late 2009 responsibility for the entire program transferred to the Nuisance and Environmental Health Division. This programmatic change has improved the response to graffiti complaints. The number of days to respond to graffiti complaints decreased from several weeks to an average of seven days. Rapid complaint response is critical because graffiti can multiply if not addressed quickly.

**Additional Elevator Inspector:** The 2011 proposed budget adds a fourth Elevator Inspector II position. State code requires all existing elevators to be inspected on a 12 month cycle. An increasing workload requires an additional inspector in order to meet the required inspection cycle. Periodic elevator inspections ensure the equipment is operating within the manufacturers' tolerances and does not put the safety of the riders at risk. The 2011 proposed budget also includes an increase in elevator inspection fees to offset the cost of the additional position.

**Converting an Electrical Inspector Position to a Fire Protection Engineer:** DNS will pursue reclassification of a current vacant Electrical Inspector position into what is anticipated to be a Fire Protection Engineer. This position will add expertise in the area of fire protection systems. The position will review shop drawing submittals for fire alarm systems and provide a technical resource for inspectors to ensure these systems conform to code requirements at the time of installation. The position will also provide technical expertise on hazardous materials use and storage for both the construction and commercial code enforcement inspectors. This will help ensure that these materials and processes are managed in a manner that controls risks to the surrounding community. This position will also help develop innovative solutions to the adaptive reuse of existing buildings. Since Milwaukee is built out, successful reuse of existing building is essential to economic development. This position can help analyze options for reuse that can avoid the need to demolish and completely rebuild. The estimated salary increase resulting from this change is \$8,400.

**Improving Reinspection Procedures:** The 2011 proposed budget reduces two residential Code Enforcement Inspector II positions and replaces these with two additional Special Enforcement Inspector positions. This change will assist DNS to improve the enforcement process for properties that require monthly reinspection for non-compliance with orders to correct violations. This approach involves duties and responsibilities consistent with the Special Enforcement Inspector position. This change will also increase the department's ability to work with the City Attorney and Police Department on nuisance properties. This change requires increased salaries of \$7,900.

**Enhanced Training:** The 2011 proposed budget includes \$15,000 for enhanced training for DNS staff. This training will help the department become more proactive in its enforcement efforts and will also help DNS staff address new and increased challenges, including in the areas of hazardous materials and vacant, abandoned and foreclosed properties.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Residential Code Enforcement Services</b>	
<b>Activities:</b>	Residential code enforcement, Code Compliance program, court enforcement, and graffiti abatement.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Average days to respond to complaints.	10.0
	Percent of orders abated at first inspection.	52.0%
	Number of violation orders closed out.	23,000
	Graffiti complaints closed out.	4,900
<b>Funding by Source:</b>	Operating Funds	\$4.4
	Grants and Reimbursables	\$4.6
	Special Purpose Accounts	\$1.2
	<b>Totals</b>	<b>\$10.2</b>
<b>Service</b>	<b>Commercial Code Enforcement Services</b>	
<b>Activities:</b>	Commercial code enforcement and fire prevention inspections.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Three year average public fire incident rate per 1,000 residents.	0.30
	Percent of orders abated at first inspection.	55.0%
	Number of violation orders closed out.	7,150
	Fire inspections completed.	9,446
<b>Funding by Source:</b>	Operating Funds	\$2.0
	Grants and Reimbursables	\$0.1
	<b>Totals</b>	<b>\$2.1</b>

## 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Trades Permits and Inspection Services</b>	
<b>Activities:</b>	Construction, electrical, boiler, elevator, and plumbing permits and inspections.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Permits processed (closed).	31,480
	Value of work (in millions) for processed (closed) permits.	\$578
	Number of complaints closed out.	1,707
	Number of violation orders closed out.	3,750
<b>Funding by Source:</b>	Operating Funds	\$5.1
	Grants and Reimbursables	\$0.8
	<b>Totals</b>	<b>\$5.9</b>
<b>Service</b>	<b>Nuisance Control Services</b>	
<b>Activities:</b>	Animal control, pest control, rodent control, chronic nuisance property, community prosecution, nuisance vehicles, environmental health, and payment to the Milwaukee Area Domestic Animal Control Commission.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Voluntary compliance with nuisance litter orders.	65.0%
	Average days to confirm nuisance litter abatement.	25.0
	Average days to respond to complaints.	7.5
	Percent of orders abated at first inspection.	50.0%
	Number of violation orders closed out.	16,940
	Number of complaints closed out.	10,950
	Properties and sewers baited for rats.	2,600
<b>Funding by Source:</b>	Operating Funds	\$4.2
	Grants and Reimbursables	\$0.1
	<b>Totals</b>	<b>\$4.3</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1			Public Information Coordinator	Position reclassified by CCFN 090861.
1			Certification and Communication Coordinator	
1	1.00		Elevator Inspector II	Position created to improve inspections.
	2.00		Code Enforcement Inspector II	Improve inspection cycle.
	0.50	-0.50	Building Construction Inspector II	NSP 1 grant ending.
-2			Code Enforcement Inspector II	Improve inspection process.
2			Special Enforcement Inspector	
	0.75		Customer Service Representative II	Unified Call Center adjustments.
	0.25		Customer Service Representative I	
1		1.00	Office Assistant III	Grant funded position for housing issues.
-2	2.00		Code Enforcement Inspector II	Positions funded for RRI program.
-2			Building Code Enforcement Inspector	Positions reclassified by CCFN 090961.
2			Special Enforcement Inspector	
1		1.00	Program Assistant II	NSP 2 grant funded position added CCFN 091381.
-7			Code Enforcement Intern (0.5 FTE)	Increased CDBG funding for Targeted Code Enforcement program.
9		5.50	Code Enforcement Inspector II	
2		2.00	Neighborhood Improvement Project Inspector	Increased CDBG funding for NIP program position added by CCFN 100351.
-2			Nuisance Control Officer II	Increased CDBG funding for clean-up program.
-1			Nuisance Control Officer I (0.5 FTE)	
5		1.00	Nuisance Control Officer II (0.5 FTE)	
7	6.50	10.00	<b>Totals</b>	

# POLICE DEPARTMENT

## EXECUTIVE SUMMARY

- MISSION:** To reduce crime, fear and disorder and enhance the quality of life in Milwaukee.
- OBJECTIVES:** Decrease crime by 10% annually to improve standing among cities of comparable size and poverty rate.
- Maintain high clearance rates.
- STRATEGIES:** Follow the core values that support the department's mission.
- Increase neighborhood police presence and deployment effectiveness.
- Increase confidence in neighborhood safety and police.
- Optimize patrol capacity through innovative programs and technologies.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	2,721.84	2,687.45	2,687.45	2,675.79	-11.66	-11.66
FTEs - Other	22.75	65.06	65.06	82.78	17.72	17.72
Total Positions Authorized	3,001	2,907	2,902	2,902	-5	0
<b>EXPENDITURES</b>						
Salaries and Wages	\$167,613,486	\$153,327,337	\$153,703,170	\$154,972,705	\$1,645,368	\$1,269,535
Fringe Benefits	55,462,831	49,064,748	58,407,204	58,889,628	9,824,880	482,424
Operating Expenditures	11,879,461	12,744,347	13,717,213	13,330,225	585,878	-386,988
Equipment	2,391,096	1,737,654	1,737,000	1,737,000	-654	0
Special Funds	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$237,346,874</b>	<b>\$216,874,086</b>	<b>\$227,564,587</b>	<b>\$228,929,558</b>	<b>\$12,055,472</b>	<b>\$1,364,971</b>
<b>REVENUES</b>						
Intergovernmental	\$747,994	\$981,600	\$824,500	\$824,500	\$-157,100	\$0
Charges for Services	396,675	112,100	104,700	104,700	-7,400	0
<b>TOTAL</b>	<b>\$1,144,669</b>	<b>\$1,093,700</b>	<b>\$929,200</b>	<b>\$929,200</b>	<b>\$-164,500</b>	<b>\$0</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Milwaukee Police Department's (MPD) mission is that in partnership with the community, to create and maintain neighborhoods capable of sustaining civil life. The MPD commits its available resources to reducing the levels of crime, fear, and disorder through community based, problem oriented, and data driven policing.

To support the MPD's mission, a set of core values have been developed:

**Competence:** The members of the MPD are prudent stewards of the public's grant of authority and resources. The department holds itself accountable for the quality of its performance and the standards of its conduct and strives to be exemplary leaders and exemplary followers.



**Courage:** The MPD will place the safety of others before its own and accept the moral responsibility to take action against injustice and wrongdoing. MPD members are expected to take prudent risks on behalf of the public.

**Integrity:** The MPD recognizes the complexity of police work and exercises discretion in ways that are beyond reproach to be worthy of public trust. Honesty and truthfulness are fundamental elements of integrity. It is the MPD's duty to earn public trust through consistent words and actions, to be honest in word and deed.

**Leadership:** MPD seeks to influence human behavior to achieve organizational goals that serve the public by developing individuals, teams, and the organization for future service. The department accepts the responsibility to be leaders, both within the community and among its peers, and for the actions of colleagues and itself. All MPD members are responsible for the performance, reputation, and morale of the department.

**Respect:** All MPD members hold life in the highest regard. They must treat all citizens and colleagues with dignity and respect, and be fair and impartial as they perform their duties.

**Restraint:** The MPD will use minimum force and authority necessary to accomplish a proper police purpose. Members must demonstrate self-discipline, even when no one is listening or watching.

### Strategies and Milestones for 2011

<b>Objective: Decrease crime by 10% annually to improve standing among cities of comparable size.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Increase neighborhood police presence and deployment effectiveness through the Neighborhood Task Force.	Reduction in index crimes, recognize impacts of Neighborhood Task Force statistics.
Continue to develop innovative strategies to prioritize calls for service and increase police presence where most needed.	Implement initiatives that are measurable and implement best practices across all districts.
Continue to increase confidence in police through community meetings and high profile activities in neighborhoods.	Continue with increased foot patrols, bicycle patrols, and park-and-walks.  Reduce crime in targeted geographic areas and replicate successful initiatives throughout the city.
<b>Objective: Help children succeed in school by reducing truancy.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Reduce school violence through a stronger partnership with MPS and a continuation of the School Resource Officer program.	Work with MPS to establish crime reduction goals and programs in target schools.

## STRATEGY IMPLEMENTATION

Measuring the change in violent and property crime from year-to-year clarifies the city's public safety trend. Table 1 depicts the City of Milwaukee's Uniform Crime Statistics for the first seven months of 2007 through 2010, the most up-to-date data available. The Federal Bureau of Investigation (FBI) Uniform Crime Reporting program is comprised of two different data collection systems, Summary Based Reporting (SBR) and Incident Based Reporting (IBR). The Milwaukee Police Department records and reports all data to the Office of Justice Assistance/FBI, and in City of Milwaukee's COMPASS Map, in the IBR format. OJA converts this IBR data to SBR values, as seen in Table 1. IBR and SBR cannot be directly compared because IBR counts all the offenses that occurred in an incident and SBR counts the offense that is highest on the hierarchy list while the other offenses are ignored.

The City of Milwaukee has experienced substantial decreases in most crime categories when comparing the first seven months of 2010 to the same time period of the previous three years. Since 2007, violent crime has decreased over 28% and property crime has decreased almost 16%. Overall crime has decreased almost 18% when compared to 2007.

The MPD's ability to reduce crime has been through its use of crime analysis, data driven deployments, and community engagement. By employing these available tools, the data has shown positive results in all crime categories.

Table 1

### City of Milwaukee Uniform Crime Statistics Summary Crime Counts 2007-2010 Comparison of January through July

	2007 Total	2008 Total	2009 Total	2010 Total	'07-'10 Change	'08-'10 Change	'09-'10 Change
Homicide	57	45	51	46	-19.3%	2.2%	-9.8%
Rape	137	111	125	111	-19.0%	0.0%	-11.2%
Robbery	1,902	1,698	1,662	1,417	-25.5%	-16.5%	-14.7%
Aggravated Assault	2,625	2,332	1,911	1,806	-31.2%	-22.6%	-5.5%
<b>Total Violent Crime</b>	<b>4,721</b>	<b>4,186</b>	<b>3,749</b>	<b>3,380</b>	<b>-28.4%</b>	<b>-19.3%</b>	<b>-9.8%</b>
Burglary	3,273	3,425	3,346	3,326	1.6%	-2.9%	-0.6%
Theft	13,703	13,885	13,179	12,590	-8.1%	-9.3%	-4.5%
Auto Theft	4,402	3,942	2,768	2,176	-50.6%	-44.8%	-21.4%
Arson	186	171	213	125	-32.8%	-26.9%	-41.3%
<b>Total Property Crime</b>	<b>21,564</b>	<b>21,423</b>	<b>19,506</b>	<b>18,217</b>	<b>-15.5%</b>	<b>-15.0%</b>	<b>-6.6%</b>
<b>Grand Totals</b>	<b>26,285</b>	<b>25,609</b>	<b>23,255</b>	<b>21,597</b>	<b>-17.8%</b>	<b>-15.7%</b>	<b>-7.1%</b>

## OTHER SERVICE AND BUDGET CHANGES

**Optimizing Patrol Capacity:** The 2011 proposed budgeted salary levels will require the continued optimization of patrol resources through a variety of means, including:

- Continuing the use of civilians and non-sworn personnel in administrative positions.
- Continuing to improve upon innovative programs like the Differential Police Response, which allows officers to provide high levels of customer service to residents with lower priority calls.
- Continuing to work with the District Attorney and courts in the Court Overtime Reduction Project to minimize the amount of officer time spent waiting in court for a case that is not going to proceed.
- Continuing to deploy the Neighborhood Task Force in "hotspot" areas to supplement patrol efforts to curb crime and raise the police profile in our targeted neighborhoods.

- Continue to enhance the department's use of vehicle based technology, including Mobile Data Computers (MDC), Mobile Fingerprint Units (RapID) and Automated Citation Generators (TraCS) to allow officers to spend more time outside the district stations patrolling our neighborhoods and engaging the community.

**Intelligence Led Policing:** The Intelligence Fusion Center (IFC) is the basis for the department's Intelligence Led Policing efforts. In 2009, MPD created the IFC. Intelligence regarding crime, criminals and emerging trends is shared on a daily basis throughout the department through a fully integrated briefing for each shift. This allows the MPD to utilize its resources in a more effective, efficient and preventive fashion. In the past, roll call information was passed on to all officers, but today, with the continuity provided by the IFC, officers on all shifts receive real time crime information that has led to positive outcomes, including the capture of fugitives, recovery of stolen vehicles and arrest of criminals.

**COPS Funded Police Officer Recruit Class:** In 2009, the department was awarded a competitive Community Oriented Policing Services (COPS) grant from the United States Department of Justice. This grant provides three years of salary and benefits for 50 Police Officers. The COPS funded recruit class began its training in summer 2010 and will be available for service in spring 2011.

**OpenSky Radio System:** The department continues its efforts to successfully install a digital, narrow banded radio system. Operational problems are identified quickly and solutions to these problems are aggressively pursued and implemented. The department has hired independent external experts to augment its staff in addressing interference, frequency planning, system verification and project management. Many improvements have been implemented over the past two years, including new dispatch consoles, new transmitter sites, installation of Bi-Directional Amplifiers (BDAs) and Vehicular Tactical Repeaters (VTACs) to improve signal strength throughout the city. In September 2010, new smaller portable radios will be deployed as replacements for the majority of the department's current radios with the ultimate goal of assigning a radio to each individual officer.

**Overtime Management:** Over the past several years, the department has had tremendous success in managing its overtime funds. The department expects these results to continue with close operational oversight and administrative scrutiny.

**Furlough Days:** The Mayor's proposed budget eliminates furloughs for all sworn-represented employees, versus two furlough days for 2010. All sworn management and civilian employees of the department will take four furlough days in 2011. In order to minimize operational impacts and ensure adequate staffing, these furlough days will be spread throughout the year.

**Reorganization:** The department has undergone a significant strategic reorganization over the past several years, most recently including a restructuring of the Criminal Investigations Bureau in summer 2010. The Criminal Investigation Bureau transitions from a functional based organizational structure to a functional and geographic based structure. The geographical structure will allow detective resources and investigations to be focused on the main goals of criminal investigations, as well as being data driven, intelligence led, problem solving, and being focused on community based and neighborhood policing strategies.

## **CAPITAL PROJECTS**

**Remodeling Police Administration Building (PAB):** In April 2010, the Police Department presented a Police Administration Building Master Plan created by Eppstein Uhen Architects. The Master Plan provided an evaluation of the existing building (including but not limited to mechanical, plumbing, fire protection, and electrical systems) and design recommendations that would address building deficiencies. The plan also included recommendations for life safety systems to meet current building codes (the PAB was built in 1970 and until 2001 had not undergone any major remodeling), space program identifying MPD space requirements for the next five years, space plan diagrams to address flexibility, efficiency, and safety requirements, and a cost estimate for included recommendations.

In addition to the Master Plan, additional evaluation, design, recommendations, and costing was completed to include the Municipal Court and City Attorney spaces that are within the building along with alternative project timelines. It has been determined that whether or not the additional space is renovated, the first phase must complete two external HVAC shafts to replace the internal shafts that have partially collapsed and are contaminated by asbestos. With the replacement of the external shafts, work could then continue by completing asbestos abatement and remodeling work on a floor-by-floor basis, which will require future capital funding.

The 2011 proposed capital budget includes \$3.8 million to begin this first phase, the exterior HVAC shafts. The funding will provide for the necessary engineering, construction, administration, and contingency. Before the project moves forward, a formal Memorandum of Understanding (MOU) will be created between the MPD, Department of Public Works, and Department of Administration to ensure that issues such as project scope, change orders, and budget are properly considered. There will also be agreed upon day-to-day project management and oversight along with project progress reporting to the Administration and Common Council to adhere to the Comptroller's MPD Third District Audit recommendations.

**Evidence Storage Warehouse:** Funding is provided to provide movable shelving to address homicide evidence capacity issues, extend fire suppression throughout the facility, and finish building security upgrades with new proximity readers and security cameras.

**Tiburon RMS VMP Upgrade:** The MPD's current Records Management System (RMS) and Version Management Program (VMP), along with its other modules are in outdated and unsupported versions. In addition, these modules operate on an unsupported Oracle 8.2c database. The upgrade will provide enhancements in system performance, allow for newer hardware, and provide greater flexibility in reporting and analysis.

**District Station Renovation Program:** Funding is provided in the 2011 proposed budget to replace the 37 year old generator at District 2 and the Radio Shop's roof top HVAC units.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Investigations</b>	
<b>Activities:</b>	Homicide investigations, crimes against persons and property, sensitive crimes, child abuse neglect and custody, missing person investigations, non-criminal investigations, ATF investigations, and internal investigations.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percent of index crimes cleared by arrest.	17.5%
<b>Funding by Source:</b>	Operating Funds	\$55.3
	Grants and Reimbursables	\$1.0
	<b>Totals</b>	<b>\$56.3</b>
<b>Service</b>	<b>Patrol Operations</b>	
<b>Activities:</b>	Neighborhood Task Force, Weed and Seed Operations, Area Specific Patrol, Bicycle Patrol, Neighborhood Foot Patrol, Mounted Patrol, Harbor Patrol, Special Operations Patrol Support, and Tactical Enforcement.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percent change in reported crimes.	-10.0%
<b>Funding by Source:</b>	Operating Funds	\$106.2
	Grants and Reimbursables	\$5.9
	<b>Totals</b>	<b>\$112.1</b>
<b>Service</b>	<b>Administration and Operations Services</b>	
<b>Activities:</b>	General administration, budget and finance, personnel, payroll, building and vehicle services, records management, communications, data services, printing and stores.	
		<b>2011 Projection</b>
<b>Funding by Source:</b>	Operating Funds	\$67.1
	Capital Budget	\$5.0
	<b>Totals</b>	<b>\$72.1</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-8	-8.00		Lieutenant of Police	Positions reclassified approved in CCFN 090961.
9	9.00		Police Lieutenant	
-1	-1.00		Lieutenant of Detectives	
-2	-2.00		Office Assistant II	Office Assistant II positions eliminated to fund one Human Resources Analyst Senior approved in CCFN 100254.
1	1.00		Human Resources Analyst Senior	
-1	-1.00		Police Alarm Operator (G)	Police Alarm Operators replaced by Police Dispatchers upon vacancy per settlement to Case No. 98-CV-009353.
1	1.00		Police Dispatcher (G)	

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-4	-4.00		Data Entry Operator II	Vacant positions eliminated to assist in funding Crime and Intelligence Specialist position.
-2	-2.00		Safety Specialist Senior	Positions eliminated as planned in the adoption of the 2010 budget.
-25	-25.00		Lieutenant of Police	Positions reclassified approved in CCFN 090961.
57	57.00		Police Lieutenant	
-32	-32.00		Lieutenant of Detectives	
-50			Police Officer	COPS grant funded Police Officers, full year funding in 2011.
50		25.00	Police Officer (P)	
-2	-2.00		Crime and Intelligence Specialist	Corrects error in 2010 budget.
2	2.00		Crime Analyst	
-1		-1.00	Crime and Intelligence Specialist (J)	Grant funding expired, new position is funded through elimination of Data Entry Operator II positions.
1	1.00		Crime and Intelligence Specialist	
1		1.00	Data Base Specialist/Analyst (W)	COPS Sexual Predator Grant.
-1		-1.00	Lieutenant of Police (N)	Positions reclassified approved in CCFN 090961.
1		1.00	Police Lieutenant (N)	
-1		-1.00	Detective (G)	Human Trafficking Grant expired.
-1		-1.00	Administrative Services Specialist (A)	Grant eliminated in 2010. Two Office Assistant II positions eliminated to provide funding approved in CCFN 100254.
1	1.00		Administrative Services Specialist	
1		1.00	Police Lieutenant (C )	Positions reclassified approved in CCFN 090961.
-1		-1.00	Lieutenant of Detectives (C )	
2		2.00	Police Services Specialist Investigator (CC)	Positions to be funded through UASI Grant.
-1		-1.00	Lieutenant of Detectives (K)	Positions reclassified approved in CCFN 090961.
1		1.00	Police Lieutenant (K)	
	-6.66		Overtime	Reduction to meet budget constraints.
		-7.28	Grant Overtime	Reduction expected in 2011 grant awards.
-5	-11.66	17.72	<b>Totals</b>	

# PORT OF MILWAUKEE

## EXECUTIVE SUMMARY

<b>MISSION:</b>	To enhance the overall economic environment of the Milwaukee region by stimulating trade, business, and employment.
<b>OBJECTIVES:</b>	<p>Increase private investment.</p> <p>Enhance intermodal options.</p> <p>Foster development of agricultural and alternative markets.</p>
<b>STRATEGIES:</b>	<p>Administer 467 acres of land at or near the lakefront.</p> <p>Identify possible tenants not currently at the Port but with great growth potential.</p> <p>Increase marketing for the ferry to Michigan.</p> <p>Export alternative energy products to U.S. and overseas markets.</p>

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	22.00	21.00	21.00	21.00	0.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	35	37	36	36	-1	0
<b>EXPENDITURES</b>						
Salaries and Wages	\$1,211,486	\$1,238,459	\$1,295,591	\$1,282,314	\$43,855	\$-13,277
Fringe Benefits	590,062	507,768	621,884	615,511	107,743	-6,373
Operating Expenditures	702,344	1,210,000	1,226,000	1,226,000	16,000	0
Special Funds	1,527,258	1,934,000	1,992,300	1,882,300	-51,700	-110,000
<b>TOTAL</b>	<b>\$4,031,150</b>	<b>\$4,890,227</b>	<b>\$5,135,775</b>	<b>\$5,006,125</b>	<b>\$115,898</b>	<b>\$-129,650</b>
<b>REVENUES</b>						
Charges for Services	\$5,217,241	\$4,890,227	\$4,890,227	\$5,006,125	\$115,898	\$115,898
<b>TOTAL</b>	<b>\$5,217,241</b>	<b>\$4,890,227</b>	<b>\$4,890,227</b>	<b>\$5,006,125</b>	<b>\$115,898</b>	<b>\$115,898</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Port of Milwaukee contributes to the goal of increasing investment and economic vitality throughout the city. The Port has a major role in the local economy by providing land for businesses that need to be near the water. These businesses generate approximately \$80 million in annual revenue and employ nearly 400 people. The Port's operations are directly responsible for the creation of many jobs related to the Port's operations. As one of the city's economic entities, the Port will create at least 20 family supporting jobs because of its operations and many more indirectly.

The Port plays a role in nurturing investment in Milwaukee by stimulating trade and business and by serving as a regional transportation and distribution hub for Southeastern Wisconsin. The Port links waterborne, rail, and ground transportation in an accessible location close to downtown. As a result, the Port's tenants and customers are able to ship and receive products to and from all parts of the world.

The changes in Milwaukee's economy have resulted in a cargo mix that is quite different from 30 years ago. The major commodities are cement, coal, steel, and salt and are primarily used regionally. The Port seeks to diversify its activities through the promotion of recreational businesses and passenger related travel services.

The Port administers 467 dry acres of city owned property at or near the lakefront. Milwaukee World Festivals, Inc. currently leases approximately two-thirds of the Port's north harbor land for the Maier Festival Grounds, home of Summerfest, various ethnic festivals, and the Marcus Amphitheater. Smaller leaseholders and city owned facilities account for most of the remaining acreage.

The seven member Board of Harbor Commissioners governs the Port of Milwaukee. The Board is responsible for developing the Port's strategic plan and governing its operations.

### Strategies and Milestones for 2011

<b>Objective: Increase investment.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Create a balanced use of Port lands between the north and south harbor tracts.	<p>Resolve all outstanding leasing issues on the north harbor tract.</p> <ul style="list-style-type: none"> <li>• Define easements of the Milwaukee Art Museum.</li> <li>• Finalize the legal description for Discovery World.</li> <li>• Create an easement for the Discovery World sculpture garden.</li> <li>• Prepare an agreement with Milwaukee County that clarifies government and public rights at areas near North Urban Park.</li> <li>• Widen North Harbor Drive through an agreement with Summerfest, the county, and Discovery World.</li> </ul> <p>Maximize public access for recreation and commerce to Port waterfront lands within confined security and safety requirements:</p> <ul style="list-style-type: none"> <li>• Complete a public access easement with the Milwaukee Art Museum at Art Museum Drive.</li> <li>• Create a new public access agreement with Discovery World at Urban Park.</li> <li>• Update Harbor Drive extended easement right of way to memorialize public access rights and responsibilities.</li> </ul> <p>Reduce remaining unleased properties or find suitable uses.</p>



**Strategies and Milestones for 2011**

Diversify the Port's revenue sources.	Enter into long term lease agreements with businesses that are not tied to the Port's business cycle and with great growth potential that are not currently operating at the Port.  Lead efforts to activate and promote use of the Foreign Trade Zone.
Identify and capture industries that might benefit from the Port's cargo handling facility.	Actively engage target companies to increase Port tonnage by 5% and increase the use of intermodal transportation.  Increase participation in regional great lakes marketing initiatives.
<b>Objective: Enhance transit options.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Promote the use of the intermodal yard by strengthening the operational and marketing links between the railroads and the Port for both Far East and European services.	Increase intermodal traffic at the Port by 5%.
Develop a domestic rail container service.	Get a commitment from Class I railroads to set up a domestic intermodal service.
Identify tenants that are not currently at the Port but have great growth potential.	Increase tonnage imports and exports by 5%.
Market Port as a gateway for wind energy components.	Reestablish revenues from these businesses.  Set aside and prepare ten acres of land for storage of wind energy units.
Market for the ferry to Michigan.	Increase ferry ridership by 7%.
<b>Objective: Foster the development of agricultural markets.</b>	
Export Dry Distillery Grains (DDG).  Work with tenants to begin ethanol exports.	Identify regional areas where farmers use DDG's as cattle food.  Rebuild Port's liquid cargo pier and pipe connections.

## Strategies and Milestones for 2011

<b>Objective: Improve surface water quality by 2018.</b>	
Ensure that Port investments address the risk of regulatory changes affecting the Great Lakes.	<p>Track state and federal regulatory changes that affect the Port and Great Lakes water quality.</p> <p>Educate policymakers and regulators on these issues.</p> <p>Evaluate the associated risk before making investments.</p> <p>Under the “Green Marine” program, begin measuring the Port’s impact on dust, air emissions, and water runoff.</p>
Maintain and expand dredging and other environmental cleanup activities.	Complete all scheduled dredging activities.

## STRATEGY IMPLEMENTATION

Approximately 69% of the Port’s 2009 revenues are derived from a combination of facility rentals and the lease of Maier Festival Park to Milwaukee World Festivals, Inc. Milwaukee World Festivals, Inc. annually holds Summerfest and a host of ethnic festivals on the 75 acre Maier Festival Grounds. This lease generated almost \$1.3 million in 2011. The Port transfers any excess revenue to the city’s General Fund to ease the property tax burden.

In 2009, the Port generated operating revenue of approximately \$3.9 million. Revenues for 2008 also totaled \$3.8 million. While Port revenues were flat from 2008 to 2009, 2009 was the ninth consecutive year that Port revenues exceeded expenses.

The Port’s grain tonnage increased by nearly 75% in 2009. Unfortunately, grain only accounted for 4.4% of the Port’s overall tonnage. The Port’s overall tonnage decreased by .7% in 2009. Relative to other U.S. ports, the Port of Milwaukee had a fantastic year. Most other U.S. ports saw a downturn in tonnage by as much as 15% to 20% in 2009.

The Port’s land use strategy is to ensure productive use of land parcels and to replace less productive activities with higher productivity activities to take full advantage of Port properties and services.

## OTHER SERVICE AND BUDGET CHANGES

The 2011 proposed budget also includes \$50,000 for consulting services related capital facilities upgrade and maintenance. It is anticipated that the organization engaged to perform this function will assist the Port in developing a long range facility maintenance program. Combined with funding in the 2010 adopted budget, the Port will complete both long term revenue projection/capital needs and facility maintenance instruments to use as guides over the next five to seven years.

The Port is constantly exploring new business and revenue opportunities. In 2011, the Port will continue efforts to generate new revenues and increased tonnage from the following sources:

- Innovative fuels and alternative fuels exports;
- WE Energies;
- Wind cargo industry; and
- Foreign trade zone activation.

The Port expects that these new revenue sources will increase annual tonnage by up to 50 tons over the next few years.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Port Economic Development</b>	
<b>Activities:</b>	Market and promote Port facilities, seek changes in federal laws to promote regional trade and provide harbor equipment, vessel, and crane services.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Tonnage growth.	5.0%
	Percent of total expenses covered by revenues.	100.0%
	Port related job growth.	20
<b>Funding by Source:</b>	Operating Funds	\$5.0
	<b>Totals</b>	<b>\$5.0</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

<b>Positions</b>	<b>O&amp;M FTEs</b>	<b>Non O&amp;M FTEs</b>	<b>Position Title</b>	<b>Reason</b>
-1	0.00		Graduate Assistant	Position not utilized.
-1	<b>0.00</b>	<b>0.00</b>	<b>Totals</b>	

# DEPARTMENT OF PUBLIC WORKS

## ADMINISTRATIVE SERVICES DIVISION

### EXECUTIVE SUMMARY

- MISSION:** Provide administrative support, guidance, and direction for DPW.
- OBJECTIVES:** Provide guidance and support services for DPW in the areas of finance and planning, payroll, employee safety, and contract management.
- Administer and support technology related services for DPW and the city including server/desktop computing, application development, and telecommunications infrastructure.
- Administer the Emerging Business Enterprise and Residential Preference programs to ensure opportunities for underutilized businesses and residents.
- STRATEGIES:** Move to a risk management model to reduce workplace injuries and control worker's compensation costs.
- Consolidate DPW IT positions under DPW Administration to improve staffing flexibility, IT contract management, and project reporting.
- Ensure the continuing support and maintenance of telecommunications services that allow for daily citywide communications that impact the health and safety of the public.
- Transition Call Center activities and work order applications to the Unified Call Center

### BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	50.54	51.69	53.94	51.94	0.25	-2.00
FTEs - Other	7.46	9.06	9.06	9.06	0.00	0.00
Total Positions Authorized	63	66	66	64	-2	-2
EXPENDITURES						
Salaries and Wages	\$2,809,654	\$2,874,975	\$3,022,516	\$2,862,861	\$-12,114	\$-159,655
Fringe Benefits	1,221,722	1,178,594	1,450,807	1,374,173	195,579	-76,634
Operating Expenditures	636,295	551,000	560,510	580,510	29,510	20,000
Equipment	39,000	30,000	30,000	30,000	0	0
TOTAL	\$4,706,671	\$4,634,569	\$5,063,833	\$4,847,544	\$212,975	\$-216,289
REVENUES						
Charges for Services	\$1,578,332	\$1,345,400	\$1,520,500	\$1,520,500	\$175,100	\$0
Licenses and Permits	1,701,830	1,952,800	1,447,900	1,447,900	-504,900	0
TOTAL	\$3,280,162	\$3,298,200	\$2,968,400	\$2,968,400	\$-329,800	\$0

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Administrative Services Division provides planning and support to the Department of Public Works (DPW) in a variety of areas. Administrative functions include budget preparation and control, accounting, payroll, human resources, employee safety, contract administration, purchasing and inventory, communications, special event permitting, technology support, and the Call Center operation. The division also supports administration and management of the Parking Fund.

The Administrative Services Division's 2011 proposed budget includes \$4.8 million in operating funds and \$500,000 in capital funds.

### Strategies and Milestones for 2011

<b>Objective: Provide guidance and support services for DPW in the areas of finance and planning, payroll, employee safety, Call Center and contract management.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Move to a Risk Management Model to reduce workplace injuries and control worker's compensation costs.	<p>Track and analyze injury data to better determine how and why injuries occur and pursue intervention strategies to increase safety.</p> <p>Evaluate departmental safety practices to determine effectiveness and revise and implement workplace practices that identify and minimize hazards before injuries occur.</p> <p>Reinstate the Injury Review Committee and create documentation regarding improvements or changes made as a result of this initiative.</p> <p>Execute regular reporting and follow-up through individual department AIM meetings.</p> <p>Work in conjunction with DER to expedite return to work options for injured workers.</p> <p>Analyze the effectiveness of the light duty program and revise accordingly.</p>
<b>Objective: Administer and support technology related services for DPW and the city including server/desktop computing, application development, and telecommunications infrastructure.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Consolidate DPW IT positions under DPW Administration to improve staffing flexibility, IT contract management, and project reporting.	<p>Provide regular status reports of major IT projects.</p> <p>Ensure DPW IT contracts have clear deliverables and milestones, including the Infrastructure Services Division ODB project.</p>
Ensure the continuing support and maintenance of telecommunications services that allow for daily citywide communications that impact the health and safety of the public.	Complete network connections to northwest side facilities.

## Strategies and Milestones for 2011

<b>Objective: Administer the Emerging Business Enterprise and Residential Preference programs to ensure opportunities for underutilized businesses and residents.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Work with community partners to identify qualified businesses and residents for city contracts.	Meet EBE and RPP participant goals.

## STRATEGY IMPLEMENTATION

**Safety:** DPW's Safety Section works to minimize workplace injuries and allow for a safe and productive work environment. The section implements programs and procedures and acquires new safety devices that contribute to safer work practices. High rates of injuries still occur which contribute to lost work days and escalating worker's compensation costs. In 2010, the DPW Safety Section continued to work closely with the Department of Employee Relations to improve injury data collection and analysis. Through this effort, DPW is able to identify high risk activities and more effectively target safety efforts.

**Call Center:** The 2010 budget included funding for the design and development of a new Unified Call Center, which will consolidate the DPW Administration Call Center, the Parking Enforcement Call Center, Water Works Control Center, City Hall Operator, and DNS Code Enforcement Call Center after full implementation in 2011. For more information, please see the section titled *Unified Call Center* in the *2011 Proposed Plan and Executive Budget Summary*.

**Technological Support:** DPW's Technology Support Services has three primary areas of focus:

- Server/desktop computing,
- Network support, and
- Citywide telecommunications infrastructure.

DPW Administration is responsible for implementation and reporting of the multi-year database consolidation project.

## OTHER SERVICE AND BUDGET CHANGES

**Capital Projects:** The 2011 proposed capital budget provides \$500,000 for public safety communication needs. This funding will be utilized primarily to install new fiber routes as well as redundant connections for various city agencies, specifically for public safety purposes.

### DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1	-1.00		Business Operations Manager	Moved to DPW Infrastructure Division.
-1	-1.00		Accounting Assistant II	Moved to DPW Parking.
	2.00		Driver Training Instructor	Reflects actual usage.
	0.25		Miscellaneous	Experience adjustment.
-2	0.25	0.00	<b>Totals</b>	

# DEPARTMENT OF PUBLIC WORKS INFRASTRUCTURE SERVICES DIVISION

## EXECUTIVE SUMMARY

<b>MISSION:</b>	To promote the health, safety, mobility, and quality of life for all City of Milwaukee residents and visitors by providing safe, attractive, and efficient surface infrastructure systems.
<b>OBJECTIVES:</b>	Enhance transportation options and existing infrastructure.  Reduce energy use in city operations by 15% by 2012.
<b>STRATEGIES:</b>	Reduce local street replacement cycle to 65 years.  Increase capital maintenance of local streets.  Improve bicycle and pedestrian access citywide  Complete installation of the LED traffic control signals and follow the development of LED street lights.  Retrofit buildings to increase energy efficiency.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	252.90	300.34	315.62	296.60	-3.74	-19.02
FTEs - Other	236.75	296.20	287.97	301.99	5.79	14.02
Total Positions Authorized	707	807	809	804	-3	-5
<b>EXPENDITURES</b>						
Salaries and Wages	\$15,117,223	\$15,274,815	\$17,395,049	\$16,089,222	\$814,407	\$-1,305,827
Fringe Benefits	6,109,823	6,262,673	8,349,624	7,722,826	1,460,153	-626,798
Operating Expenditures	8,349,961	11,940,000	13,158,200	12,946,029	1,006,029	-212,171
Equipment	101,148	167,000	254,500	167,000	0	-87,500
Special Funds	0	12,000	12,000	12,000	0	0
<b>TOTAL</b>	<u>\$29,678,155</u>	<u>\$33,656,488</u>	<u>\$39,169,373</u>	<u>\$36,937,077</u>	<u>\$3,280,589</u>	<u>\$-2,232,296</u>
<b>REVENUES</b>						
Charges for Services	<u>\$4,192,031</u>	<u>\$3,651,000</u>	<u>\$3,980,400</u>	<u>\$3,980,400</u>	<u>\$329,400</u>	<u>\$0</u>
<b>TOTAL</b>	<u>\$4,192,031</u>	<u>\$3,651,000</u>	<u>\$3,980,400</u>	<u>\$3,980,400</u>	<u>\$329,400</u>	<u>\$0</u>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

Infrastructure Service's primary mission is to provide safe attractive and efficient public ways and infrastructure systems. These systems contribute to the city's goal of strengthening the local economy by increasing investment and economic vitality throughout the city.

The Infrastructure Services Division is responsible for design, construction, and maintenance of the city's infrastructure systems, including streets and alleys, bridges, sewers, sidewalks, traffic control devices, street lights, and underground conduits. In addition, the division performs transportation planning, coordinates transportation improvements with other governmental agencies and railroad companies, undertakes engineering studies, and investigates various permits, plans, and easements. The division also manages the city's building facility assets. This entails improving the functionality of existing facilities while identifying opportunities to divest from facilities that do not add adequate value to city services. The division provides building services, such as design, construction, and maintenance for city facilities, excluding the Port of Milwaukee, Milwaukee Public Library, and Health Department clinics.

In 2011, the Infrastructure Services Division will use approximately \$161.4 million to support its objectives, including \$36.9 million in operating funds, \$50 million in capital funds and \$74.7 million in state and federal aid.

Grant and aid funds are used primarily for two capital programs: the Major Bridge program and the Major Street Improvements program. In the 2011 proposed budget, grant funds constitute 78.4% of the Major Bridge program and 86.1% of the Major Street Improvements program. Grant funds help the city preserve and maintain its street and bridge systems, which are critical components of the overall transportation system.

### Strategies and Milestones for 2011

<b>Objective: Enhance transportation options and existing infrastructure.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Reduce the local street replacement cycle to 65 years.	Adopt 2011 capital budget and 2011-2016 capital plan.
Improve bicycle and pedestrian access citywide.	Paint planned 86 miles of CMAQ funded bicycle pavement markings and the Kinnickinnic River Bicycle Trail.  Complete pedestrian streetscaping projects.
Advance development of a downtown streetcar system.	Complete preliminary engineering and the environmental assessment and begin final design.
<b>Objective: Reduce energy use in city operations by 15% by 2012 (from 2005 baseline).</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Installation of LED traffic control signals.	Complete installations.
Follow development of LED street lights.	If technologically and financially feasible, test pilot a small area of the city.
Retrofit city owned buildings with energy efficient systems and fixtures.	Retrofit city owned buildings based on energy audit recommendations.



Table 1

Major Streets							2011-2016 Average
Source of Funds	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	
City Funding (1)	\$8,314,100	\$7,487,630	\$5,197,100	\$5,557,685	\$5,060,200	\$4,460,000	\$6,012,786
Assessable (2)	\$100	\$884,000	\$730,900	\$1,380,200	\$1,589,200	\$1,265,000	\$974,900
Grant and Aid	\$51,505,230	\$32,558,940	\$20,539,700	\$19,161,590	\$22,024,600	\$17,740,000	\$27,255,010
<b>Annual Totals</b>	<b>\$59,819,430</b>	<b>\$40,930,570</b>	<b>\$26,467,700</b>	<b>\$26,099,475</b>	<b>\$28,674,000</b>	<b>\$23,465,000</b>	<b>\$34,242,696</b>
(1) Street portions of projects are no longer assessable.							
(2) Assessable items include sidewalks, alleys, sewers.							
(3) LRIP is included in the Major Streets Program but is used for the local streets program.							

## STRATEGY IMPLEMENTATION

Many of the Infrastructure Services Division's activities improve the condition of the city's surface public ways, primarily streets, sidewalks, and alleys. Activities include resurfacing or reconstructing existing pavement, curb and gutter, and constructing new streets as part of residential, commercial, and industrial development. Maintaining the city's streets, alleys, and sidewalks assists in promoting economic development in Milwaukee by providing the infrastructure necessary to move people, goods, and services efficiently throughout the city. Currently over 5.4 million trips are made each day on Milwaukee's streets. This includes rides to work, school, church and hundreds of other activities. Without a well maintained infrastructure system this would not be possible.

Milwaukee's street network includes approximately 1,336 miles of highways, arterials, collectors and local roads. Government agencies and the City of Milwaukee are responsible for repaving approximately 325 of these miles as a part of the Federal Aid Transportation system and are eligible for federal, state and county funding that varies from a 50% to a 100% match. Approximately 995 miles of streets are repaved under the Residential Street program that includes collectors. In addition to the Local Street program, state funds are allocated on a 50% match every even numbered year within the Major Street program to be used for residential streets.

**Major Streets:** The city's 325 miles of major and minor arterials are resurfaced and maintained as part of the city's Major Streets program. Arterials and collectors are a part of the Federal Aid Transportation System and are eligible for county, state, and federal funding. Over the past five years, an average of \$32.2 million per year has been dedicated to the preservation and reconstruction of these streets. This funding allows the city to reconstruct nearly seven miles of pavement each year, which provides a 46 year replacement cycle. The 2011 proposed budget includes \$59.8 million for the Major Streets program (see Table 1). There are 21 major street reconstruction projects scheduled for 2011 in addition to various bike trail projects, street lighting and traffic improvement in the central business district and various signal and safety improvement projects. The 2011 city match is \$3.6 million higher than the 2010 adopted budget amount.

**Local Streets:** Approximately 995 miles of city streets are not eligible for state and federal funding based upon current Southeastern Wisconsin Regional Planning Commission practices of not allowing collectors to be funded under the State Transportation program. These streets are maintained, repaired, reconstructed and resurfaced with capital funds budgeted for the Resurfacing Reconstruction program.

The 2011 proposed budget provides \$14.3 million for the Resurfacing Reconstruction program, which will resurface or reconstruct approximately 14.8 miles of local streets. Approximately \$1.5 million of these funds will be used for capital maintenance. This continues the increase in funding to address street pavement condition, representing an increase of \$2.3 million or 19.1% over the 2010 budget. The city is committed to investing and improving its transportation infrastructure.

Table 2

Local Street Resurfacing/Reconstruction Funding 2011 - 2016 Plan							2011-2016 Average
Source of Funds	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	
City Funding (1)	\$12,041,600	\$11,500,000	\$13,500,000	\$11,500,000	\$13,500,000	\$11,500,000	\$12,256,933
Assessable (2)	\$100	\$100	\$100	\$700,000	\$700,000	\$700,000	\$350,050
LRIP (3) State Funding	\$0	\$1,067,500	\$0	\$1,067,500	\$0	\$1,067,500	\$533,750
City Match	\$0	\$1,067,500	\$0	\$1,067,500	\$0	\$1,067,500	\$533,750
Assessable Match/Carryover	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$166,667
<b>Annual Totals</b>	<b>\$12,541,700</b>	<b>\$14,135,100</b>	<b>\$13,500,100</b>	<b>\$14,335,000</b>	<b>\$14,200,000</b>	<b>\$14,335,000</b>	<b>\$13,841,150</b>
Cost Per Mile	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000
Expected Miles Completed	14.75	16.63	15.88	16.86	16.71	16.86	16.28
<b>Replacement Cycle (Years)</b>	<b>67</b>	<b>60</b>	<b>63</b>	<b>59</b>	<b>60</b>	<b>59</b>	<b>61</b>

(1) City funds do not include funds for capital street maintenance.  
 (2) Enough carryover assessable authority.  
 (3) LRIP is included in the Major Streets Program.

The six year capital plan for local streets will enable the city to maintain its streets at a safe and drivable level (see Table 2). The plan allows the city to complete an average of 16.3 miles of resurfacing or reconstruction per year. In addition, Infrastructure Services will complete approximately 37 miles of street maintenance annually. The 2011 to 2016 funding plan will produce a 61 year replacement cycle.

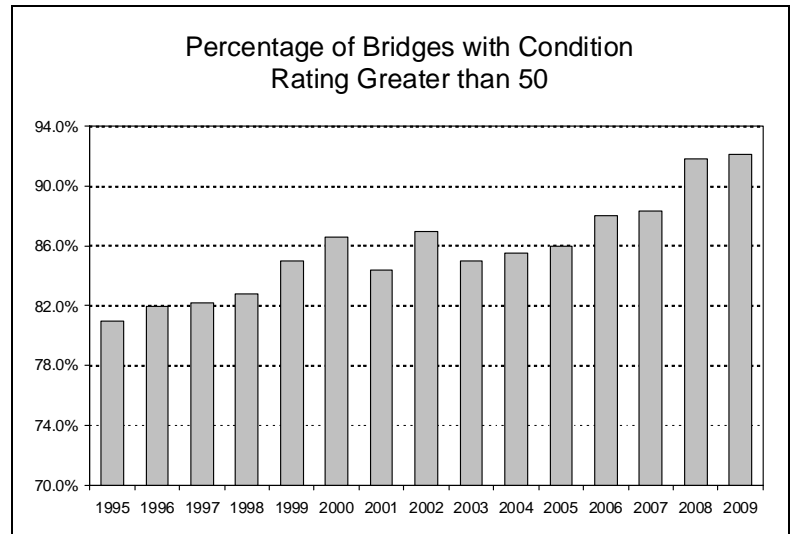
**Major Bridges:** The Major Bridge program preserves and maintains a bridge system that ensures the safe and efficient movement of vehicles, people, and commodities. The 2011 proposed budget provides total funding of \$29.5 million, including \$6.4 million in operating and \$23.1 million in capital funds. Operating funds to provide normal bridge maintenance while the grant and capital funds provide major repairs, reconstruction or rehabilitation.

Bridge conditions are measured using a sufficiency rating ranging from 0 to 100. Ratings are conducted every two years through physical bridge safety inspections. Bridges with a rating below 50 are inspected annually. In 2009, 92.1% of the rated bridges had a sufficiency rating above 50 (see Figure 1).

**Street Lighting:** The 2011 Street Lighting program includes \$16.8 million in capital and operating funding. Approximately \$4.2 million will be expended on paving related improvements. Infrastructure Services routinely performs electrical upgrades in conjunction with the paving program because it is the most cost effective manner to perform upgrades.

Approximately \$1.9 million will be used for the Neighborhood Lighting program, which funds upgrades to street and alley lighting, miscellaneous upgrades, pole knockdown repairs, and excavation repairs. Infrastructure Services will expend \$900,000 on removing and upgrading series circuits. The goal of the Series Circuitry Upgrade program is to reduce electrical maintenance costs and electrical outages. The ongoing upgrades make the city's electrical system more reliable and allow maintenance crews to be more responsive.

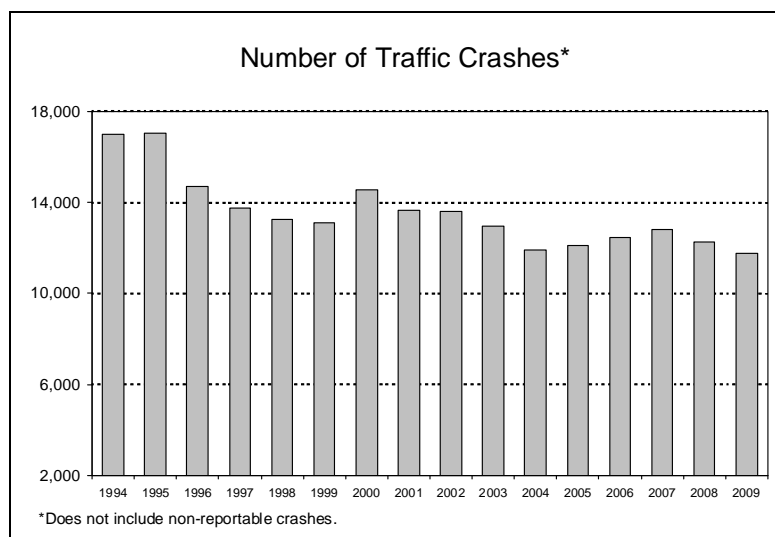
Figure 1



The 2011 proposed budget includes \$509,500 for upgrades to street lighting substations and street lighting control circuits. These projects will allow for more efficient management of the street lighting system. Upon completion of the street lighting substations, potential problems will be diagnosed before they occur and crews will be more responsive to citizens. The control circuit project will improve the reliability of lighting cycles, will improve control of street lights, and will reduce response times to circuit outages.

**Traffic Controls:** The Traffic Control program designs and operates transportation systems that support the safe and efficient movement of people and goods. The program helps to reduce the number of traffic crashes, improve traffic flow and reduce pollution. The 2011 proposed budget provides \$5.4 million for this service including \$3.3 million in operating funds and \$2.1 million in capital funds. Of this capital funding, \$1.1 million or 54% supports the regular ongoing program of sign and signal maintenance, improvements and replacement. The remaining \$938,950 or 46% of the capital funding supports mandatory sign and signal improvements required as part of required national standards promulgated in the updated Manual of Uniform Traffic Control Devices (MUTCD). The increase in capital funding for 2011 is entirely the result of the MUTCD updates. Increased funding for MUTCD updates will be required through 2018, with an additional \$4.3 million needed after 2011. The Traffic Control program has resulted in a reduction in the number of reported traffic crashes by 30.9% since 1994 (see Figure 2).

Figure 2



**Bicycle and Pedestrian Facilities:** According to the U.S. Census, bicycle use in Milwaukee is up more than 300% in the last five years. This is in large part due to the improved bicycle facilities in the city. Milwaukee now has 52 miles of on-street bike lanes, 65 miles of streets signed as bike routes and a burgeoning multi-use trail program. The Riverwest Linear Park and the soon to be completed Kinnickinnic River Trail are the first city owned trails. The City Bicycle Master Plan proposes expanding both the on-street bikeways and off-street trails to meet the rapidly growing number of people in the city using bicycles for transportation and recreation. Furthermore, as people reinvest in downtown and neighborhoods, pedestrian improvements need to be made.

**Transportation Planning:** The transportation planning function includes administration of the Milwaukee Streetcar project and participation in other transit initiatives including Milwaukee Madison High Speed Rail service, Milwaukee Intermodal Station improvements and the Kenosha Racine Milwaukee Commuter Rail Project. An alternatives analysis has been performed and Locally Preferred Alternative has been selected for the Milwaukee Streetcar project. Preliminary engineering and preparation of the environmental assessment has commenced and will be completed in 2011. In 2011, final design, vehicle procurement, and utility relocation will begin.

## OTHER SERVICE AND BUDGET CHANGES

**Underground Conduit and Electrical Manholes:** The Underground Conduit and Manhole program provides internal communication services. The system provides a secure and weatherproof means of connecting communication cables among various city departments, including the Fire Department, Police Department, Health Department, Milwaukee Public Library, Milwaukee Water Works, and the Department of Public Works. The conduit system also provides a secure and reliable route for traffic signals and street lighting cable circuits and systems. The 2011 proposed budget provides approximately \$1.1 million in funding for this program, including

\$131,000 in operating funds and \$1 million in capital funds. The capital funding includes \$800,000 million for conduit and underground manhole work related to paving projects and \$200,000 for replacement and repair of underground manholes.

**Consolidation of Carpentry Functions:** The 2011 proposed budget consolidates carpenter positions in the Streets and Bridges Decision Unit. Seven Carpenter positions transfer from the Facilities Development and Management Section to the Bridges Operations and Maintenance Section. In addition, one Carpenter Supervisor is eliminated and one Carpenter Supervisor is replaced by a Carpentry Manager for oversight of the combined carpentry unit.

**Position Eliminations:** In order to meet budget constraints, five vacant positions in the Facilities Development and Management section are eliminated, including an Architect Designer II, Maintenance Technician II, Bridge Laborer II, Electrical Mechanic and Custodial Worker II.

**Transfer of Positions:** As part of ongoing organizational improvements, three positions transfer into the Infrastructure Services Division from other DPW divisions. One Business Operations Manager position transfers from the Administrative Services Division and two Program Assistant positions transfer from the Operations Division.

**Automatic Meter Reading Position Transfers:** The 2011 proposed budget includes a proposed transfer of various DPW positions from the Infrastructure Services and Operations divisions to the Water Works to assist in the implementation of the Automatic Meter Reading program. More information on this program is included in the *Water Works* section of the *2011 Proposed Plan and Executive Budget Summary*.

## **FACILITIES CAPITAL PROJECTS**

**City Hall Foundation and Hollow Walk Repairs:** The 2011 proposed budget includes \$3.2 million for the City Hall Foundation and Hollow Walk Repair project. There is significant foundation settling under City Hall, particularly on the three sides of the northern half of the building. City Hall was built on a foundation of wood pilings as was common in the late 1890s. As pilings have deteriorated, settling has occurred. Work to repair and underpin the existing pile caps and install monitoring wells is necessary to correct this condition. In conjunction with the foundation work, the sidewalks, hollow sidewalk areas, and the associated interior walls will be repaired and restored. The 2008 capital budget included \$1.2 million to conduct a detailed evaluation to determine condition changes since the last analysis in mid-2004. The 2009 capital budget included \$1.8 million and the 2010 budget included \$2.7 million for initial construction. Considerable project risk exists due to the large portion of the foundation that is buried and not directly observable. After work is complete, the building's foundation is expected to perform its support function into the long term future.

**City Hall Complex Remodeling:** The 2011 proposed budget includes \$50,000 for remodeling in the City Hall Complex.

**Environmental Remediation Program:** The 2011 proposed budget includes \$150,000 for the city's Environmental Remediation program. This program funds lead and asbestos abatement in city facilities, and soil and groundwater remediation.

**ADA Compliance Program:** The 2011 proposed budget includes \$95,000 to continue its ADA compliance program. This program funds various accessibility improvements including building entrances, office modifications, and rest rooms.

**Facilities Exterior Program:** The 2011 proposed budget includes \$923,400 for projects to maintain watertight integrity, improve energy efficiency, and provide for safe conditions. Projects include re-roofing the Central Repair Garage and emergency repairs at various sites.

**Municipal Garage/Outlying Facility Remodeling:** The 2011 proposed budget includes \$400,000 for fire protection and make-up air handling unit upgrades at the Northwest Municipal Garage.

**Facilities Systems Program:** The 2011 proposed budget includes \$615,000 for facility systems improvements. This includes funding for emergency mechanical, electrical and security repairs, electrical distribution and code compliance work, and upgrades of closed circuit TV systems.

**Recreational Facilities Program:** The 2011 proposed budget includes \$151,000 for recreational facilities improvements, including playfield reconstruction for the Columbia Playground.

**Space Planning, Alterations, and Engineering:** The 2011 proposed budget includes \$166,000 to fund unprogrammed engineering, facilities inspections, and office reorganizations.

**Zeidler Municipal Building Lower Parking Floor Restoration:** The 2011 proposed budget includes \$1.5 million for restoration of the floor in the lower parking section of the Zeidler Municipal Building.

**MacArthur Square Plaza Remediation:** The 2011 proposed budget includes \$247,000 to fund remediation efforts at the MacArthur Square Plaza. Recent engineering condition reports have identified the need for various remediation efforts. Prior year capital funding has been and will be used to fund these projects, with the 2011 and future budgets providing additional funds as needed.

**Energy Efficiency and Renewable Energy Initiative Program:** The 2011 proposed budget includes \$150,000 to fund a photovoltaic solar power system at the Central Repair Garage.

**Building Exterior Façade Restoration:** The 2011 proposed budget includes \$385,400 to fund repair and restoration work needed on the exterior façade of the Zeidler Municipal Building. This work is needed to prevent further deterioration and future unsafe conditions. Future program funding will address work at the 809 Broadway Building and the Police Administration Building.

## 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Streets, Alleys, and Sidewalks</b>	
<b>Activities:</b>	Street paving, street maintenance, alley resurfacing, reconstruction and maintenance, and sidewalk replacement.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percentage of projects heard by May 1st.	90.0%
	Local street replacement cycle.	65.0
<b>Funding by Source:</b>	Operating Funds	\$11.3
	Capital Budget	\$25.0
	Grants and Reimbursables	\$54.0
	<b>Totals</b>	<b>\$90.3</b>
<b>Service</b>	<b>Bridges</b>	
<b>Activities:</b>	Bridge reconstruction, bridge repair and maintenance, operation of movable and automated bridges.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percentage of bridges with a condition rating above 50.	85.0%
<b>Funding by Source:</b>	Operating Funds	\$4.2
	Capital Budget	\$6.6
	Grants and Reimbursables	\$23.1
	<b>Totals</b>	<b>\$33.9</b>
<b>Service</b>	<b>Lighting</b>	
<b>Activities:</b>	Lighting systems operations, street light repair, circuitry replacement, and capital improvements.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Complaints responded to within 30 days.	80.0%
	Streets meeting IES standards.	95.0%
<b>Funding by Source:</b>	Operating Funds	\$9.3
	Capital Budget	\$7.4
	Grants and Reimbursables	\$0.1
	<b>Totals</b>	<b>\$16.8</b>
<b>Service</b>	<b>Traffic Control</b>	
<b>Activities:</b>	Install and replace traffic control signs, pavement markings and traffic signals, provide review and design for special events and street paving traffic control plans, and provide for the safe and uniform flow of traffic.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Complaints responded to in less than 60 days.	75.0%
	Reduce the number of traffic accidents by 5.0%.	12,350
<b>Funding by Source:</b>	Operating Funds	\$3.3
	Capital Budget	\$2.1
	<b>Totals</b>	<b>\$5.4</b>

## 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Underground Conduit and Manholes</b>	
<b>Activities:</b>	Install and replace underground communication conduits, maintain and replace electric manholes.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percentage of customers satisfied with communication services.	90.0%
<b>Funding by Source:</b>	Operating Funds	\$0.1
	Capital Budget	\$1.0
	<b>Totals</b>	<b>\$1.1</b>
<b>Service</b>	<b>City Facility Maintenance and Development</b>	
<b>Activities:</b>	Architectural and mechanical design, construction management, building maintenance services, energy management, and facility systems controls.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percentage of DPW buildings with condition assessments.	100.0%
<b>Funding by Source:</b>	Operating Funds	\$8.6
	Capital Budget	\$8.0
	Grants and Reimbursables	\$3.1
	<b>Totals</b>	<b>\$19.8</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
1		1.00	Business Operations Manager	Transfer from DPW Administrative Services Division.
-1			Plant Mechanic III	Title change to reflect duties.
1			Infrastructure Repair Crew Leader	
-1			Recreational Facilities Coordinator	
1			Facilities Project Coordinator	
-1			Carpenter Supervisor	Consolidation of carpentry function.
1			Carpentry Manager	
-1	-0.86	-0.14	Carpenter Supervisor	
-1	-1.00		Buildings and Fleet Superintendent	Retitle position and funding change.
1	0.50	0.50	Facilities Director	
1	1.00		Program Assistant II	Transfer from DPW Operations Division.
1	1.00		Program Assistant I	
-1	-1.00		Custodial Worker II/City Laborer	Eliminate vacant positions for budget reductions.
-1	-0.73	-0.27	Maintenance Technician II	
-1	-0.65	-0.35	Electrical Mechanic	
-1	-0.69	-0.31	Bridge Laborer II	
-1	-0.09	-0.91	Architectural Designer II	
	-1.22	6.27	Various Positions	Funding and experience adjustments.
<b>-3</b>	<b>-3.74</b>	<b>5.79</b>	<b>Totals</b>	



# DEPARTMENT OF PUBLIC WORKS OPERATIONS DIVISION

## EXECUTIVE SUMMARY

<b>MISSION:</b>	Improve the safety, cleanliness, and sustainability of Milwaukee neighborhoods and the environment.
<b>OBJECTIVES:</b>	<p>Improve neighborhood appearance.</p> <p>Enhance transit options.</p> <p>Reduce energy use in city operations.</p> <p>Facilitate service provision to city residents.</p>
<b>STRATEGIES:</b>	<p>Timely collection of solid waste and vigorous abatement of nuisance garbage.</p> <p>Effective recycling program to reduce solid waste.</p> <p>Timely street sweeping and leaf collection.</p> <p>Timely snow and ice control operations.</p> <p>Enhance the urban forest and boulevard system.</p> <p>Retrofit buildings and purchase vehicles to increase energy efficiency.</p>

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	742.08	624.14	621.47	597.87	-26.27	-23.60
FTEs - Other	131.44	99.46	100.12	91.23	-8.23	-8.89
Total Positions Authorized	1,623	1,464	1,465	1,447	-17	-18
<b>EXPENDITURES</b>						
Salaries and Wages	\$40,382,679	\$30,903,596	\$32,845,352	\$30,193,017	\$-710,579	\$-2,652,335
Fringe Benefits	18,083,280	12,670,474	15,765,768	14,492,648	1,822,174	-1,273,120
Operating Expenditures	27,006,486	24,542,540	27,243,000	24,735,315	192,775	-2,507,685
Equipment	1,864,530	1,542,000	2,400,650	1,546,150	4,150	-854,500
Special Funds	738,859	875,000	900,000	875,000	0	-25,000
<b>TOTAL</b>	<b>\$88,075,834</b>	<b>\$70,533,610</b>	<b>\$79,154,770</b>	<b>\$71,842,130</b>	<b>\$1,308,520</b>	<b>\$-7,312,640</b>
<b>REVENUES</b>						
Charges for Services	\$56,782,226	\$59,451,000	\$59,566,800	\$60,046,800	\$595,800	\$480,000
Miscellaneous	262,781	252,800	0	0	-252,800	0
<b>TOTAL</b>	<b>\$57,045,007</b>	<b>\$59,703,800</b>	<b>\$59,566,800</b>	<b>\$60,046,800</b>	<b>\$343,000</b>	<b>\$480,000</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Department of Public Works Operations Division is comprised of the Environmental Section and Fleet Services. This division supports the city's goals of building safe and healthy neighborhoods, increasing investment and economic vitality throughout the city, and sustaining, enhancing and promoting Milwaukee's natural environmental assets.

**Environmental Services:** The Environmental Services Division is comprised of the Sanitation and Forestry Sections. Sanitation is responsible for solid waste collection, street sweeping, brush collection, nuisance garbage, vacant lot maintenance and snow and ice control. These services play a vital role in sustaining neighborhoods, protecting the environment from harmful chemicals and city residents from infectious disease and injury.

Sanitation Services operates an effective recycling program. The recycling program reduces the amount of materials sent to landfills through public education, brush collection, and the city's recycling program. A high performance recycling program generates revenue for recyclables and reduces garbage tipping fees. This is especially important in 2011 because the State of Wisconsin is increasing tipping fees. The State increased tipping fees by 26% in 2010 and a 3.5% increase is budgeted for 2011. As a result, the city's tipping fee costs have increased by \$2.4 million. Environmental Services is also responsible for nuisance garbage and maintaining city owned vacant lots.

The Forestry Section is primarily responsible for tree and landscape management. Forestry currently maintains 200,000 trees and 120 miles of boulevards that provide Milwaukee with a natural beauty both residents and visitors enjoy. The urban tree canopy and boulevard system contribute to the environmental sustainability of the city by helping to manage stormwater runoff. The Forestry Section was honored several times in 2009 for the innovative management and maintenance of the city's boulevards.

**Fleet Services and Fleet Operations:** Fleet Operations works cooperatively with the Environmental Services Section to clear city streets of snow and ice, a critical component to the city's objective of nurturing investment in the city. The Fleet Services and Fleet Operations Sections also operate and maintain DPW's centralized fleet of over 4,000 motor vehicles and related equipment. The Fleet Services Section provides equipment and vehicles for other city departments, DPW divisions and provides repair services for vehicles owned by the Library, Health Department, Police Department, Water Works, Sewer Maintenance Fund, and Parking Fund.

### Strategies and Milestones for 2011

<b>Objective: Improve neighborhood appearance.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Maintain timely, regular collection of solid waste.	Missed collection rate of 1% or less.
Vigorously abate nuisance garbage and litter.	Remediate most nuisance garbage referrals within four days and all referrals within seven days.
Solid waste reduction through an effective recycling program that increases resident participation and tonnage collected.	Increase resident participation through education and outreach. Monitor results of recycling setout initiative. Increase tonnage of recyclables collected by 5%.

**Strategies and Milestones for 2011**

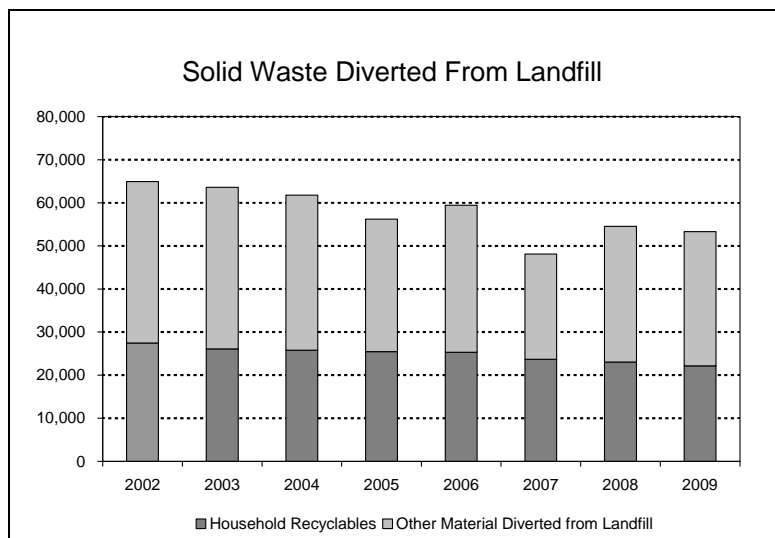
Continue periodic street sweeping based on neighborhood need.	Maintain street sweeping schedule over 90% of the time.
Provide timely fall leaf collection.	Complete leaf collection prior to first snow plowing.
Maintain urban forest and boulevard system.	Prune 20% of city owned street trees. Survey the city's ash tree population. Inoculate one-third to one-half of city owned ash trees. Continue construction of sustainable boulevards.
<b>Objective: Enhance transportation options and existing infrastructure.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Conduct timely snow and ice control operations.	Mass transit routes, main streets, and arterials salted within 4 hours and plowed open within 6 to 12 hours from end of snowfall or before next rush hour. Residential streets open to through traffic with salting within 6 to 8 hours from start of operation and plowing by 18 to 24 hours from end of snowfall. Clearing of curb ramps and designated bus stops so that 75% of designated bus stops are clear within 72 to 96 hours after end of snowfall.
<b>Objective: Reduce energy use in city operations by 15% by 2012 (from 2005 baseline).</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Purchase more energy efficient vehicles.	Purchase cost effective hybrid or flexible fuel vehicles.
<b>Objective: Facilitate service provision to city residents.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Provide needed vehicles and equipment to support city services to residents.	Maintain police and light vehicle availability rate of 95% or more. Maintain truck and heavy vehicle availability rate of 90% or more.

## STRATEGY IMPLEMENTATION

The 2011 proposed budget provides \$71.8 million in operating funds, utilizes \$4.5 million of grant and reimbursable funding and an additional \$8.6 million of capital funds to continue DPW Operations Division's provision of services to Milwaukee's residents and businesses.

Solid waste collection and other city cleanliness activities are supported through the Solid Waste Fee. The 2011 proposed budget sets the fee at \$32.3 million or approximately \$160 per household. DPW collects waste weekly from about 213,000 households. In 2009, DPW collected over 299,000 tons of garbage from carts, dumpsters, self-help centers and other services. Overall tonnage decreased 3.8% from the 2008 totals. During the same period tonnage diverted from landfills increased to 20.1% of the overall total.

Figure 1



Recycling and other solid waste reduction efforts benefit the city through avoiding tipping fee expenditures for solid waste deposited into landfills and providing revenue through sale of recycled material. In 2009, DPW collected 22,174 tons of recyclables and 31,149 tons of compost material, for a total of 53,323 tons or 2% less diverted than the 2008 and approximately 10% more than the 2007 total (as shown in Figure 1). The 2011 proposed budget provides nearly \$3.5 million in operating funds and \$3.5 million in grant funds for recycling efforts.

The \$3.5 million in recycling grant funds constitute a 3.4% increase from the 2010 amount. This level of funding will allow the recycling program to continue focusing on its central mission. The recycling program's central mission is to recover an increasing amount of recyclables from the waste stream. DPW will explore a variety of methods to divert more from landfills. One of the primary options under review is the "Pay as You Throw" collection system. In this system, residents' Solid Waste Fee is partly based on the amount of garbage thrown away. This type of system encourages residents to recycle and has been successfully implemented in other large cities.

The Snow and Ice Control program is an important DPW activity. The goal is to remove snow and ice as quickly and economically as possible to restore safe motorist and pedestrian travel and minimize economic losses. A well run snow and ice removal operation adds value to the economy by allowing year round operation of the regional economy.

The extent to which snow and ice control operations are performed is largely dependent upon weather conditions. Snowfall, which has fluctuated tremendously over the past decade, is the primary driver of expenditures. Over the last five years, DPW has improved the efficiency of its snow and ice control operations by utilizing more salt trucks with underbelly plows. Underbelly plows allow DPW staff to respond more quickly to rapid accumulations of snow on the roadway. Additionally, expansion of snow driver pool and overtime has allowed for more sustained snow removal operations using only city forces.

Snowfall over the past five years has averaged 61 inches per year, resulting in an average of five plowing operations and 37 ice control operations. The 2011 proposed budget includes \$6.5 million for snow and ice control operations. The budgeted amount represents 75% of the five year average and 91% of the ten year

average cost for snow and ice control. The five year average is distorted by 2008 snow and ice expenditures of \$15.8 million.

The Emerald Ash Borer emerged as a threat to the State's ash tree population in 2008 with its discovery in Ozaukee and Washington Counties. The insect has now been discovered in Milwaukee County. DPW has been working with the State of Wisconsin on pest control strategy. This strategy involves an intense educational campaign to discourage transport of firewood from other regions, which could spread the pest. Recently developed pesticides offer hope of avoiding an infestation of Milwaukee's urban forest. Milwaukee has approximately 33,000 ash trees at risk of infestation.

The Fleet Services program provides repair and maintenance services to over 4,000 vehicles and pieces of equipment. It also provides equipment operators for a variety of DPW functions. In 2009, Fleet Services exceeded its goal of preventative maintenance checks and ensured the following in service rates:

- Polices vehicles - 96%
- Light weight vehicles - 93%
- Heavy equipment - 92%.

## **SERVICE AND BUDGET CHANGES**

The 2011 proposed budget implements several major operational changes to the city's solid waste collection and recycling programs. These changes should reduce the amount of landfill waste produced by residents while increasing the overall level of recycling. The primary benefit of these changes is to reduce landfill waste, increase recycling, and become a more environmentally friendly city. Operational changes include:

**Outside of Cart:** The amount of materials residents will be able to place outside of their carts on a weekly basis will be reduced from two cubic yards to nothing outside of the cart. An ordinance change will be necessary to implement this change as part of the 2011 proposed budget. Sanitation Services will no longer collect items placed outside of the cart without an additional charge being assessed. In cases where items are placed outside of carts, those items will be tagged and residents will be required to remove these items or face a municipal citation. This service change will allow Sanitation to move through routes more efficiently and generate savings of \$378,000. Residents will have the option of taking larger items to the self-help center or disposing of these items during the clean and green cycle.

**Cart Fee:** Currently 20% of city residents have a two or more garbage carts. As part of the 2011 proposed budget, city residents with two or more garbage carts will be assessed \$5 quarterly for each garbage cart after the first cart. This policy change is part of the city's effort to encourage residents to throw away less and recycle more. This applies to garbage carts only. Residents can request additional recycling carts at no charge.

These program changes lay the groundwork for future changes in the manner in which the city manages waste disposal. The primary focus of future changes will be to increase operational efficiency and recycling, while reducing landfill waste and operational costs.

**Solid Waste Fee:** The 2011 Solid Waste Fee will recover approximately 98% of the costs associated with garbage collection and recycling. The fee will generate approximately \$32.2 million. For those property owners who are provided with only one cart, their annual Solid Waste Fee should decrease by approximately \$3.50 to \$166.64 for 2011.

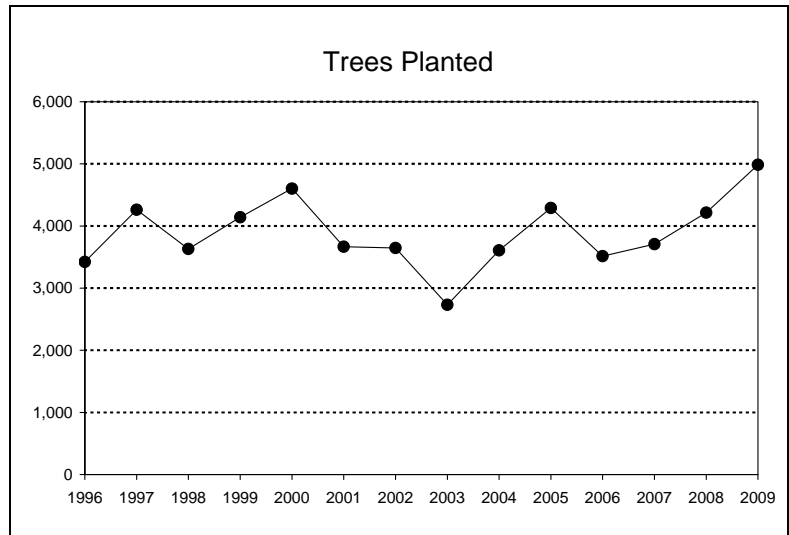
**Snow and Ice Control Fee:** The Snow and Ice Control Fee recovers a portion of the city's cost for snow and ice operations. The 2011 proposed budget includes a Snow and Ice Fee of \$6.5 million or an average of \$27.33 per typical property with 40 feet of street frontage. This represents 74% of actual average costs over the past five

years. The fee is charged based on the estimated street frontage for all properties. The 2011 fee will recover 100% of the estimated costs related to snow and ice control costs.

**Energy Efficiency Improvements:** The Fleet Section has purchased several hybrid automobiles for use by city departments. These vehicles will reduce fuel consumption.

DPW continues to explore the practicality of other alternative energy options to propel the city's fleet. For example, DPW has applied for a Wisconsin Clean Transportation grant to purchase 22 electric vehicles, 20 heavy duty Compressed Natural Gas (CNG) vehicles and build two CNG refueling stations. This grant requires a 20% match in city funds. The successful completion of this project will play a role in reducing energy and pollution costs to the city.

**Figure 2**



## OTHER PROGRAM CHANGES

**Cart Survey:** Sanitation completed a citywide cart survey in 2010. This survey provided an accurate count of the number of carts being serviced weekly and indicated which residents have more than one cart. The survey provided the following data:

- Over 257,000 households are serviced weekly;
- Each household has an average of 1.6 carts; and
- Approximately 24% of carts are either damaged or have rodent holes.

The survey data will be used in making decisions regarding changes in Sanitation's weekly collection program. Changes under consideration include:

- Additional cart fee;
- Cart collection;
- Cart (Size) Pilot Program; and
- Outside of carts tags.

These changes, if implemented, will assist in reducing tipping fees and overall operating cost, divert more waste into recycling, and increase overall program efficiency.

## CAPITAL PROJECTS

**Sustainable Boulevard System:** No capital funds are budgeted for the Sustainable Boulevard program in 2011. 2010 marked the successful completion of this program. As a result of this program's completion, the Forestry Division will be able to reduce its annual budget for seasonal staffing by \$180,000.

**Tree Planting and Production:** The 2011 proposed budget provides \$1.3 million for the Tree Planting and Production program. The program will fund nursery staff time devoted to tree production and the replacement

of 3,555 street trees, as part of the Mayor's commitment to improve Milwaukee's environment. Figure 2 demonstrates the city's commitment to improve the urban tree canopy.

**Concealed Irrigation and Landscaping:** The 2011 proposed budget provides \$460,000 in capital funding for irrigation replacements and landscaping that coordinates with street reconstruction projects. The replacement irrigation systems support planting beds. These funds support the replacement of 105 bed only taps in conjunction with seven street reconstruction projects. The sustainable boulevard plan will reduce the need for irrigation on connecting boulevards.

**Emerald Ash Borer:** The 2011 capital budget includes \$830,000 for an Emerald Ash Borer Readiness and Response program. Treatable ash trees are injected with a pesticide to protect against the Ash Borer.

**Major Capital Equipment:** The 2011 proposed budget includes \$5.5 million for major capital equipment that costs more than \$50,000 per unit and a life cycle of at least ten years. Equipment items costing less than \$50,000 are included in the Operations Division's operating budget. The 2011 major capital equipment replacement program includes replacing street sweepers, aerial trucks, heavy dump trucks, and garbage and recycling packers.

**Two-Way Radio Replacement and AVL/GPS Initiative:** The 2011 proposed budget includes \$238,000 in capital funding for this program. DPW is also exploring the use of the Global Positioning System (GPS) capabilities of these radios to improve staff and fleet management.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>City Cleanliness and Solid Waste Collection</b>	
<b>Activities:</b>	Weekly residential garbage collection, bulky garbage collection, operation of two self-help centers, neighborhood "Clean and Green" programs, street and alley sweeping, and weed enforcement.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percent of nuisance litter removals completed in four days or less.	90.0%
	Special collection of bulky garbage.	7,000
	Calls for missed garbage collection as percent of total collections.	0.10%
<b>Funding by Source:</b>	Operating Funds	\$26.0
	Capital Budget	\$0.5
	<b>Totals</b>	<b>\$26.5</b>
<b>Service</b>	<b>Recycling and Solid Waste Reduction</b>	
<b>Activities:</b>	Curbside recycling collection, fall leaf, brush, and yard waste collection and composting, recycling and waste reduction education, and Self-Help Center Recycling programs.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Tons diverted from landfill.	60,000
	Tons of recyclables from curbside collections.	25,500
<b>Funding by Source:</b>	Operating Funds	\$3.5
	Grants and Reimbursables	\$3.5
	<b>Totals</b>	<b>\$7.0</b>

## 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Snow and Ice Control</b>	
<b>Activities:</b>	Snow plowing operations, salting operations, and special snow cleanup.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Inches of snow.	39.0
	Number of snow and ice operations.	27
<b>Funding by Source:</b>	Operating Funds	\$6.5
	<b>Totals</b>	<b>\$6.5</b>
<b>Service</b>	<b>Urban Forest Maintenance and Boulevard Beautification</b>	
<b>Activities:</b>	Tree planting, tree production at the city nursery, pruning and maintenance of trees, removal of hazardous and damaged trees and stumps, developing strategies to control emerging pests, turf maintenance, irrigation systems repair, and flowerbed maintenance.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Calls for service for broken branches on street trees.	1,200
	Trees planted.	4,300
	Trees removed.	3,600
	Number of citizen complaints regarding the condition of boulevards.	50
<b>Funding by Source:</b>	Operating Funds	\$11.5
	Capital Budget	\$2.6
	<b>Totals</b>	<b>\$14.1</b>
<b>Service</b>	<b>Fleet Services and Fleet Support to Other Divisions</b>	
<b>Activities:</b>	Preventive maintenance and repair of vehicles and equipment, provide vehicles, and equipment operators.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Total unscheduled work orders completed on DPW equipment.	29,000
	Preventative maintenance conducted.	7,000
	Fleet availability percentage.	95.0%
<b>Funding by Source:</b>	Operating Funds	\$24.3
	Capital Budget	\$5.5
	Grants and Reimbursables	\$0.7
	<b>Totals</b>	<b>\$30.5</b>



**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
			<b>Administration</b>	
	1.00		Environmental Policy Analyst	Moved from Forestry.
	-1.00		Program Assistant II	] Positions moved to Infrastructure Services Division.
	-1.00		Program Assistant I	
	-0.66	0.66		Funding change.
	-0.01		Various Positions	Miscellaneous adjustments.
			<b>Fleet Services</b>	
	-5.00		Various Positions	AMR reduction.
	0.00	-3.50	Various Positions	Reduced reimbursable deduction.
			<b>Fleet Operations/Dispatch</b>	
	0.00	-1.75	Operations Driver Worker	Reduced reimbursable and grant and aid deduction.
			<b>Sanitation</b>	
	-1.00	1.00	Recycling Specialist	] Funding source change.
	-1.00	1.00	Recycling Program Assistant	
			<b>Forestry</b>	
	-1.00	0.00	Environmental Policy Analyst	Position moved.
	-10.00	0.00	Various Positions	AMR reduction.
-17	-6.60	-6.50	Various Positions	Sustainable Boulevard Program ends.
		0.86	Various Positions	Miscellaneous adjustments.
<b>-17</b>	<b>-26.27</b>	<b>-8.23</b>	<b>Totals</b>	

# SPECIAL PURPOSE ACCOUNTS

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## EXECUTIVE SUMMARY

**OBJECTIVES:** Special Purpose Accounts appropriate funds for purposes not included in departmental budgets. These accounts may include funding for short term programs, programs that affect numerous departments, or programs that warrant distinction from departmental budgets. Every year, the Common Council adopts a resolution that authorizes expenditure of funds from the various Special Purpose Accounts by specific departments or by Common Council resolution.

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The 2011 proposed budget provides funding of \$16.8 million for Miscellaneous Special Purpose Accounts and total funding of \$175.2 million for all Special Purpose Accounts. Highlights of the 2011 Miscellaneous Special Purpose Accounts (SPAs) include:

### New Accounts

The 2011 proposed budget does not include any new Special Purpose Accounts.

### Discontinued Accounts

**Board of Ethics:** This account funded a contract for an outside vendor. In 2011, the City Clerk's Office is assuming these duties and absorbing the related costs.

**Complete Count for 2010 Census:** The 2010 budget included \$50,000 in a special purpose account to support Milwaukee's Complete Count Census initiative. This funding supported efforts to count every Milwaukee resident for the 2010 census so that our community receives a fair allocation of government resources and accurate legislative representation.

**Low Interest Mortgage Program:** This program ended in 1996. This account provided necessary expenditure authority for remaining mortgage servicing fees, mortgage guarantee insurance and foreclosure expenditures. The special purpose account is no longer necessary. If there are any costs in 2011, these costs will be charged to the Comptroller's Office budget. Expenditures in 2009 were \$39.

**Milwaukee Energy Efficiency Program (Me2):** This special purpose account was initially established in 2009 to implement a pilot program to improve energy efficiency in residential and commercial properties. This program will be funded through the American Recovery and Reinvestment Act, making continuation of the special purpose account unnecessary.

### Other Significant Changes

**Alternative Transportation for City Employees:** The 2011 proposed budget decreases this account by \$10,000, an 8% decrease. Funding of \$115,000 will encourage the use of public transportation by city employees. The account funds costs related to the Commuter Value Pass Program that allows city employees to use the Milwaukee County Transit System. The decrease is the result of decreasing enrollment. The cost per employee is expected to remain the same as in 2010.

**Audit Fund:** The 2011 proposed budget increases the Audit Fund by \$88,900, a 25% increase. Total funding of \$442,900 will pay for the cost of contracting for a private audit of the city's Comprehensive Annual Financial Report, among other audit activities.

**City Memberships:** The 2011 proposed budget decreases the City Memberships account by \$25,715, a 20% decrease. Total funding of \$100,500 will pay for the cost of various memberships in professional organizations, such as the Government Finance Officers Association, Public Policy Forum, National League of Cities, and the League of Wisconsin Municipalities. The decrease is a result of changes in the Wisconsin Alliance of Cities, which is being replaced by a new Urban Alliance Organization. Membership in the Alliance is purchased through a surcharge added to the membership cost for the League of Wisconsin Municipalities. Changes in membership dues will result in a savings that is reflected in the 2011 proposed budget.

**Economic Development Committee Fund:** This account supports costs related to advertising and marketing the City of Milwaukee for industrial and commercial development, business attraction and retention, and tourism. This fund increases by \$5,000 in 2011 for total funding of \$25,000.

**Firemen's Relief Fund:** This account helps to defray the costs of the Fire Department Relief Association, established under Section 20-18 of the City Charter. The association provides assistance to injured or fatally injured Fire Fighters and their families. The account is decreased by \$10,000 to \$130,000 in 2011, consistent with recent expenditure trends.

**Flexible Spending Account:** This account funds a program that allows employees to set aside pre-tax dollars for certain medical care and dependent care expenses. The account is increased by \$5,000 to \$50,000 in 2011 reflecting changes in management of the program. In 2011, the city will enter into a two year contract with a new Flexible Spending Plan Administrator (*eflexgroup*). Costs with *eflexgroup* will be lower than the current vendor because *eflexgroup* does not charge an annual fee, a debit card fee, or additional fees for more than one flexible spending plan. Based on the new monthly administration fees for *eflexgroup* and expected enrollment numbers, the 2011 cost should be \$50,000, which is less than would have occurred under the current plan administrator.

**Group Life Insurance Premium:** This account funds the city's obligations with respect to life insurance benefits for city employees. The account is increased by \$269,000 to \$2.78 million in 2011, reflecting anticipated salary levels.

**Insurance Fund:** This account provides funding for insurance premiums for city policies. This account is increased by \$220,496 in 2011 for total funding of \$450,000, reflecting anticipated premium payments for 2011.

**Land Management:** This account supports the maintenance and marketing of RACM and city owned improved property, with the goal of expanding low and moderate income housing. The properties are obtained through tax foreclosure and the city provides essential maintenance and repairs during the period of city ownership and marketing. Maintenance includes carpentry, plumbing, heating, surveys, recording fees, grass cutting, and snow removal. The account is increased by \$100,000 to \$300,000 in 2011, reflecting an increased inventory of properties the city is responsible to maintain

**Maintenance of Essential Utility Services:** This account funds activities that correct conditions threatening the life, health, and safety of citizens in either owner occupied or tenant occupied properties when the owner fails to do so. The account is decreased by \$10,000 to \$65,000 in 2011, reflecting expenditure trends.

**Reserve for 27<sup>th</sup> Payroll:** This account amortizes the costs of the 27<sup>th</sup> payroll, which occurs every 11 years in contrast to the normal 26 pay periods each year. The account is increased by \$60,000 to \$1.5 million in 2011, reflecting salary settlements and previous expenditures.

**Retirees Benefit Adjustment:** This account makes supplemental pension benefits for certain non-employee retirement services retirees. The account is decreased by \$20,000 in 2011 for total funding of \$166,000, reflecting the trend in anticipated expenditures.

**Tuition Reimbursement Fund:** The city provides a tuition benefit program to eligible employees to help them further develop skills related to their current job or a reasonable promotional opportunity within city government. The amount of tuition benefits available to each employee depends upon the particular employee group to which they belong, with specific maximum reimbursement levels determined by collective bargaining agreements. The account is decreased by \$30,000 in 2011 for total funding of \$750,000. Tuition reimbursement expenditures have fluctuated over the years and a series of steps were taken in 2008 and 2009 to control rising expenditures. These measures have helped curb expenditures to some extent and the 2011 proposed budget reflects expenditure trends over the last few years.

**Wages Supplement Fund:** This account funds anticipated wage and fringe benefit increases resulting from collective bargaining agreements. Current agreements freeze wage and fringe benefits for 2011, eliminating the need to provide additional funding for this account.

**Unemployment Compensation Fund:** This accounts funds the city's portion of unemployment compensation benefit payments to city employees who are laid off or otherwise separated from service. Eligibility for this benefit is determined by the State of Wisconsin upon review of the employee's level of earnings and the circumstances surrounding the separation from employment. The account is increased by \$50,000 to \$1.06 million in 2011, reflecting the trend in expenditures.

## SPECIAL PURPOSE ACCOUNTS SUMMARY

LINE DESCRIPTION	2009	2010	2011	2011	CHANGE	
	ACTUAL	ADOPTED	REQUESTED	PROPOSED	PROPOSED BUDGET	
	EXPENDITURES	BUDGET	BUDGET	BUDGET	2010 ADOPTED	2011 REQUESTED
Special Purpose Accounts Miscellaneous						
Alternative Transportation for City Employees	\$121,269	\$125,000	\$120,000	\$115,000	\$-10,000	\$-5,000
Annual Payment to Department of Natural Resources	7,034	7,100	7,100	7,100	0	0
Audit Fund	317,000	354,000	465,000	442,900	88,900	-22,100
Board of Ethics	29,850	32,000	32,000	0	-32,000	-32,000
Boards and Commissions Reimbursement Expense	17,777	20,000	20,000	20,000	0	0
Business Improvement District City Contribution	187,000	0	0	0	0	0
Cable TV Franchise Regulation	0	0	0	0	0	0
Care of Prisoners Fund	0	71,600	71,600	71,600	0	0
City Attorney Collection Contract	820,531	1,000,000	1,000,000	1,000,000	0	0
City Memberships	135,609	126,215	133,500	100,500	-25,715	-33,000
Clerk of Court Witness Fees Fund	8,910	9,000	9,000	9,000	0	0
Complete Count	0	50,000	0	0	-50,000	0
Contribution Fund General	0	2,400,000	2,400,000	2,400,000	0	0
Damages and Claims Fund	4,399,201	1,375,000	1,375,000	1,375,000	0	0
Drivers License Recovery and Employability Program	75,000	50,000	200,000	50,000	0	-150,000
eCivis Grants Locator	26,741	26,741	26,741	26,741	0	0
Economic Development Committee Fund	60,439	20,000	30,000	25,000	5,000	-5,000
E-Government Payment Systems	60,801	60,000	60,000	60,000	0	0
Employee Training Fund	23,556	20,000	20,000	20,000	0	0
Fire and Police Department Monitoring/Auditing	38,654	0	0	0	0	0
Firemen's Relief Fund	129,648	140,000	140,000	130,000	-10,000	-10,000
Flexible Spending Account	49,470	45,000	58,000	50,000	5,000	-8,000
Graffiti Abatement Fund	109,378	170,000	170,000	170,000	0	0
Group Life Insurance Premium	2,565,130	2,510,000	2,979,000	2,779,000	269,000	-200,000
Insurance Fund	441,461	229,504	450,000	450,000	220,496	0
Land Management	214,828	200,000	350,000	300,000	100,000	-50,000
Long Term Disability Insurance	786,392	800,000	800,000	800,000	0	0
Low Interest Mortgage Loan Program	39	1,000	0	0	-1,000	0
Maintenance of Essential Utility Services	62,593	75,000	75,000	65,000	-10,000	-10,000
Me2 Project Pass Through	0	1,000,000	0	0	-1,000,000	0
Less Recovery from Me2 Project	0	-999,999	0	0	999,999	0
Milwaukee Arts Board Projects	165,863	160,000	160,000	160,000	0	0
Milwaukee Fourth of July Commission	95,512	95,000	95,000	95,000	0	0
MMSD User Charge	0	51,793,850	53,868,718	53,868,718	2,074,868	0
Less Recover MMSD User Charge	0	-51,793,849	-53,868,717	-53,868,717	-2,074,868	0
Municipal Court Intervention Program	434,000	425,320	425,320	425,320	0	0
Nuisance Abatement Fund	6,723	25,000	25,000	25,000	0	0
Outside Council/Expert Witness Fund	578,330	430,000	430,000	430,000	0	0
Razing and Vacant Building Protection Fund	496,361	1,050,000	1,150,000	1,019,000	-31,000	-131,000
Receivership Fund	23,003	0	0	0	0	0
Reimbursable Services Advance Fund	0	50,000,001	50,000,001	50,000,001	0	0
Less Recover Reimbursable Services Advance Fund	0	-50,000,000	-50,000,000	-50,000,000	0	0
Remission of Taxes Fund	2,003,714	750,000	750,000	750,000	0	0
Reserve for 27th Payroll	0	1,440,000	1,500,000	1,500,000	60,000	0

*SPECIAL PURPOSE ACCOUNTS*

LINE DESCRIPTION	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
Retirees Benefit Adjustment Fund	189,540	186,000	186,000	166,000	-20,000	-20,000
Tuition Reimbursement Fund	736,861	780,000	780,000	750,000	-30,000	-30,000
Unemployment Compensation Fund	996,914	1,015,000	1,015,000	1,065,000	50,000	50,000
Vacant Lot Maintenance	10,747	0	0	0	0	0
Wages Supplement Fund	0	5,380,000	2,100,000	0	-5,380,000	-2,100,000
<b>Total Miscellaneous SPAs</b>	<b>\$16,425,879</b>	<b>\$21,653,483</b>	<b>\$19,608,263</b>	<b>\$16,852,163</b>	<b>\$-4,801,320</b>	<b>\$-2,756,100</b>
Board of Zoning Appeals	\$245,282	\$286,948	\$299,991	\$304,519	\$17,571	\$4,528
Workers' Compensation Fund	\$11,575,195	\$14,883,000	\$12,584,000	\$13,234,000	\$-1,649,000	\$650,000
<b>Employee Health Care Benefits</b>						
Administration Expenses	\$3,683,956	\$3,981,500	\$4,000,000	\$5,200,000	\$1,218,500	\$1,200,000
Claims	21,011,058	22,000,000	22,000,000	22,000,000	0	0
Dental Insurance	2,105,015	2,200,000	2,200,000	2,200,000	0	0
HMOs	86,539,588	91,461,000	121,800,000	115,400,000	23,939,000	-6,400,000
<b>Total Employee Health Care Benefits</b>	<b>\$113,339,617</b>	<b>\$119,642,500</b>	<b>\$150,000,000</b>	<b>\$144,800,000</b>	<b>\$25,157,500</b>	<b>\$-5,200,000</b>
<b>Grand Total Special Purpose Accounts</b>	<b>\$141,585,973</b>	<b>\$156,465,931</b>	<b>\$182,492,254</b>	<b>\$175,190,682</b>	<b>\$18,724,751</b>	<b>\$-7,301,572</b>

# SPECIAL PURPOSE ACCOUNT WORKER'S COMPENSATION

## SUMMARY OF EXPENDITURES

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
Worker's Compensation	\$11,575,195	\$14,883,000	\$12,584,000	\$13,234,000	\$-1,649,000	\$650,000
<b>TOTAL</b>	\$11,575,195	\$14,883,000	\$12,584,000	\$13,234,000	\$-1,649,000	\$650,000

The Worker's Compensation Special Purpose Account, administered by the Employee Benefits Division of the Department of Employee Relations (DER), funds the city's financial obligations under the state's Worker's Compensation Act. The city's Worker's Compensation program is self-funded and self-administered. The number and severity of claims drives the cost. The account also covers expenses incurred because of exposure to bloodborne pathogens in the workplace as mandated by the bloodborne pathogen law.

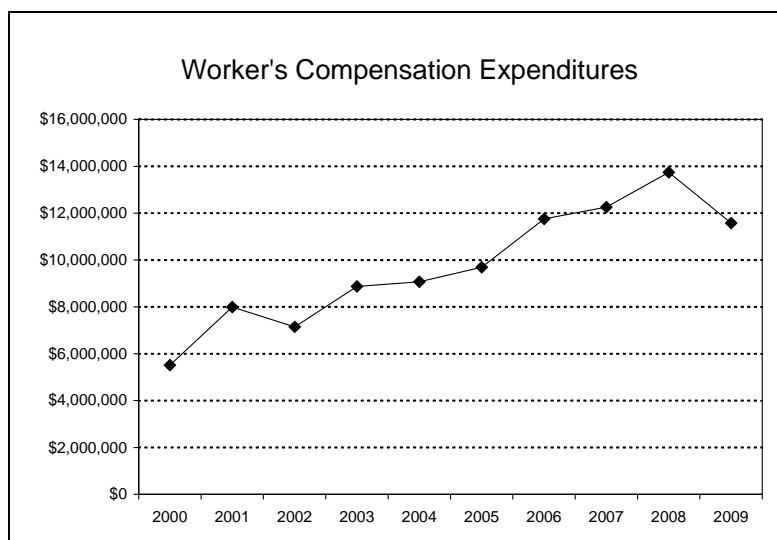
The 2011 proposed budget for the Worker's Compensation account totals approximately \$13.2 million, a decrease of 11.1% from the 2010 budget. Worker's Compensation expenditures for 2010 are projected to be lower than anticipated and remaining funds will be carried over into 2011 along with the \$650,000 increase to cover estimated expenditures of \$13.9 million.

Annual increases in worker's compensation expenditures are caused by rising medical costs, annual increases in wage rates, and sustained injury rates (see Figure 1). DER utilizes medical bill review and re-pricing options to adjust medical charges stemming from work related injuries. Bill review and re-pricing generate savings from state fee schedules and negotiated provider discounts. In 2009, medical and hospital discounts resulted in net savings of \$3.8 million. Through July 2010, the city has achieved over \$2 million in savings.

In an effort to stem increasing worker's compensation costs resulting from workplace injuries, DER and the Budget and Management Division (BMD) worked with city departments to design and implement a Risk Management Model (RMM) in 2009. The implementation of this model has helped mitigate a large disconnect between workplace safety at the department level and the impact of departmental injuries on worker's compensation costs. The RMM uses prevention strategies that require shared responsibility at every level of the organization including accountability for safety and injury reduction within each department. The RMM builds an accountability structure for safety and injury prevention, targets injuries before they occur, and minimizes work loss following an injury.

Through the RMM, supervisory and safety personnel receive data and corresponding reports documenting the nature, frequency, and severity of injury claims along with associated financial data. Departments then analyze how injuries are occurring, investigate workplace accidents, evaluate current safety practices, determine effectiveness, and establish benchmarks for improvements while working to minimize job hazards and prevent injuries from occurring. Safety Plans

**Figure 1**



document and highlight these efforts along with key safety rules and regulations and training initiatives. Since the inception of the RMM, the Department of Public Works, the Milwaukee Police Department, and the Milwaukee Fire Department have placed greater emphasis on the following:

- Establishing data analysis protocols that allow increased understanding of how injuries are occurring;
- Strengthening the role of managers and supervisors in investigating accidents, preventing reoccurrences, and identifying hazards in the workplace before accidents occur; and
- Implementing or expanding return to work options for injured workers.

DER and the BMD track a number of citywide indicators pertaining to worker's compensation claims and injuries including the number of claims filed each year, the number of recordable cases, the incidence rate, the number of lost workdays as well as injury hours and pay (see below table). From 2008 to 2009, the city experienced significant decreases in all of these indicators.

### Worker's Compensation Indicators

	2005	2006	2007	2008	2009
<b>City Wide Data</b>					
<b>Claims</b>	3,043	3,097	2,806	2,689	2,345
<b>Recordable Cases</b>	1,171	1,140	1,221	1,073	927
<b>Incidence Rate</b>	16.87	17.75	18.31	16.01	14.22
<b>Lost Workdays</b>	24,456	21,279	19,488	24,817	15,441
<b>Injury Hours</b>	230,442	196,332	202,824	216,295	152,471
<b>Injury Pay</b>	\$4,045,601	\$3,544,786	\$3,680,257	\$4,029,686	\$3,014,263
<b>MFD</b>					
<b>Claims</b>	856	973	725	627	566
<b>Recordable Cases</b>	360	346	364	294	270
<b>Incidence Rate</b>	28.36	29.36	29.83	24.55	22.49
<b>Lost Workdays</b>	9,178	8,821	4,684	10,136	3,625
<b>Injury Hours</b>	97,308	98,590	92,937	107,094	72,401
<b>Injury Pay</b>	\$1,628,876	\$1,703,703	\$1,646,649	\$1,923,497	\$1,417,731
<b>MPD</b>					
<b>Claims</b>	877	920	891	865	775
<b>Recordable Cases</b>	316	300	280	251	244
<b>Incidence Rate</b>	13.51	13.55	12	10.69	10.78
<b>Lost Workdays</b>	5,106	4,017	2,316	3,441	3,885
<b>Injury Hours</b>	50,190	34,252	26,073	35,116	32,240
<b>Injury Pay</b>	\$1,064,451	\$754,151	\$586,322	\$822,229	\$768,734
<b>DPW All Divisions</b>					
<b>Claims</b>	1163	1069	1043	1075	887
<b>Recordable Cases</b>	444	443	509	474	374
<b>Incidence Rate</b>	23.84	25.74	28.74	26.01	21.25
<b>Lost Workdays</b>	9,393	8,032	11,852	10,341	7,567
<b>Injury Hours</b>	78,056	61,191	76,407	65,903	45,725
<b>Injury Pay</b>	\$1,273,565	\$1,054,770	\$1,325,868	\$1,158,695	\$810,380



# SPECIAL PURPOSE ACCOUNT EMPLOYEE HEALTH CARE BENEFITS

## SUMMARY OF EXPENDITURES

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
Claims	\$21,011,058	\$22,000,000	\$22,000,000	\$22,000,000	\$0	\$0
Health Maintenance Organizations	86,539,588	91,461,000	121,800,000	115,400,000	23,939,000	-6,400,000
Dental Insurance	2,105,015	2,200,000	2,200,000	2,200,000	0	0
Administrative Expense	3,683,956	3,981,500	4,000,000	5,200,000	1,218,500	1,200,000
<b>TOTAL</b>	<b>\$113,339,617</b>	<b>\$119,642,500</b>	<b>\$150,000,000</b>	<b>\$144,800,000</b>	<b>\$25,157,500</b>	<b>\$-5,200,000</b>

This Special Purpose Account covers employee health care costs for the self-insured health care program (the "Basic" Plan), Health Maintenance Organizations (HMOs), dental insurance, administrative expenses, and cost containment measures. The Department of Employee Relations manages the account.

The 2011 employee health care budget is \$144.8 million, an increase of 21% from the 2010 budgeted amount.

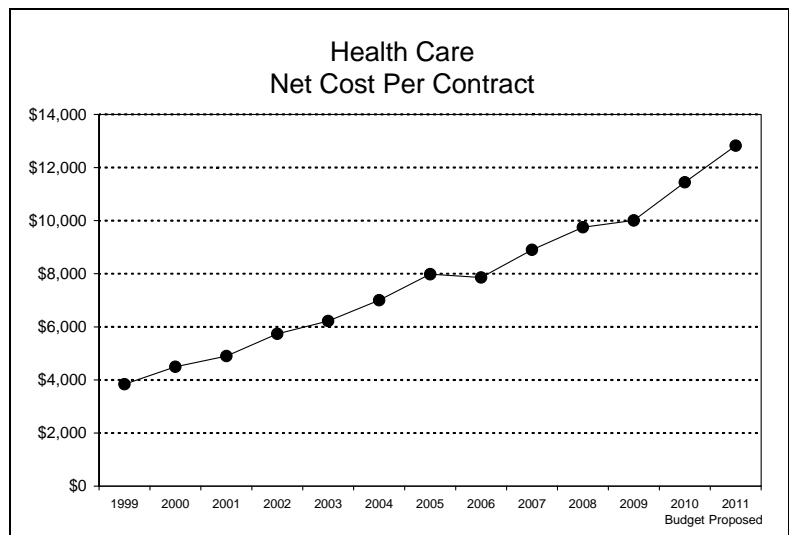
The Basic Plan is administrated by Anthem and prescription drugs are carved out of this plan and are administered by Navitus. Basic Plan cost per contract is expected to grow 14.9% from the estimated 2010 cost. This growth will increase Basic Plan costs by \$2.9 million in 2011. However anticipated enrollment changes allow Basic Plan costs to decrease by approximately the same amount and permit the 2011 budgeted figure to remain at \$22.0 million.

For 2011, the HMO contract was awarded to United Health Care. HMO rates will increase on average by approximately 17.05% from 2010 to 2011. This rate increase translates to a \$15.0 million increase in the HMO budget based on anticipated 2010 expenditures. In prior years, the healthcare budget has been able to buffer annual increases with the carryover of remaining funds from year to year. However, 2010 expenditures are expected to meet or exceed budgeted funds leaving little or no carryover amount for 2011. This combined with the rate increase and plan enrollment changes will cause HMO costs to increase by \$28.9 million from 2009.

Due to personal decisions and declining city employee numbers, enrollment has declined by approximately 155 from 2009 levels. The impact of this change has resulted in avoided costs of approximately \$1.7 million.

When comparing the cost per contract for active and retirees, the city will experience consistent growth in health care costs between the 1999 actual experience and 2011 budgets. Figure 1 shows that the cost per contract has historically increased by approximately \$2,000 every three years. However in recent years that increase has become more dramatic. On a percentage basis, costs from 2006 to 2008 increased 24.0% while costs from 2009 to 2011 are expected to grow 28.1%.

**Figure 1**



**2011 Rates:** Most employees including management will have a monthly premium payment of \$30 for single coverage and \$60 for family coverage. All active employees have one Basic Plan option with a fixed monthly payment amount based on contract negotiations, \$85 for single coverage and \$170 for family coverage. All employees will have the opportunity to participate in the city's new wellness initiative "Wellness, Your Choice Milwaukee" and qualify for a lower healthcare premium.

**City of Milwaukee "Wellness, Your Choice Milwaukee":** In 2010 the city initiated a 12 person "Wellness and Prevention" Labor Management Committee to assist the city in identifying key issues in the development, implementation and promotion of a comprehensive wellness and prevention program aimed at improving the overall well being of the population and assisting individuals in addressing chronic diseases. The committee developed an RFP for a Wellness and Prevention Program and received ten proposals. Upon completion of a selection and screening process, the committee chose Froedtert Health Workforce Health to administer the "Wellness, Your Choice Milwaukee" program. The cost of implementing the program is included in the Administrative Expense account in 2011.

The program is on track to be implemented in the fall of 2010. Through the spring of 2011 employees who choose to participate will go through a three step process which includes an online health questionnaire, lab work, and meeting with a health professional. Employees who do not participate in the new initiative and employees who use tobacco will pay a higher portion of the premium cost.

Once the health assessment portion of the initiative is completed, Froedtert Health Workforce Health will provide aggregate data and reports to the city in May 2011. The city along with the Wellness and Prevention Labor Management Committee will utilize the data to identify disease management and prevention programs that will be available to city employees through the remainder of 2011.

# SPECIAL PURPOSE ACCOUNT BOARD OF ZONING APPEALS

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	3.00	4.00	4.00	4.00	0.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	11	11	11	11	0	0
EXPENDITURES						
Salaries and Wages	\$185,594	\$190,319	\$196,830	\$196,830	\$6,511	\$0
Fringe Benefits	22,742	48,973	60,033	60,033	11,060	0
Operating Expenditures	36,946	47,656	47,656	47,656	0	0
Equipment	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	\$245,282	\$286,948	\$304,519	\$304,519	\$17,571	\$0
REVENUES						
Licenses and Permits	<u>\$337,677</u>	<u>\$308,000</u>	<u>\$346,500</u>	<u>\$346,500</u>	<u>\$38,500</u>	<u>\$0</u>
TOTAL	\$337,677	\$308,000	\$346,500	\$346,500	\$38,500	\$0

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Board of Zoning Appeals (BOZA) supports the city's goal of increasing investment and economic vitality in the city. The Board is composed of seven members appointed by the Mayor and confirmed by the Common Council. BOZA hears and decides on appeals of rulings on city zoning ordinances.

## STRATEGY IMPLEMENTATION

The Board of Zoning Appeals plays an important role in the city's economic development. The city encourages developers to invest in Milwaukee by making the zoning appeals process simple and consistent. The Board ensures that development proposals do not harm the urban setting. Information on hearings is sent to community groups and leaders from the city via E-Notify, and the Department of City Development has worked to increase interest in BOZA hearings. The city continues to improve citizen involvement and access to hearings at the Board of Zoning Appeals.

In 2011, BOZA will continue to improve communication with customers and citizens to reduce waiting times for hearings. BOZA hears approximately 700 cases per year, and met its goal to hear and decide routine appeals within 4 to 6 weeks and complex appeals within 12 to 24 weeks for 2010. BOZA plans to continue to hear cases within this timeframe for 2011.

### 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Zoning Appeals</b>	
<b>Activities:</b>	Board action on appeals, BOZA hearings, appeals processing and inquiries on appeals.	
<b>Performance Measures:</b>	Routine appeals (weeks to complete).	<b>2011 Projection</b> 4 - 6 weeks
	Complex appeals (weeks to complete).	12 - 24 weeks
<b>Funding by Source:</b>	Operating Funds	\$0.3
	<b>Totals</b>	<b>\$0.3</b>

# CITY TREASURER

## EXECUTIVE SUMMARY

- MISSION:** To fulfill the duties and responsibilities of the independently elected City Treasurer, who serves as the chief investment and revenue collection officer of the City of Milwaukee, as set forth in Wisconsin State Statutes, the City of Milwaukee Charter and Code of Ordinances, and Common Council resolutions.
- OBJECTIVES:** Effective investment of city monies.
- Collect taxes and delinquent taxes in a timely and cost effective manner.
- STRATEGIES:** Invest city monies in a manner that maximizes investment earning revenues while ensuring the safety and liquidity of invested funds.
- Aggressive efforts to collect delinquent property taxes.
- Maintain high quality standards in providing tax collection services to city residents and in the accounting and investment of city funds.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	30.25	28.25	31.16	30.80	2.55	-0.36
FTEs - Other	0.00	0.00	0.00	0.60	0.60	0.60
Total Positions Authorized	58	59	60	60	1	0
EXPENDITURES						
Salaries and Wages	\$1,522,851	\$1,563,000	\$1,699,180	\$1,675,652	\$112,652	\$-23,528
Fringe Benefits	708,344	640,830	815,605	804,312	163,482	-11,293
Operating Expenditures	695,231	713,000	769,675	720,650	7,650	-49,025
Equipment	2,842	0	38,050	4,050	4,050	-34,000
Special Funds	38,372	35,000	36,750	36,750	1,750	0
TOTAL	\$2,967,640	\$2,951,830	\$3,359,260	\$3,241,414	\$289,584	\$-117,846
REVENUES						
Charges for Services	\$176,712	\$116,400	\$114,500	\$114,500	\$-1,900	\$0
Licenses and Permits	118,468	108,700	118,700	118,700	10,000	0
Taxes and Payment in Lieu of Taxes	0	6,000	0	0	-6,000	0
Miscellaneous	500,487	1,250,000	800,000	800,000	-450,000	0
TOTAL	\$795,667	\$1,481,100	\$1,033,200	\$1,033,200	\$-447,900	\$0

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The City Treasurer, under authority provided by Wisconsin State Statutes and the Milwaukee City Charter, receives and accounts for all monies paid to the city, makes disbursements vouchered for payment by the Comptroller, invests city funds that are not needed to meet current expenditures, collects current property taxes and delinquencies for all six tax levies within the City of Milwaukee, settles property tax collections on a prorated basis, and remits to each taxing jurisdiction their share of the monies collected.

The Treasurer's Office supports the city's efforts to improve fiscal capacity through its investment of city funds that are not needed immediately to meet current expenditures, i.e. property taxes and lump sum revenue payments such as State Shared Revenue. In making investment decisions, the Treasurer's Office considers the safety, liquidity, and rate of return of various investment instruments. The Treasurer's Office also supports the city's efforts to deliver services at a competitive cost by controlling the costs of tax collection. The Treasurer's 2011 proposed operating budget totals \$3.2 million.

### Strategies and Milestones for 2011

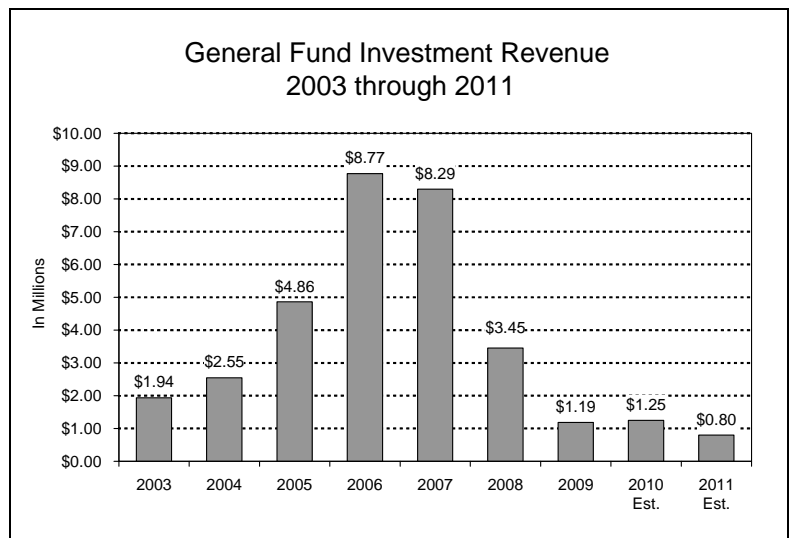
<b>Objective: Effective investment of city monies.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Invest city monies in a manner that maximizes investment earning revenues while ensuring the safety and liquidity of invested funds.	Rate of return on city investments. City rate of return compared to benchmark.
<b>Objective: Collect taxes and delinquent taxes in a timely and cost effective manner.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Aggressive efforts to collect delinquent property taxes.	Cost of property tax collection. Percentage of delinquent city property taxes collected.

### STRATEGY IMPLEMENTATION

The City Treasurer is responsible for investing available city fund balances. These balances consist of tax dollars collected and revenues received, including State Shared Revenue and aid payments, as well as various fines and fees. Since the city's cash flow requirements do not always equal the current fund balance, the city invests any funds that are not needed immediately into low risk investments. In turn, earnings from these investments are used to reduce the tax levy. One-third of earnings are allocated to the Public Debt Amortization Fund.

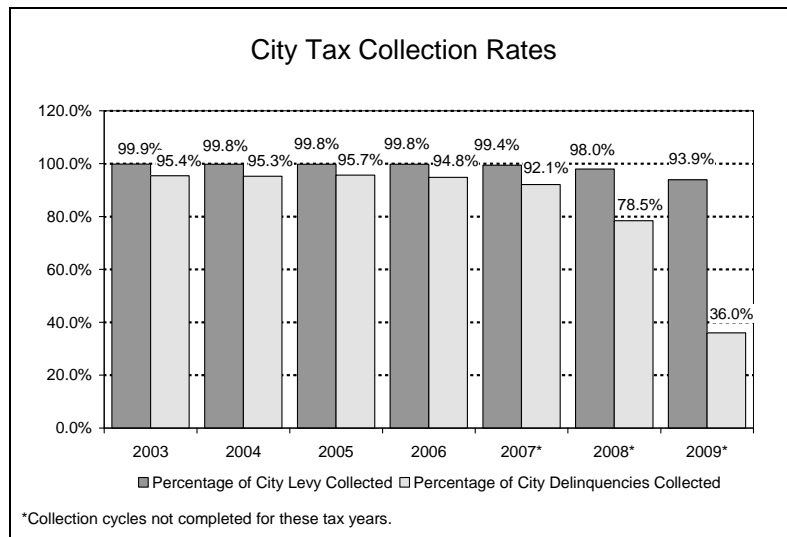
The primary goal of the Treasurer is to maximize the city's rate of return, while ensuring the safety and liquidity of invested funds. The rate of return is a critical component in determining the amount of investment earnings. Due to market conditions, the Treasurer has obtained rates of return ranging between .75% and 5.10% during the period of 2003 to 2009. As shown in Figure 1, this has translated into city General Fund investment revenue of \$1.19 million in 2009, a decrease of \$2.26 million from the previous year and a decrease of \$7.1 million from 2007. This decrease was primarily the result of decreased interest rates, with these decreases determined by the actions of the Federal Reserve System. In 2011, the total city investment revenue is projected to be \$1.2 million with \$800,000 being credited to the General Fund and approximately \$400,000 to the Public Debt Amortization Fund. The prorated distribution of investment revenue between the General Fund and Public Debt Amortization Fund is required by Wisconsin State Statutes.

Figure 1



The City Treasurer is responsible for the collection of property taxes, including delinquent taxes for all six levies within the city. As seen in Figure 2, the Treasurer has been successful at collecting almost 100% of the total city levy and an average of over 95% of the resulting delinquent accounts. The Treasurer's Office strives to collect all delinquent property tax accounts. One of the ways that the department has succeeded in its collection efforts is by having the city's collection agent, the Kohn Law Firm, attempt to collect delinquent real estate property taxes for the period of six months prior to the city pursuing a foreclosure action. An additional benefit of this approach has been the reduction in the number of tax delinquent parcels acquired through foreclosure, reducing the city's property management costs.

Figure 2



While this policy has been successful, the downturn in the housing market and the overall economy has contributed to increased foreclosure filings and tax delinquent parcels acquired. Between 2007 and 2010, foreclosure filings increased by 594 or 154% and parcels acquired increased by 325 or 210%. Filings and acquisitions are expected to further increase in 2011. The city has received funding through the Neighborhood Stabilization Program grant to help address the increasing number of foreclosures. Refer to the *Department of City Development* section of the *2011 Proposed Plan and Executive Budget Summary* for more information.

## OTHER SERVICE AND BUDGET CHANGES

**Expedited *In Rem* Foreclosure:** The economic downturn has resulted in an increased number of vacant or abandoned residential properties, including those in mortgage foreclosure. There are an estimated 6,075 open foreclosure filings as of July, 2010, an increase of 1,585 or 35.3% from April, 2009. Vacant and abandoned properties are likely to generate blight and crime in neighborhoods.

In 2009, the Mayor and Common Council adopted Common Council File Number 091517. This resolution modified the internal protocol for initiating *In Rem* foreclosure actions. The resolution provides for expedited *In rem* foreclosure action against tax delinquent vacant or abandoned residential properties. Expedited foreclosure is intended to prevent the deterioration of the properties, minimize the blight on the neighborhood, and redevelop and return the properties to occupancy at the earliest possible time.

The resolution directs that DNS, DCD and the local Council member identify tax delinquent properties that are vacant or abandoned, and refer these properties to the Treasurer and City Attorney for *In Rem* foreclosure proceedings at the earliest lawful time following tax delinquency. The Treasurer and City Attorney are directed to commence foreclosure actions not less than 30 days after receiving the referral. This change has a fiscal impact by increasing the cost of foreclosure actions and the cost of monitoring city owned properties acquired through foreclosure.

The 2011 proposed budget includes funding for a modified *In Rem* foreclosure process that will allow for expedited city action. The budget funds four regular foreclosure filings and projects that 1,700 parcels will have the foreclosure process initiated by the Treasurer. This will include the capacity for 100 to 200 filings against properties that the Council and city departments identify as the most critical to blight prevention and

redevelopment objectives. A substitute resolution establishing this process has been submitted with the proposed budget.

The total cost for the Treasurer to expedite *In Rem* foreclosures is \$229,000, with \$114,000 funded in the operating budget and \$115,000 funded through the NSP 3 grant. A total of 2.55 FTEs are added in 2011 to support this process, including a new Tax Enforcement Specialist position, two part time Customer Service Representative II positions, and an increase in temporary Customer Service Representative I staff.

Increasing and expedited foreclosures will result in a larger inventory of city owned properties, which will increase other foreclosure related costs. The 2011 proposed budget includes additional funding for these purposes. This includes a \$150,000 increase for DCD Land Management, including \$100,000 in the special purpose account and \$50,000 from CDBG; an increase for DNS demolition funded through NSP 3, and a \$50,000 increase for DPW vacant lot maintenance funded through NSP 3. In addition, the 2011 proposed capital budget includes \$300,000 in the Housing Infrastructure Preservation Fund which can be used to stabilize the condition of neighborhood properties that are priority candidates for significant restoration or rehabilitation.

The modified *In Rem* foreclosure process will advance community preservation and improvement objectives in a manner that is administratively practical and cost effective. In addition, the proposed budget addresses the need for funding the increased cost of city ownership resulting from a larger number of foreclosures.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>		<b>City Financial Management</b>	
<b>Activities:</b>		Receive and account for all monies paid to the city, make disbursements that have been vouchered for payment by the Comptroller, invest city funds not needed immediately to meet current expenditures, and collect property taxes and delinquent taxes for all six levies within the city.	
<b>Performance Measures:</b>			<b>2011 Projection</b>
		Rate of return on investments.	0.75%
		State of Wisconsin Local Government Investment Pool (LGIP) rate of return (benchmark).	TBD
		Cost of tax collection as a percentage of total taxes collected.	0.28%
		Total percentage of delinquent city property taxes collected after two years at the close of the levy.	90.0%
<b>Funding by Source:</b>		Operating Funds	\$3.2
		Grants and Reimbursables	\$0.1
		<b>Totals</b>	<b>\$3.3</b>

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

<b>Positions</b>	<b>O&amp;M FTEs</b>	<b>Non O&amp;M FTEs</b>	<b>Position Title</b>	<b>Reason</b>
1	1.00		Tax Enforcement Specialist	Anticipated increase in <i>In Rem</i> foreclosures.
	0.95	0.21	Customer Service Representative	
		0.39	Temporary Customer Service Representative I	
	0.60		Various Positions	Increased overtime for holidays.
<b>1</b>	<b>2.55</b>	<b>0.60</b>	<b>Totals</b>	

# UNIFIED CALL CENTER

## EXECUTIVE SUMMARY

- MISSION:** Provide residents with 24/7 access to city information and non-emergency services through a single phone number, provide elected officials and the public with more transparency of city service delivery, and improve the productivity of the city workforce.
- OBJECTIVES:** After full implementation, accurately answer 70% of residents' calls for information without transferring the callers to other departments.
- Provide policymakers, the public and departmental management with more transparency about the volume, type, and geographic distribution of customer calls for services, and departmental response to those calls.
- Reduce city IT, call intake, and service delivery costs.
- Provide improved quality assurance of the customer call intake and resolution.
- STRATEGIES:** Consolidate service delivery call centers in a single organization to reduce call transfers, create economies of scale among call takers, and improve supervision of call taker performance.
- Implement a robust Citizen Relationship Management (CRM) IT solution.
- Include the Call Center Director as a regular participant in AIM meetings to identify opportunities for improved customer services and provide the status of departmental migration to the new system.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	0.00	7.75	1.00	1.00	-6.75	0.00
FTEs - Other	0.00	0.50	0.00	0.00	-0.50	0.00
Total Positions Authorized	0	30	1	1	-29	0
<b>EXPENDITURES</b>						
Salaries and Wages	\$0	\$318,810	\$77,000	\$77,000	\$-241,810	\$0
Fringe Benefits	0	130,712	36,960	36,960	-93,752	0
Operating Expenditures	0	75,000	15,000	15,000	-60,000	0
Equipment	0	0	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$524,522</b>	<b>\$128,960</b>	<b>\$128,960</b>	<b>\$-395,562</b>	<b>\$0</b>
<b>REVENUES</b>						
Miscellaneous	\$0	\$397,700	\$0	\$0	\$-397,700	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$397,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-397,700</b>	<b>\$0</b>



## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The City of Milwaukee has a strong tradition of providing services to customers. The Unified Call Center is intended to improve citizen access to these services by:

- Giving citizens a single phone number to call to access non-emergency city services.
- Allowing citizens to connect to a live operator 24 hours a day, 7 days a week.
- Answering citizen questions and logging their service requests without having to transfer the customer to a different department. This “first call resolution” should approach 70% within three years of implementation.
- Reducing long wait times and abandonment rates in some city call centers.
- Providing the Mayor, Common Council, departmental managers, and the public with regular reporting on the volume, type, and geographic distribution of customer calls for services, and departmental response to those calls.
- Providing the Mayor and Common Council with data on the volumes and types of information questions.
- Improving customer satisfaction by centralizing call takers and the associated quality assurance program.
- Providing citizens with clear expectations on service delivery response times.
- Improving information transfer to citizens during health pandemics or crisis management scenarios.

The Unified Call Center will use the existing 286-CITY phone number in 2010. The Administration and Common Council may revisit the possibility of using the 311 phone number in later years once the Unified Call Center itself is implemented.

The Unified Call Center will resolve the shortcomings of existing systems when implemented with the proper technology. The linchpin of the Unified Call Center organization is a robust Citizen Relationship Management (CRM) IT solution. The CRM will be integrated with the city’s telephone system and have five key functions:

- **Electronic Knowledge Base:** The electronic knowledge base will be a searchable repository of information on city services and processes. City departments will be required to document their processes and frequently asked questions so that call takers can quickly find answers to citizen questions without having to transfer the citizen.
- **Call Scripting:** The system will provide call takers with a script to answer citizen questions and triage their requests for service so that they are consistently logged into the system. Department managers will work with the Unified Call Center management to tailor these scripts so that the call taker gets all the information a department needs to efficiently service the request.
- **Service Request Intake:** The CRM will allow call takers to take service requests for multiple departments, allowing them to route requests to the departments, rather than routing the customer. Modern CRM systems can relate duplicate service requests to a single work order which will reduce wasted time for field crews, improve communication to customers about the status of their calls, and more accurately define the volume of services provided by city crews.
- **Case Management:** The CRM will provide case management functionality to help departments manage the service requests. Case management functionality allows the department to create a process “map” that clearly shows how service requests go from initial intake to assignment to a manager to assignment to a work crew and work inspection.
- **Business Analytics:** The CRM will provide the Administration and the Common Council with a full suite of management reports, data dashboards, and report writing capability that will clearly show departmental service delivery and help identify opportunities for service improvements. Modern CRM systems can automatically notify managers and elected officials about service requests that have not been resolved within agreed upon time frames.

The Unified Call Center is intended to reduce city operating costs three different ways. First, the Unified Call Center will create economies of scale among the staff associated with various existing city call centers. Second, the Unified Call Center will reduce IT costs by providing a single IT platform from which to provide many departmental services. While there is a significant capital cost associated with this project, it must be viewed in the context of existing and future city IT costs that would have been required to maintain the current decentralized IT environment.

Perhaps the biggest opportunity for cost savings will come in the form of productivity improvements for departmental service delivery. This will come in the form of reduced data entry for service requests and reduced duplicative work orders. Managers will also spend less time developing reports and spend more time analyzing the data to improve operations. These opportunities may be identified when existing city processes are mapped for inclusion in the CRM.

Implementing a Unified Call Center will bring Milwaukee up to current best practices among large cities. Other cities with Unified Call Centers include Austin, Baltimore, Buffalo, Chicago, Columbus, Dallas, Denver, Detroit, Fort Wayne, Houston, Indianapolis, Kansas City, Las Vegas, Los Angeles, Louisville, Miami, Minneapolis, New York City, Philadelphia, Pittsburgh, Sacramento, San Antonio, San Jose, and Washington, DC.

### Strategies and Milestones for 2011

<b>Objective:</b> After full implementation, accurately answer 70% of residents' calls for information without transferring the callers to other departments.  Provide policymakers, the public and departmental management with more transparency about the volume, type, and geographic distribution of customer calls for services, and departmental response to those calls.  Reduce city IT, call intake, and service delivery costs.  Provide improved quality assurance of the customer call intake and resolution.	
Strategies	2011 Milestones
Implement Phase I of a new Customer Relationship Management (CRM) IT solution.	Complete RFP process and have vendor under contract by November 2010.  Hire a qualified Call Center Director by November 2010.  Incorporate City Hall Operator into automated call distribution group to take overflow 286-CITY calls during business hours.  Begin taking live customer calls in Unified Call Center by first quarter 2011.

### STRATEGY IMPLEMENTATION

The city will hire a qualified Call Center Director to coordinate project management with the vendor, the Chief Information Officer, and Phase One service departments. The selection of the director with the correct skill set and experience is a critical factor in the success of the project.

In 2011, the Unified Call Center anticipates consolidating the following existing city call centers in phases:

- DPW Administration 286-CITY Call Center
- Parking Enforcement Call Center (night parking permissions and enforcement, not citations)
- Water Works Control Center (field service problems, not customer billing)
- DNS Code Enforcement
- City Hall Operator

Communications Assistants will remain with the departments until the Call Center is operational. The 2010 capital budget included \$950,000 for the licensing fees and implementation of the CRM technology for Phase I departments. This funding estimate is based on the responses the city received to a public Request for Information.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Customer Service</b>	
<b>Activities:</b>	Call intake, answer citizen information questions, enter service requests, integrate departmental services onto enterprise work order system.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of customer calls per month.	50,000
	Average abandonment rate.	5.0%
	First call resolution (year one).	50.0%
<b>Funding by Source:</b>	Operating Funds	\$0.1
	<b>Totals</b>	<b>\$0.1</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1			Customer Services Supervisor	Remains in original department for 2011 budgeting purposes.
-12			Communications Assistant IV	
-16			Communications Assistant III	
	-6.75	-0.50	Miscellaneous	Per current implementation plan.
<b>-29</b>	<b>-6.75</b>	<b>-0.50</b>	<b>Totals</b>	

# FRINGE BENEFIT OFFSET

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
Fringe Benefit Offset	\$-138,644,481	\$-117,226,955	\$-142,782,166	\$-139,829,031	\$-22,602,076	\$2,953,135
<b>TOTAL</b>	\$-138,644,481	\$-117,226,955	\$-142,782,166	\$-139,829,031	\$-22,602,076	\$2,953,135

Employee fringe benefit costs are appropriated in various special purpose accounts. In addition, department operating budgets include an estimated employee fringe benefit factor in order to reflect the total cost of department operations. In prior years, this second appropriation, or “double” budget, was offset by a “paper” revenue to avoid levying twice for employee benefits. The 2011 proposed budget offsets this “double” budget with a budget offset, as opposed to a revenue offset. This approach avoids overstating the total city budget by the fringe benefit factor, which in 2011 amounts to approximately \$139.8 million.

# SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

State law requires the city to balance its annually budgeted expenditures with its anticipated revenues. Each year, the Comptroller's Office develops revenue estimates for the upcoming budget year. Once these estimates are finalized, the city determines the needed property tax levy and reserve fund withdrawals to offset budgeted expenditures. In 2011, the city anticipates it will generate approximately \$590.5 million in revenue for general city purposes. Figure 1 provides a breakdown of these revenues by major category.

Revenue diversification and enhancement provides the city with the means to retain existing service levels. Property tax increases have been limited by state legislation and state aids have continued to decrease, placing pressure on other revenue sources or requiring service reductions. State restrictions on the type of charges for service that are available to municipalities further erode the city's ability to diversify its revenues.

The overall general city purpose revenues have grown at a rate less than inflation (see Figure 2) for the majority of the period. In fact, revenues in 1996 adjusted for inflation equaled \$404 million and 2011 inflation adjusted revenues will be \$403 million. This is a loss of 0.2% since 1996.

There are a variety of sources of funds for the general city purposes budget. Figure 3 illustrates the distribution of the different revenue categories in the 1995 budget and the 2011 budget. A noticeable shift in intergovernmental, property taxes, and charges for service is evident over the time period. As shown in Figure 3, the city received proportionately more intergovernmental aid in 1995 when it accounted for 63.7% of total revenues versus 46.0% in 2011.

Over the same time period, the city's reliance on property taxes increased from 10.6% to 18.9% although it only slightly increased in terms of real dollars. The city has increased its efforts to diversify revenues by increasing charges for service as a percentage of revenue from 4.3% to 16.8%.

Intergovernmental revenues have remained flat from 1997 to 2011. However, from 2003 to 2011, intergovernmental revenues decreased from \$284.6 million to \$271.6 million. This is shown in Figure 4 along with the inflation adjusted amounts.

Figure 1

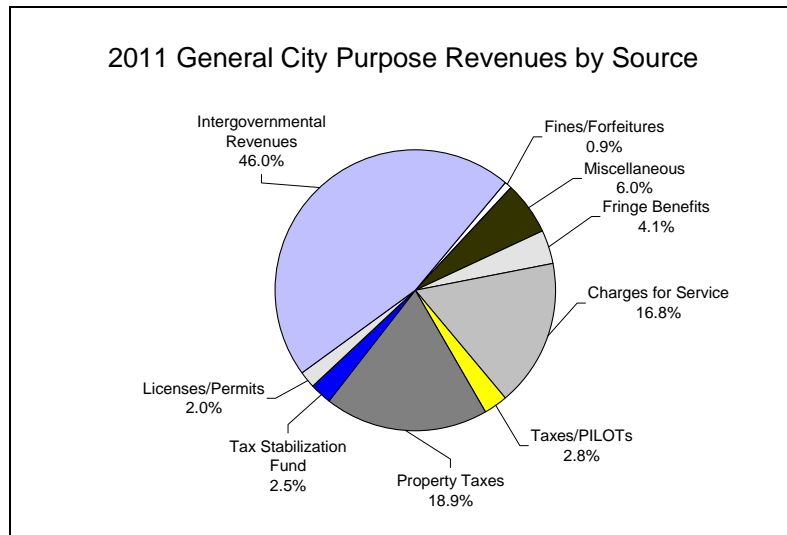
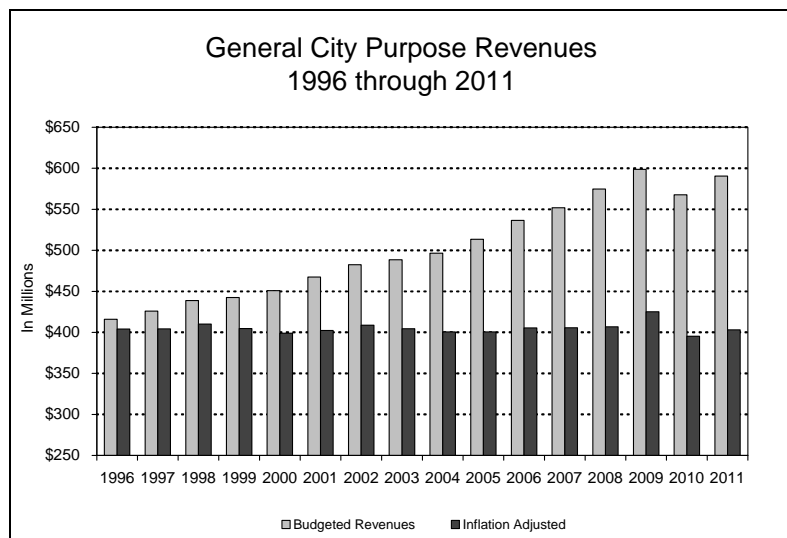


Figure 2



The 2011 property tax levy of \$111.5 million for general city purposes is part of the total property tax levy of \$246.8 million.

Figure 5 illustrates the increased city reliance on user based fees. In the past several years, charges for service revenues increased from \$19.4 million in 1995 to \$99.1 million in 2011. This trend is also evident in Figure 3, where charges for service revenues increased from 4.3% of revenues to 16.8% in the same time period. Fees for Solid Waste, Snow and Ice, and Sewer Maintenance are now charged to city property owners according to usage, instead of through the tax levy.

The following discussion provides more specific detail on the different categories of general purpose revenues.

**Intergovernmental Revenue:** These revenues include funding received from other governmental jurisdictions, state and federal aid formulas, grants, and other program specific government aids.

In the 2011 budget, intergovernmental revenues total \$271.6 million. The city anticipates an overall increase in state aids of \$0.7 million from 2010 to 2011.

The largest amount of state aids received by the city comes in the form of State Shared Revenue. In 2011, the city expects to receive \$228.4 million of shared revenue. This is the same as the amount expected to be received in 2010.

Figure 3

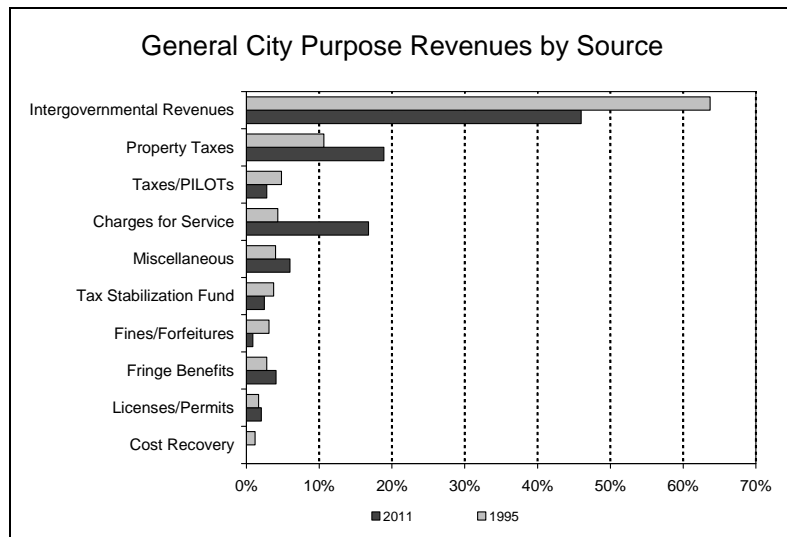
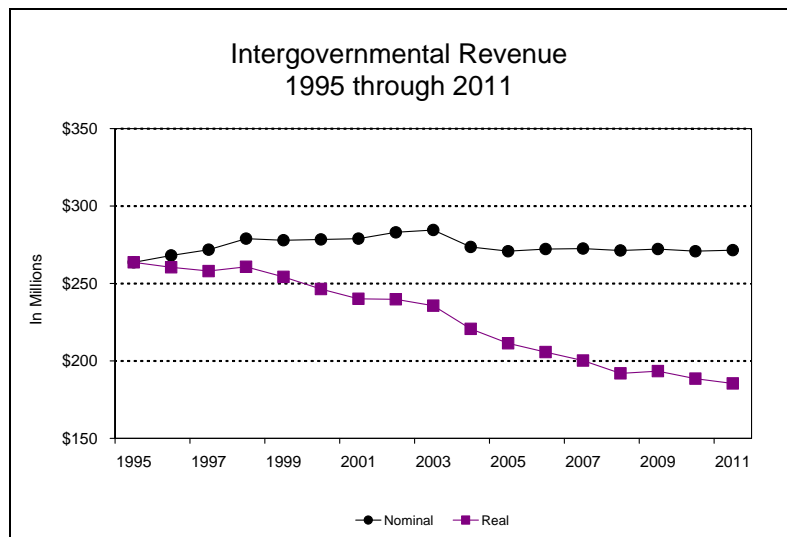


Figure 4



Since the state fixed the allocation for shared revenue in 1995 and later fixed the amount municipalities received, the city was unable to rely on shared revenue to assist in addressing its structural budget issues. Each increase of 1% in the payment would generate an additional \$2.3 million in revenues to the city. The city has turned to other sources of funds or service cuts to offset the lack of growth in shared revenue. The city will experience a nearly \$79.3 million decrease in “real” intergovernmental aids since 1995 as shown in Figure 4.

The state transportation aids are determined by the amount that is spent in specific transportation related accounts and the funds made available in the state budget for this purpose. This program is in direct opposition to expenditure control initiatives that are in other parts of the state budget because higher expenses result in more revenue received. These aids total \$27.9 million in 2011 which is \$0.6 million above the 2010 amount.

Another of the larger state aids is the Expenditure Restraint Payment. The intent of this program is to reward communities who control their General Fund expenditures. General Fund expenses are allowed to increase by the CPI and 60% of the net new construction. The other qualifying factor is an equalized property tax rate above \$5

per \$1,000 of equalized value. The problem is in the distribution of the program funds. They are distributed by the percentage of excess property tax level which means the higher you tax the more money you receive. Milwaukee has done an excellent job of controlling its property tax levy, causing the expenditure restraint aids to remain relatively flat. The estimate for 2011 is \$8.6 million which is \$0.6 million higher than 2010.

**Property Taxes:** The property tax levy will provide \$111.5 million in revenue for the general city purposes budget in 2011. The total city tax levy will remain at \$246.8 million in 2011 or no increase from 2010.

**Taxes and Payments in Lieu of Taxes:** The 2011 budget includes an estimated \$16.5 million in revenue attributable to Taxes and Payments in Lieu of Taxes (PILOTs), an increase of \$1.3 million from 2010. These funds include revenues raised by non-property tax levies; occupation taxes; trailer park taxes; principal, interest, and penalties on delinquent taxes; property tax adjustments; and payments from property tax exempt governmental entities for city services.

**Charges for Services:** The 2011 budget includes \$99.1 million in revenue from charges for services, an increase of \$3 million. This category of funding encompasses revenue received for services provided by city operating departments. Charges for services revenue has steadily increased since 1995 (see Figure 5).

The Solid Waste Fee is a charge that mainly recovers a portion of the cost of weekly garbage collection. Other service costs for related solid waste services like recycling, brush collection, and special collections are also recovered through the fee. The fee recovers nearly 100% of solid waste operating costs.

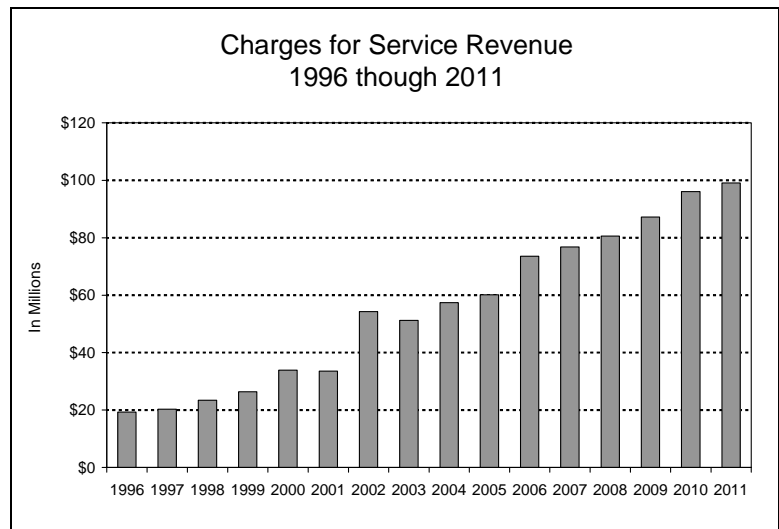
Charges reduce reliance on variable and uncertain revenues such as intergovernmental aids. They can also make a local government's cost structure more competitive. A modification is being proposed for the 2011 Solid Waste Fee. An additional charge will be made to residences that have more than one garbage cart per household. The fee will be \$20 per garbage cart above one cart per household. There will be no charge for additional recycling carts. The Solid Waste Fee will fall to \$166.64 per year for residential units from \$170.17 per year that is charged in 2010 and will generate \$32.3 million.

The Snow and Ice Fee will continue at its current annual rate of \$0.6917 per foot of property frontage. The fee will generate a total of \$6.5 million in 2010.

Leaf pickup and street sweeping costs will continue to be recovered through the Sewer Maintenance Fee. The budget reflects the addition of the tree pruning costs being charged to the Sewer Maintenance Fee. This is done in the form of a \$12.4 million transfer from the Sewer Fund to the General Fund.

**Miscellaneous Revenues:** Miscellaneous revenues include the transfer from the Parking Fund, interest on investments, funds from the sale of surplus property, real estate property sales, several spending offset accounts, and other revenues not included in any other category. For 2011, these revenues are expected to total \$35.3 million.

**Figure 5**



The decrease of \$6.3 million in miscellaneous revenues is primarily due to the elimination of a transfer of the Water Works surplus (\$3 million), a \$1.5 million decrease in the transfer from the Parking Fund, and the loss of interest earnings from a decrease in the interest rate (\$-0.5 million).

Interest earnings will decrease by \$0.5 million from a 2010 level of \$1.3 million to the 2011 estimate of \$0.8 million. Two-thirds of the interest on the city's unrestricted investments is counted as general city purpose revenue (one-third accrues to the Public Debt Amortization Fund). For 2011, a 0.75% rate of return on unrestricted investments of approximately \$160 million is assumed.

**Fines and Forfeitures:** Revenue of \$5.3 million related to fines and forfeitures is included in the 2011 budget. Fines and forfeitures include payments received from individuals as penalties for violating municipal laws. The revenue in this account reflects collections made by the Municipal Court.

**Licenses and Permits:** Revenue from licenses and permits in 2011 is estimated at \$12.1 million, a decrease of \$0.7 million from 2010. These funds include charges administered by various departments for legal permission to engage in a business, occupation, or other regulated activity. An ordinance amending several license and permit fees will be introduced with the 2011 proposed budget which are estimated to provide \$560,000 in additional revenue. Currently these fee changes are reflected in a larger Tax Stabilization Fund withdrawal.

**Fringe Benefit Offset:** The fringe benefit costs associated with reimbursables, grants, Enterprise Funds, and capital activity are gross budgeted in the General Fund. These other funds make a payroll payment to the General Fund to offset the cost of their General Fund budgeted fringe benefit, which is anticipated to be \$24 million in 2011.

**Tax Stabilization Fund (TSF):** The Tax Stabilization Fund is used to accumulate unexpended appropriations and revenue surpluses. It assists in stabilizing the city's tax rate and protects citizens from tax rate fluctuations that can result from erratic variations in non-property tax revenues. Approximately \$15.9 million lapsed into the Fund at the end of 2009 bringing the balance in the Fund (as of April 15, 2010) to \$29.1 million.

The 2011 withdrawal will be \$14.6 million with an additional \$560,000 in anticipation of revenue which is based on the adoption of legislation that will be adopted to increase license and permit fees. Upon adoption of the fee legislation, the withdrawal will be reduced to \$14.6 million and will be slightly above 50% of the fund balance. After the 2011 withdrawal and anticipated regeneration at the end of 2010, the Tax Stabilization Fund should have a fund balance of approximately \$25.5 million.



## 2. SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2008	2009	2010	2011	CHANGE
	ACTUAL	ACTUAL	ADOPTED	PROPOSED	2011 PROPOSED
	EXPENDITURES	EXPENDITURES	BUDGET	BUDGET	VERSUS
					2010 ADOPTED
<b>Taxes and Payments in Lieu of Taxes</b>					
Housing Authority	\$760,509	\$691,327	\$725,000	\$650,000	\$-75,000
Parking	1,158,505	1,251,653	1,230,000	1,300,000	70,000
Water Services Division	8,696,137	9,439,899	9,250,000	10,600,000	1,350,000
Trailer Park Taxes	107,940	105,066	105,000	105,000	0
Occupational Taxes	5,974	0	6,000	0	-6,000
Payment in Lieu of Taxes Other	230,575	346,408	325,000	325,000	0
Interest/Penalties on Taxes	2,679,936	2,675,748	2,101,000	2,648,000	547,000
TID Excess Revenue	-21,529	0	600,000	400,000	-200,000
Other Taxes	1,075,814	-314,810	906,500	506,500	-400,000
<b>Total Taxes</b>	<b>\$14,693,861</b>	<b>\$14,195,291</b>	<b>\$15,248,500</b>	<b>\$16,534,500</b>	<b>\$1,286,000</b>
<b>Licenses and Permits</b>					
<b>Licenses</b>					
Amusement Dance/Music	\$593,553	\$606,069	\$565,000	\$518,000	\$-47,000
Dog and Cat	118,759	118,468	108,700	118,700	10,000
Food Health Department	1,649,143	1,793,534	2,018,600	2,000,000	-18,600
Health Department Non-Food	42,109	40,024	58,600	57,600	-1,000
Liquor and Malt	1,131,111	1,090,292	1,082,200	1,085,000	2,800
Scales	288,481	419,633	428,700	428,700	0
Miscellaneous City Clerk	453,430	443,663	446,400	521,000	74,600
Miscellaneous Neighborhood Services	373,623	390,813	372,500	379,700	7,200
Miscellaneous Department Public Works Administration	13,422	18,376	15,300	15,300	0
<b>Permits</b>					
Board of Zoning Appeals	\$259,514	\$282,415	\$245,000	\$281,500	\$36,500
Zoning Change Fees	80,415	55,262	63,000	65,000	2,000
Building	2,472,591	1,989,949	2,181,000	1,845,900	-335,100
Building Code Compliance	200,050	356,900	227,400	320,000	92,600
Curb Space Special Privilege	96,705	33,340	117,630	36,000	-81,630
Electrical	768,799	723,313	692,000	740,000	48,000
Elevator	218,628	91,245	142,440	84,000	-58,440
Occupancy	264,315	308,762	270,000	328,000	58,000
Plumbing	695,388	546,845	665,250	700,000	34,750
Miscellaneous Neighborhood Services	103,956	69,623	92,200	76,200	-16,000
Sign and Billboard	103,755	99,642	105,000	100,000	-5,000
Special Events	211,844	208,895	230,000	200,000	-30,000
Miscellaneous Department of Public Works	456,934	313,747	517,500	328,600	-188,900
Special Privilege Miscellaneous City Clerk	19,250	6,125	10,000	0	-10,000
Special Privilege Miscellaneous Neighborhood Services	378,095	395,729	385,000	390,000	5,000
Sprinkler Inspection	68,175	64,214	65,000	80,000	15,000
Use of Streets Excavating	1,215,354	1,160,812	1,190,000	904,000	-286,000
Plan Exam Department of City Development	632,332	558,360	460,000	454,000	-6,000
<b>Total Licenses and Permits</b>	<b>\$12,909,731</b>	<b>\$12,186,050</b>	<b>\$12,754,420</b>	<b>\$12,057,200</b>	<b>\$-697,220</b>
<b>Intergovernmental Revenue</b>					
Fire Insurance Premium	\$1,007,509	\$1,009,822	\$1,005,000	\$1,006,000	\$1,000
Local Street Aids	26,367,013	27,167,329	27,290,000	27,850,000	560,000
Payment for Municipal Services	2,226,352	2,079,003	1,975,000	1,750,000	-225,000
State Payments Police	990,938	747,994	981,600	824,500	-157,100
State Shared Revenue (General)	230,605,773	230,302,105	228,250,000	228,345,000	95,000
Other State Payments	7,034	7,034	7,000	7,000	0

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2008	2009	2010	2011	CHANGE
	ACTUAL	ACTUAL	ADOPTED	PROPOSED	2011 PROPOSED
	EXPENDITURES	EXPENDITURES	BUDGET	BUDGET	VERSUS
					2010 ADOPTED
Expenditure Restraint Aid	7,090,559	7,621,483	7,963,000	8,613,000	650,000
Computer Exemption Aid	2,802,599	3,402,087	3,400,000	3,200,000	-200,000
<b>Total Intergovernmental Revenue</b>	<b>\$271,097,777</b>	<b>\$272,336,857</b>	<b>\$270,871,600</b>	<b>\$271,595,500</b>	<b>\$723,900</b>
<b>Charges for Services - General Government</b>					
City Attorney	\$596,415	\$709,826	\$635,700	\$888,000	\$252,300
Department of Employee Relations	174,022	172,016	194,000	180,000	-14,000
City Treasurer	165,200	176,712	116,400	114,500	-1,900
Common Council City Clerk	174,759	150,880	136,200	150,100	13,900
Cable Franchise Fee	4,231,051	4,439,046	4,200,000	4,800,000	600,000
Comptroller	297,645	396,838	250,000	275,000	25,000
Election Commission	0	0	800	1,000	200
Municipal Court	1,614,344	1,696,106	1,613,600	1,843,000	229,400
Assessor	369,760	306,282	351,500	305,500	-46,000
Department of City Development	387,843	283,758	341,000	308,200	-32,800
Department of Administration	118,346	105,570	106,000	103,000	-3,000
Milwaukee Public School Service Charges	3,988,700	0	0	0	0
Fire Department	7,969,211	7,020,506	6,432,700	6,400,200	-32,500
Police Department	1,268,543	396,675	112,100	104,700	-7,400
Department of Neighborhood Services	6,889,533	7,782,062	7,116,325	8,319,100	1,202,775
Building Razing	1,270,825	806,245	1,108,200	900,000	-208,200
Fire Prevention Inspections	1,382,993	1,420,254	1,550,000	1,670,000	120,000
Essential Services	68,572	80,899	80,000	78,000	-2,000
Department of Public Works Operations Buildings & Fleet	5,644,834	4,790,687	3,750,000	3,964,000	214,000
Department of Public Works Infrastructure Division	4,044,381	4,192,031	3,651,000	3,727,700	76,700
Department of Public Works Operations Division Forestry	153,799	260,184	130,000	178,300	48,300
Harbor Commission	3,838,346	5,217,241	4,890,227	5,006,125	115,898
Department of Public Works Administrative Services	1,386,087	1,578,332	1,345,400	1,520,500	175,100
Department of Public Works Operations Division Sanitation	3,024,217	3,306,531	2,355,000	2,494,400	139,400
Solid Waste Fee	25,142,926	28,753,794	32,230,000	32,230,000	0
Snow and Ice Control Fee	6,234,321	7,640,592	6,500,000	6,500,000	0
Street Sweeping and Leaf Collection	5,000,000	10,097,930	12,190,000	12,390,000	200,000
Apartment Garbage Pickup	1,243,018	1,505,376	1,558,000	1,540,100	-17,900
Health Department	644,230	1,078,345	872,600	984,600	112,000
Public Library	530,577	535,647	537,000	584,700	47,700
County Federated System	912,487	945,909	970,000	800,100	-169,900
Recycling Contract	1,474,018	427,132	738,000	750,000	12,000
<b>Total Charges for Services</b>	<b>\$90,241,003</b>	<b>\$96,273,406</b>	<b>\$96,061,752</b>	<b>\$99,110,825</b>	<b>\$3,049,073</b>
<b>Fines and Forfeitures</b>					
Municipal Court	\$5,250,348	\$4,802,074	\$5,255,000	\$5,255,000	\$0
<b>Total Fines and Forfeitures</b>	<b>\$5,250,348</b>	<b>\$4,802,074</b>	<b>\$5,255,000</b>	<b>\$5,255,000</b>	<b>\$0</b>
<b>Miscellaneous Revenue</b>					
Transfer from Other Funds	\$17,000,000	\$18,132,150	\$22,287,000	\$20,787,000	\$-1,500,000
Interest on Investment	3,452,602	500,487	1,250,000	800,000	-450,000
Contributions	1,787,956	2,675,263	2,400,000	2,400,000	0
Department of Administration Property Sales	355,600	342,428	378,000	328,000	-50,000
Department of City Development Property Sales	389,318	102,591	200,000	150,000	-50,000
Department of Public Works Operations Division Rent	273,976	262,781	252,800	0	-252,800

SOURCE OF FUNDS FOR GENERAL CITY PURPOSES

	2008	2009	2010	2011	CHANGE
	ACTUAL	ACTUAL	ADOPTED	PROPOSED	2011 PROPOSED
	EXPENDITURES	EXPENDITURES	BUDGET	BUDGET	VERSUS
					2010 ADOPTED
Comptroller Rent	162,358	376,316	159,200	161,200	2,000
Department of City Development Rent	1	1,950	0		0
Other Miscellaneous	568,549	223,837	813,700	234,000	-579,700
Insurance Recovery	386,455	560,313	239,000	302,000	63,000
Potawatomi	5,065,195	5,547,541	5,550,000	5,240,000	-310,000
Midtown/LIMP Revenues	41,155	-18,861	30,000	0	-30,000
Harbor Commission Transfer	1,108,483	1,210,000	1,472,000	1,337,000	-135,000
New Berlin Contract	0	1,500,000	0	0	0
Vehicle Registration Fee	0	2,839,616	3,300,000	3,300,000	0
Water Works Surplus Transfer	0	\$0	3,000,000	0	-3,000,000
<b>Total Miscellaneous Revenue</b>	<b>\$30,591,648</b>	<b>\$34,256,412</b>	<b>\$41,331,700</b>	<b>\$35,291,900</b>	<b>\$-6,039,800</b>
<b>Fringe Benefits</b>					
Fringe Benefit Offset	\$24,098,921	\$23,534,619	\$23,000,000	\$24,000,000	\$1,000,000
<b>Total Fringe Benefits</b>	<b>\$24,098,921</b>	<b>\$23,534,619</b>	<b>\$23,000,000</b>	<b>\$24,000,000</b>	<b>\$1,000,000</b>
<b>Cost Recovery</b>					
Sewer Maintenance	\$0	\$0	\$10,000	\$0	\$-10,000
<b>Total Cost Recovery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$-10,000</b>
<b>Total General Fund Revenue</b>	<b>\$448,883,289</b>	<b>\$457,584,709</b>	<b>\$464,532,972</b>	<b>\$463,844,925</b>	<b>\$-688,047</b>
Amount to be Raised Pursuant to 18-02-6	\$133,532,230	\$146,119,257	\$103,068,860	\$126,663,395	\$23,594,535
Less:					
Tax Stabilization Fund Withdrawal (Sustainable)	\$29,457,500	\$22,378,500	\$13,070,000	\$14,600,000	\$1,530,000
Tax Stabilization Fund Withdrawal (Revenue Anticipation)	\$0	\$0	\$0	\$560,000	\$560,000
Property Tax Levy	\$104,074,730	\$123,740,757	\$89,998,860	\$111,503,395	\$21,504,535
<b>Total Sources of Fund for General City Purposes</b>	<b>\$582,415,519</b>	<b>\$603,703,966</b>	<b>\$567,601,832</b>	<b>\$590,508,320</b>	<b>\$22,906,488</b>

## B. PROVISION FOR EMPLOYEES' RETIREMENT FUND

### EXECUTIVE SUMMARY

**OBJECTIVES:** Provide the means by which the city can track and monitor retirement related expenditures and resources. Maintain the health of the retirement related funds in an era of increasing costs and variable earnings.

**SERVICES:** Retirement system.

### SUMMARY OF EXPENDITURES

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
<b>Firemen's Pension Fund</b>						
Employer's Pension Contribution	\$70,711	\$71,000	\$71,000	\$71,000	\$0	\$0
Lump Sum Supplement Contribution	194,267	150,000	125,000	125,000	-25,000	0
<b>Subtotal</b>	<b>\$264,978</b>	<b>\$221,000</b>	<b>\$196,000</b>	<b>\$196,000</b>	<b>\$-25,000</b>	<b>\$0</b>
<b>Policemen's Pension Fund</b>						
Employer's Pension Contribution	\$41,423	\$329,672	\$330,000	\$268,667	\$-61,005	\$-61,333
<b>Subtotal</b>	<b>\$41,423</b>	<b>\$329,672</b>	<b>\$330,000</b>	<b>\$268,667</b>	<b>\$-61,005</b>	<b>\$-61,333</b>
<b>Employees' Retirement Fund</b>						
Employer's Pension Contribution	\$0	\$49,100,000	\$40,000,000	\$0	\$-49,100,000	\$-40,000,000
Administration	17,950,233	24,191,584	28,666,000	28,755,539	4,563,955	89,539
Annuity Contribution Tax Levy	19,349,705	16,791,142	25,430,000	24,980,000	8,188,858	-450,000
Annuity Contribution - Employers' Reserve Fund*	5,581,000	7,000,000	0	17,350,000	10,350,000	17,350,000
<b>Subtotal</b>	<b>\$42,880,938</b>	<b>\$97,082,726</b>	<b>\$94,096,000</b>	<b>\$71,085,539</b>	<b>\$-25,997,187</b>	<b>\$23,010,461</b>
Social Security Tax	\$18,594,501	\$17,172,448	\$18,781,000	\$18,531,000	\$1,358,552	\$-250,000
<b>Former Town of Lake Employees' Fund</b>						
Employer's Pension Contribution	\$6,667	\$7,300	\$7,300	\$7,300	\$0	\$0
<b>Subtotal</b>	<b>\$6,667</b>	<b>\$7,300</b>	<b>\$7,300</b>	<b>\$7,300</b>	<b>\$0</b>	<b>\$0</b>
Deferred Compensation Plan	\$1,114,302	\$1,558,787	\$1,481,961	\$1,481,961	\$-76,826	\$0
<b>Total</b>	<b>\$62,902,809</b>	<b>\$116,371,933</b>	<b>\$114,892,261</b>	<b>\$91,570,467</b>	<b>\$-24,801,466</b>	<b>\$-23,321,794</b>
<b>Revenues</b>						
Fringe Benefits Pensions	\$1,031,857	\$1,041,500	\$1,184,000	\$1,187,000	\$145,500	\$3,000
Charges for Service Employees' Retirement System	17,510,713	23,883,904	28,372,000	28,461,539	4,577,635	89,539
Charges to Other Governmental Units	0	960,549	500,000	328,633	-631,916	-171,367
Charges for Service Deferred Compensation	1,114,302	1,558,787	1,481,961	1,481,961	-76,826	0
Property Tax Levy	35,888,093	81,844,193	83,273,300	60,030,334	-21,813,859	-23,242,966
Employers' Reserve Fund	5,581,000	7,000,000	0	0	-7,000,000	0
Miscellaneous Employees' Retirement System	71,500	83,000	81,000	81,000	-2,000	0
<b>Total</b>	<b>\$61,197,465</b>	<b>\$116,371,933</b>	<b>\$114,892,261</b>	<b>\$91,570,467</b>	<b>\$-24,801,466</b>	<b>\$-23,321,794</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Employees' Retirement Fund includes provisions for employee pensions, the Policemen's Annuity and Benefit Fund, the Firemen's Pension Fund, Social Security contributions, and the city's Deferred Compensation Plan.

The Employees' Retirement System (ERS) is responsible for administering the city's defined benefit pension plan for city employees and other members of the system. The system operates under the direction of the Annuity and Pension Board, a body of eight members (three elected by active system members, one by city retirees, three appointed by the President of the Common Council, and the City Comptroller, ex-officio). Retirement contributions for employees of the Milwaukee Metropolitan Sewerage District, the Wisconsin Center District, the Water Works, Milwaukee Public School Board (excluding teachers), and the Milwaukee Area Technical College are borne by those respective governmental units and are not included in these appropriations. There were 26,992 members in the system as of December 31, 2009.

The Policemen's Annuity and Benefit Fund (PABF) administers pensions for city Police Officers employed prior to 1947. There were 101 members as of January 2010.

Funds in the Firemen's Pension Fund are provided for retired Fire Fighters who were employed prior to 1947. This fund had 116 members as of August 2010, excluding four surviving spouses paid directly by ERS.

The Former Town of Lake Employees' Retirement Fund provides retirement benefits to former Town of Lake employees who became city employees when the Town of Lake was annexed. There are currently two members.

ERS also oversees the city's contribution for payment of the employer's share of Social Security tax. The Deferred Compensation Board is responsible for administration of the city's Deferred Compensation Plan.

## SERVICES

**Actuarial Methodology:** On August 27, 2009, the Annuity and Pension Board voted to change the actuarial methodology used to determine the employer annuity contribution. The method was changed to reflect the existing volatility in the stock market. The old method was conservative while the new method approximates the standards used by most pension systems. The Pension Board adopted the following:

- Increase the asset smoothing from three to five years.
- Increase the asset corridor from 10% to 20%.
- Change the amortization payment type from level dollar to level percent of payroll.
- Increase the amortization period from the expected working lifetime of the active employees (approximately 12 years) to 25 years.
- Change the amortization method from open to closed. This will reduce the amortization period by one year in each subsequent year until the period equals the future working lifetime of employees covered by the fund.

**Annuity Contribution/Employee's Share:** The 2011 proposed budget provides \$25 million for the city's share of employees' annuity contributions (5.5% of pay for general city employees and 7% for Police Officers, Fire Fighters, and elected officials). This is an increase of \$8.2 million over 2010, largely due to no use of the Employer's Reserve for this purpose in 2011.

**Social Security Payments:** In the 2011 proposed budget, \$18.5 million is provided for Social Security payments.

**Administration:** In the 2011 proposed budget, ERS administrative costs are \$28.8 million.

**Employer's Reserve Fund:** An expected balance of approximately \$9 million will remain in the Employers Reserve Fund at the end of 2010. The 2011 proposed budget includes a contribution of \$17.4 million to the Reserve Fund which brings the estimated balance to approximately \$29 million at year-end 2011. This, along with an expected contribution in 2012, will assist in smoothing the forecasted payment of \$65 million in 2013.

**Employer's Pension Contribution (ERS):** Duty disability payments for non-consenters of the Global Pension Settlement are fully funded. No additional funding is included in the 2011 budget.

**Employer's Pension Contribution (PABF):** The 2011 proposed budget includes a \$268,667 contribution for the former PABF.

**Lump Sum Contribution for Firemen's Annuity and Benefit Fund (FABF):** A total of \$125,000 is provided in the 2011 proposed budget for a pension supplement to remaining members of this fund. This will provide a supplement fund payment per member that is roughly equivalent to the payment received in 2010.

# EMPLOYEES' RETIREMENT SYSTEM

## EXECUTIVE SUMMARY

- MISSION:** Administer the payment of retirement and other benefits to eligible persons as provided under the City Charter and protect the funds of the Employees' Retirement System (ERS) by investing in a prudent and vigilant manner.
- OBJECTIVES:** Safeguard the funds of the Employees' Retirement System by investing them in a fiscally responsible and prudent manner.
- STRATEGIES:** Monitor and analyze all investment activities and provide oversight of the investment portfolio to maximize returns while minimizing the variability of the Fund's asset value.
- Maintain and update the Milwaukee Employee Retirement Information Technology Solutions (MERITS) system to provide effective and efficient pension administrative services.
- Improve member communication through the ERS website, pre-retirement counseling seminars, brochures, and newsletters.

## BUDGET SUMMARY

	2009	2010	2011	2011	CHANGE	
	ACTUAL	ADOPTED	REQUESTED	PROPOSED	PROPOSED BUDGET	
	EXPENDITURES	BUDGET	BUDGET	BUDGET	2010 ADOPTED	2011 REQUESTED
PERSONNEL						
FTEs - Operations and Maintenance	37.25	41.50	41.50	41.50	0.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	51	52	69	52	0	-17
EXPENDITURES						
Salaries and Wages	\$2,203,056	\$2,501,084	\$2,467,000	\$2,473,539	\$-27,545	\$6,539
Fringe Benefits	1,031,857	1,041,500	1,184,000	1,187,000	145,500	3,000
Operating Expenditures	14,537,239	20,543,000	24,880,000	24,960,000	4,417,000	80,000
Equipment	121,980	106,000	135,000	135,000	29,000	0
Special Funds	56,101	0	0	0	0	0
TOTAL	\$17,950,233	\$24,191,584	\$28,666,000	\$28,755,539	\$4,563,955	\$89,539
REVENUES						
Charges for Services	\$17,510,713	\$23,883,904	\$28,372,000	\$28,461,539	\$4,577,635	\$89,539
Miscellaneous	71,500	83,000	81,000	81,000	-2,000	0
TOTAL	\$17,582,213	\$23,966,904	\$28,453,000	\$28,542,539	\$4,575,635	\$89,539

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

One of the city's goals is to improve its fiscal capacity. Employees' Retirement System (ERS) contributes to this goal by effectively managing the pension funds under its control. Effective management of these funds minimizes the amount of tax levy funding needed to support ERS and the pensions it manages. It also ensures that the city's long term financial obligations to retirees are adequately funded to provide retirement related benefits for members and their beneficiaries. ERS also administers the city's contribution of Social Security, the Group Life Insurance program, and health care for city retirees, including COBRA health and dental plans. As of December 2009, there were 26,992 members in the ERS system, with over 42% of that number being retirees (see Figure 1).

The Annuity and Pension Board is the trustee of the system's funds and is responsible for the system's general administration. The Secretary and Executive Director function under the direction of the board and are responsible for daily operation of the office.

## Strategies and Milestones for 2011

<b>Objective: Safeguard the funds of the Employees' Retirement System by investing them in a fiscally responsible and prudent manner.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Monitor and analyze all investment activities and provide oversight of the investment portfolio to maximize returns while minimizing the variability of the Fund's asset value.	Funded ratio of assets to pension liabilities increases, possibly reducing amount of needed pension contribution for 2012.  Rate of return exceeding blended benchmark index.

## STRATEGY IMPLEMENTATION

The city's actuarial accrued liabilities on behalf of ERS members are currently \$4.3 billion, and these liabilities will exceed \$5.9 billion by 2017. The city's ability to maintain a funded retirement system was complicated by the severe drop in the stock market in 2008 and the subsequent rebound in 2009. In 2008, the market value of assets in the ERS Pension Fund dropped by over 30% from \$5.2 billion at the end of 2007 to \$3.4 billion at the end of 2008. In 2009, the fund experienced a return of 23.5% (Figure 2). Despite the volatility, the fund has stayed in the top 10% of funded public plans. In order to maintain pension payments in future years, keep an adequate funded ratio of assets to liabilities, and comply with the requirements in the City Charter, a voluntary contribution of \$17.4 million is included in the 2011 proposed budget to the Employee Pension Reserve Fund. This contribution will smooth forecasted pension payments that are expected to begin in 2013.

To measure the Fund's performance, ERS compares the investment return of the retirement fund against a blended benchmark index consisting of the following indices: Russell 3000 Stock Index, the Lehman Brothers Aggregate Bond Index, the Morgan Stanley Capital International EAFE (Europe, Australasia, and Far East) Stock Index, and the NCREIF Property Index. The blended benchmark is weighted according to the asset allocation strategy adopted by the Annuity and Pension Board, and is designed to take advantage of long term investment and market trends that occur over the life of an investment cycle. Over the long term, ERS' objective is for the Fund to outperform this blended benchmark by 0.5%.

Figure 1

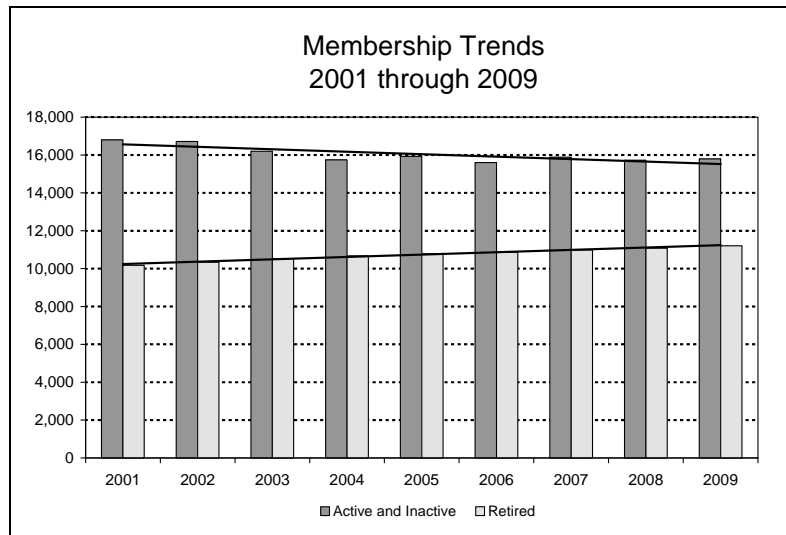
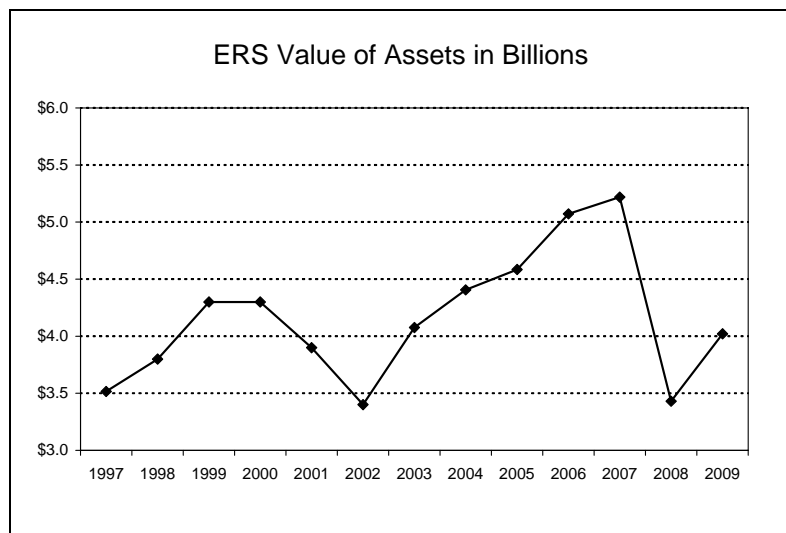


Figure 2



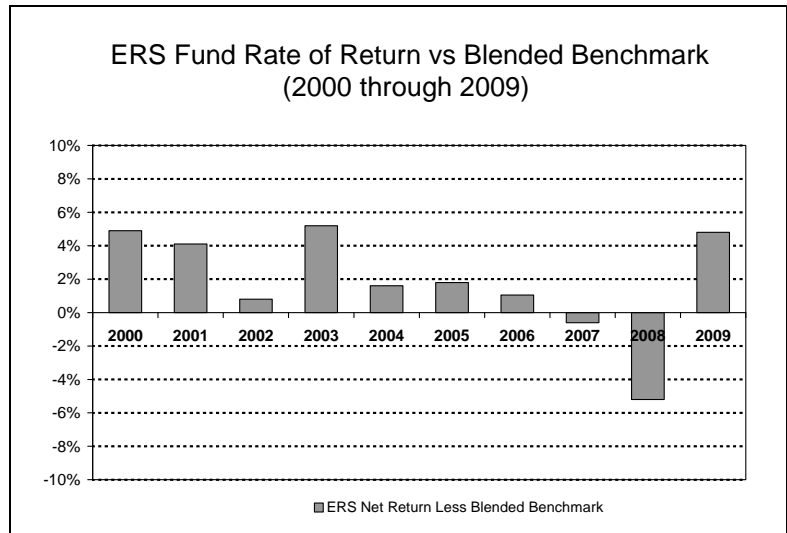


As seen in Figure 3, the Fund's rate of return after fees paid to investment managers has outperformed the benchmark in most years of the 2000's, and the Fund returned to this trend by outperforming by 4.8% in 2009. In 2008, the Fund's net rate of return was -30.8%, but it rebounded in 2009, increasing by 23.5%.

**Customer Service:** ERS provides enhanced customer service through a series of public awareness projects. A monthly retiree newsletter keeps members informed on a variety of issues, including the fund performance, tax issues, and health insurance issues. Letters inform individuals of their rights, options, and answers to their questions. ERS conducts community presentations and pre-retirement seminars for its members on a regular basis. ERS member handbooks, brochures, website, and its telephone system also work to improve customer service delivery.

Customer service is evaluated using reception cards relating to the timely servicing of walk-ins and appointments. ERS also uses exit surveys to measure the quality of its counseling services. The goal is to exceed a 95% satisfaction level in all areas, and ERS reached this goal in 2009, with customer satisfaction approaching 100% for retirement counseling and pre-retirement seminars.

Figure 3



#### 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Investment Management</b>	
<b>Activities:</b>	Cash flow analysis, negotiate investment manager contracts, monitor investment performance, and compliance monitoring of investment managers.	
<b>Performance Measures:</b>	Exceed the gross rate of return of the blended benchmark index.	<b>2011 Projection</b> 0.5%
<b>Funding by Source:</b>	Operating Funds	\$17.3
	<b>Totals</b>	<b>\$17.3</b>
<b>Service</b>	<b>Customer Service</b>	
<b>Activities:</b>	Prepare pension estimates, counsel members on benefits, calculate pension allowances and adjustments, process retirement applications, enroll new members, pay benefits, and review disability cases.	
<b>Performance Measures:</b>	Exceed 95.0% favorable rating on customer satisfaction surveys.	<b>2011 Projection</b> 95.0%
<b>Funding by Source:</b>	Operating Funds	\$5.7
	<b>Totals</b>	<b>\$5.7</b>

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>System Operations Support/Information Technology</b>	
<b>Activities:</b>	Maintain and enhance electronic information systems supporting the administration of the trust, assist and support existing operations by providing software and systems expertise, continue to perform critical operations, and establish and implement policies and procedures necessary to safeguard data.	
		<b>2011</b>
<b>Funding by Source:</b>	Operating Funds	<b>Projection</b>
		\$5.8
	<b>Totals</b>	<b>\$5.8</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

<b>Positions</b>	<b>O&amp;M FTEs</b>	<b>Non O&amp;M FTEs</b>	<b>Position Title</b>	<b>Reason</b>
-1			Pension Accounting Specialist	Unfunded Auxiliary position no longer needed.
1			Management Accountant Senior	Unfunded Auxiliary position to replace anticipated retirement.
<b>0</b>	<b>0.00</b>	<b>0.00</b>	<b>Totals</b>	

# DEFERRED COMPENSATION PLAN

## EXECUTIVE SUMMARY

- MISSION:** Provide a tax deferred retirement savings option for city employees that is cost effective, responsive to the needs of its participants, and complies with Section 457 of the Internal Revenue Code.
- OBJECTIVES:** Administer deferred compensation efficiently and effectively while achieving customer satisfaction.
- STRATEGIES:** Increase employee participation.
- Provide educational materials on the Plan's investment options and model portfolios.
- Increase participant understanding of post retirement distribution options.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	2.00	2.00	2.00	2.00	0.00	0.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	2	2	2	2	0	0
<b>EXPENDITURES</b>						
Salaries and Wages	\$124,878	\$126,072	\$127,735	\$127,735	\$1,663	\$0
Fringe Benefits	70,134	51,690	71,161	71,161	19,471	0
Operating Expenditures	919,290	1,306,025	1,208,065	1,208,065	-97,960	0
Equipment	0	0	0	0	0	0
Special Funds	0	75,000	75,000	75,000	0	0
<b>TOTAL</b>	<b>\$1,114,302</b>	<b>\$1,558,787</b>	<b>\$1,481,961</b>	<b>\$1,481,961</b>	<b>\$-76,826</b>	<b>\$0</b>
<b>REVENUES</b>						
Charges for Services	\$1,114,302	\$1,558,787	\$1,481,961	\$1,481,961	\$-76,826	\$0
<b>TOTAL</b>	<b>\$1,114,302</b>	<b>\$1,558,787</b>	<b>\$1,481,961</b>	<b>\$1,481,961</b>	<b>\$-76,826</b>	<b>\$0</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

Section 5-50 of the Milwaukee City Charter allows for establishment of a Deferred Compensation Plan. The Plan is a non-qualified, tax deferred retirement plan governed under Section 457 of the Internal Revenue Code. Such a plan allows city employees to set aside a portion of their income before federal and state taxes are withheld. The income is not taxed until it is withdrawn from the Plan, usually at retirement when an individual's marginal tax rate may be lower.

The Deferred Compensation Plan is funded entirely by payroll and rollover contributions of city employees and associated earnings. The Plan is administered by a nine member Deferred Compensation Board, which hires contractors to perform daily activities in enrollment, recordkeeping, marketing and investment selection, and monitoring. The Plan has 7,757 active and retired participants including assets of \$565.5 million as of June 30, 2010. The Deferred Compensation Plan is self-sustaining and does not impact the city's property tax levy.

**Strategies and Milestones for 2011**

<b>Objective: Efficient and effective administration of the Deferred Compensation Plan.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Increase employee participation and plan assets.	Increase active employee participation to 73%.
Increase participant understanding of post retirement options.	Offer three post retirement sponsored educational sessions and provide additional customized plan investment advisory services.
Increase rollovers into the Plan.	Provide an easier process for global pension settlement rollovers into the Plan.
Increase use of model portfolios.	Automatically diversify participant's assets within the model portfolios beginning in 2011.

**STRATEGY IMPLEMENTATION**

The success of deferred compensation in maintaining a cost effective and responsive plan is measured by increased employee participation and average amount deferred. During the second quarter of 2009, 5,089 employees were deferring an average of \$489 per month. The number of employees making deferrals fell to 4,973 during the second quarter of 2010. However, the average monthly deferral remained virtually unchanged at \$486. The decrease in the number of employees making deferrals is the plan's participants' reaction to the challenging economic environment.

Plan participants can deposit their payroll contribution into seven different investment options: Stable Value Account, Income Account, Socially Conscious Balanced Account, Passively Managed U.S. Equity Account, Actively Managed Equity Account, Passively Managed International Equity Account, and Schwab Personal Choice Retirement Account. The Board is responsible for specifying the options from which participants make their choices and focuses on broad investment categories in making options available to participants.

By offering a variety of investment options and model portfolios, the Board provides plan participants with an opportunity to diversify their investments. The Board has improved investment returns to participants by actively seeking out manager fee reductions, institutional class fund shares, 12 B-1 fee credits, and low operating cost funds.

To assist members in developing an investment plan, the Deferred Compensation Board has provided every participant a new marketing brochure "Designing Your Personal Investment Plan" which includes educational materials to help in diversifying members assets in the Plan's model portfolios. The Plan provides ongoing investment and retirement workshops to assist plan participants in making informed investment decisions and in 2010 started offering financial advisory services. In addition, information on deferred compensation is provided at new employee orientations.

**2011 Budget by Services (Funding in Millions)**

<b>Service</b>	<b>Deferred Compensation</b>	
<b>Activities:</b>	Enrollment, agreement processing, payroll changes, future allocation changes, participant advising, investing, and depositing participant contributions.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Increase active employee participation by 2.0%.	73.0%
	Increase average participant deferred by 2.0%.	\$5,850
<b>Funding by Source:</b>	Operating Funds	\$1.5
	<b>Totals</b>	<b>\$1.5</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES - None**

## C. CAPITAL IMPROVEMENTS

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### EXECUTIVE SUMMARY

- MISSION:** To maintain and enhance the city's infrastructure in a cost efficient and effective way to ensure that the city remains economically competitive.
- OBJECTIVES:** Establish spending, debt, and tax levy goals for preparation of the six year capital improvements plan.
- Identify long range capital needs and prioritize within available funding levels.
- Develop investment strategies to ensure favorable rates of return on city capital investments.
- STRATEGIES:** Match capital borrowing to debt retirements in order to manage the debt levy and enhance the city's financial flexibility.
- Furnish information and recommendations to the Capital Improvements Committee for the preparation of the 2011-2016 Capital Improvements Plan and the 2012 budget process.
- 

### DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The 2011 capital improvements budget represents the initial year of a six year capital improvements plan. The budget and plan identify the city's capital funding needs and provide funding sources to support these identified needs. In general, capital improvements include projects to reconstruct, rehabilitate, or otherwise restore an existing system or facility to full functionality. They may also include projects to construct a new or more expansive facility to meet increased demands or to enhance economic development through job creation, business formation, and housing production.

### HIGHLIGHTS

Past capital improvement borrowing levels have translated into a destabilizing debt service tax levy. Problems with cost overruns on several larger capital improvement projects have led to a need for improved monitoring. Although it is important to fix these problems, the side effect is a capital improvement budget that is difficult to compare to previous capital improvement budgets. To address the debt tax levy, the 2011-2016 Capital Improvements Plan will set borrowing levels to a point where the amount of borrowing will provide adequate funding of city needs while minimizing its impact on future tax levies.

The following discussion of funding and expenditures excludes Vehicle Registration Fee related transfer payments to debt service and the General Fund that show up in the capital budget. The 2011 general city capital improvements budget totals \$111.0 million, a decrease of \$3.8 million, or 3.5% from the 2010 budget of \$114.8 million. The tax levy supported portion of the capital budget, which includes tax levy cash resources as well as tax levy supported general obligation debt, totals \$74.1 million. Tax levy cash resources will increase \$114,000 from \$793,000 in 2010 to \$907,000 in 2011; however this does not include a \$2.2 million cash revenue from the Sewer Maintenance Fund for two Forestry programs supported by the Stormwater Management Fee. It is represented as cash revenue in the line-item budget and has no borrowing or debt service payments.

The city's long term goal is to provide tax levy supported borrowing authorizations that relate to tax levy debt retirements in order to control future increases in the debt service tax levy. Control of new levy supported debt

will be accomplished through a combination of prioritizing capital programs and projects through the annual budget process and converting some currently levy supported programs to other revenue sources. For example, the 2011 capital budget continues suspension of levy supported borrowing for Milwaukee Public Schools, which was \$4 million in 2007. The city has also utilized lease payments from the Sewer Fund and Water Works for the jointly occupied Tower Facility to pay General Obligation (GO) debt service.

Figure 1 shows capital improvement budgets from 2002 to 2011. From 2002 to 2004, the capital improvements budget stabilized between \$102.8 million and \$109.6 million. In 2005, the capital improvements budget was reduced to \$94.9 million, a level that was considered sustainable in the long term. The 2006 capital budget increased to \$164.9 million; however this is the result of two large one time projects (\$41.7 million) and a large increase in TID funding (\$38.7 million). The 2011 capital budget is also impacted by the continuing policy of full, upfront TID funding that began in 2006. Levy supported GO borrowing is about \$73.1 million for city purposes, slightly down from \$74.1 million in 2010.

**Functional Categories:** Projects included in the 2011 general city funded capital improvements budget are categorized in six functional categories including Surface Transportation, Environment, Health and Public Safety, Economic Development, Culture and Recreation, and General Government. Figure 2 illustrates the portion of the capital budget allocated to each functional area (Water, Parking, Sewer Relief and Relay, and Grant and Aids are excluded).

Surface Transportation projects constitute the largest functional category, which is 60.3% of the general city funded capital budget or \$94.6 million. This area experiences a continuing significant increase of city funding for streets, bridges, and street lighting projects.

Economic Development projects is the second largest capital functional area at 18.1% of the general city funded capital budget. Tax Incremental Districts (TIDs) amount to \$26.3 million or 92.4% of funding for economic development projects.

The General Government project category constitutes the third largest functional area, with \$17.2 million, or 11.0% provided for this purpose. This is an increase from 2009 and includes significant funding of \$3.2 million for the City Hall Foundation and Hollow Walk Project.

Figure 1

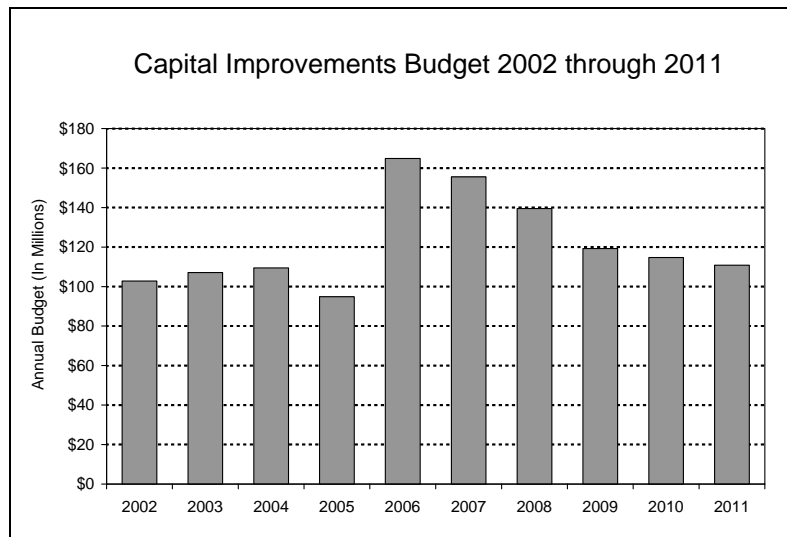
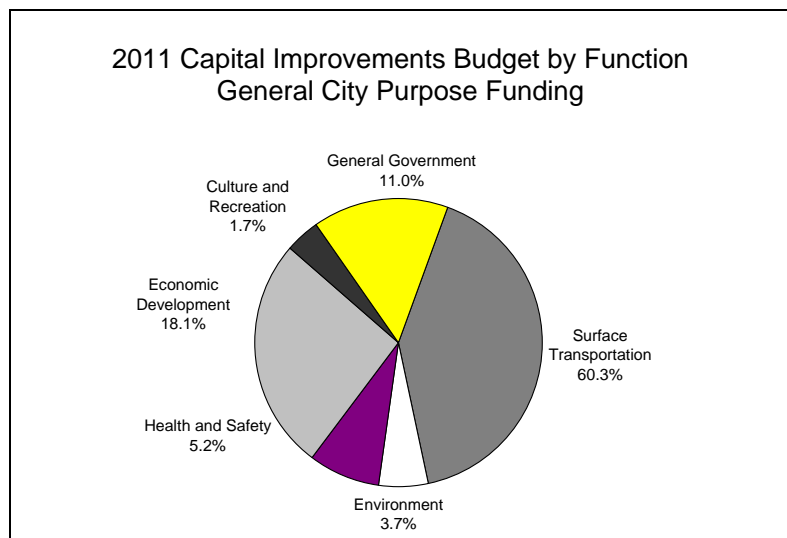


Figure 2



The Health and Safety projects and Environment projects functional categories comprise a total of about 8.9% of the 2011 general city funded capital budget. Health and Safety has funding of \$8.2 million and Environment has funding of \$5.7 million, respectively. Environment programs include the expansion of sewer capacity and infiltration and inflow reduction programs, included in the Sewer Maintenance Fund since 2008. Culture and Recreation projects are the smallest functional category with \$2.7 million, or 1.7% of the city funded capital budget. Within this category, central and neighborhood libraries capital projects funding totals \$2.5 million.

**Funding Sources:** The 2011 capital budget is financed through several funding sources including the property tax levy, tax levy supported debt, Tax Incremental Districts, special assessments, cash revenues, and grants and aids. Figure 3 shows funding sources for the 2011 city funded capital budget (excluding grant and aids).

For 2011, the largest funding source is tax levy supported debt financing, which is approximately \$73.1 million or 62.1 % of total funding. This is a decrease from 2010. Given the life expectancy of the facilities to be constructed or equipment to be purchased, borrowing is an appropriate funding mechanism.

The second largest source of funding for capital projects is Tax Incremental District borrowing, with \$22.0 million, or 18.7%, of total funding sources. TID borrowing is considered self-supporting because the improvements made within these districts are financed through property tax revenue generated from the incremental values resulting from the improvements. The significantly larger TID funding amounts started in 2006 and will continue due to the policy change to fully fund all approved TIDs upfront rather than on an expenditure cash flow basis. While this policy has not changed how TIDs are analyzed, approved, or expended, it produces a major change to capital budget funding.

In addition to TID financing, other self-supporting funding sources include \$21.0 million of cash revenues, which is 17.9% of the total, and \$545,200 of special assessments, which represent 0.5% of the total. Not included in Figure 3 are capital grant and aids, which are anticipated to be \$74.6 million in 2011.

In addition to tax levy supported debt, cash tax levy is the other non-self supporting funding source for capital. In 2011, cash supported capital totals \$907,000 or 0.8% of all funding sources. Figure 4 shows cash and debt financing trends for capital improvements from 2002 to 2011. As shown, tax levy cash financing, while it has fluctuated

Figure 3

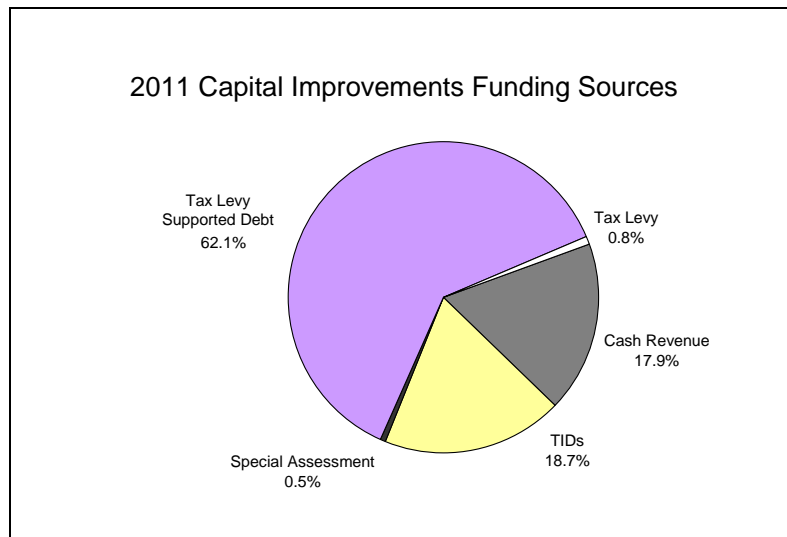
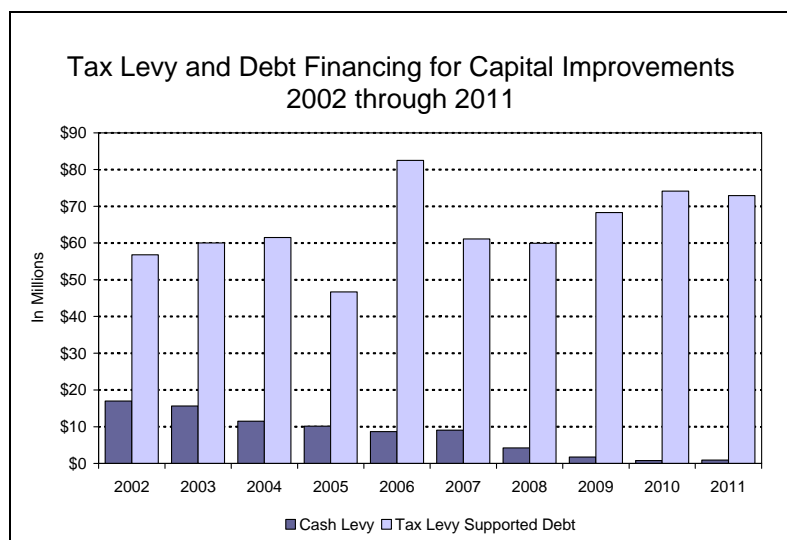


Figure 4





somewhat, has generally declined from the peak of \$17 million in 2002 to \$793,000 in 2010, with a slight increase for 2011.

**Debt Levy Control:** The 2006 capital budget suspended the Infrastructure Cash Conversion (ICC) policy goal to institute a change in overall philosophy to managing capital and debt levy impacts. The focus has changed from the basic ICC goal of funding an increasing amount of cash for a defined set of projects considered recurring infrastructure to the larger issue of controlling all capital debt. Through the years, even while the cash percentage for the defined ICC projects increased, overall capital borrowing also increased at an unsustainable rate. This created a situation of significant annual increases to the debt service levy, impacting the city's ability to fund other programs. The capital budget will continue to move in the direction of limiting debt issuance to debt retirements to better stabilize the debt service levy.

Note: For purposes of the 2003 and earlier budgets, the Public Debt Amortization Fund (PDAF) withdrawal was reflected in the capital improvements budget by shifting cash funded improvements to debt funded improvements. Fund assets were used to purchase the additional debt. The additional debt was then immediately canceled, thus avoiding future debt service costs. Beginning in 2004, the PDAF draw was applied to reduce the city debt tax levy rather than the capital improvements tax levy. For 2011 the draw is \$5.9 million. At the end of 2010, fund assets will be used to prepay a portion of the principal and interest on city debt due in 2011, which will result in a reduction in the debt levy portion of the 2011 city debt budget.

## 2011 HIGHLIGHTS AND CHANGES

**Major Capital Equipment:** Instituted in 2002, Major Capital Equipment Accounts in the Fire Department and Department of Public Works' budgets will continue to fund the purchase of durable equipment with an original unit cost of \$50,000 or more through the capital budget. In 2011, the Fire Department will use \$2.9 million and the DPW Operations Division will use \$5.5 million to replace major fleet equipment.

**City Hall Foundation and Hollow Walk:** Milwaukee's City Hall is an architecturally significant landmark building listed in the National Register of Historic Places. A significant capital project restoring the building's watertight integrity and addressing structural problems with the towers, exterior walls, interior walls, and supporting structure is complete. The total cost of this project was approximately \$70 million. The 2011 capital budget includes \$3.2 million of continuing funding for the next phase of foundation and hollow walk repairs. This project is expected to begin in 2010.

**Sewer Maintenance Fund Transfer to Support the Emerald Ash Borer Readiness and Response and Tree Planting and Production Programs:** Through a Common Council Amendment to the 2009 proposed budget, funding for maintaining the city's tree canopy and brush collection was moved from the tax levy to the Stormwater Management Fee. This was done as a transfer payment from the Sewer Maintenance Fund to the General Fund. This policy was expanded for 2010 and continues in 2011 by having a \$2.2 million transfer payment made to capital improvements to support the Emerald Ash Borer Readiness and Response and Tree Planting and Production Programs. This transfer is represented as cash revenue in the line-item budget.

**Tax Increment Financing Districts:** The 2011 capital budget includes \$26.3 million of funding (\$22 million self-supported borrowing and \$4.3 million cash revenues) to promote economic development and job growth through tax increment financing.

**Large Scale Project Budget Reporting:** In response to the Comptroller's audit of the Canal Street construction project, Common Council File 061597 defines a large scale project as a capital project whose components total at least \$2 million in total funding, grantor and city share. The following table identifies these large scale projects to be funded in 2011 by all funding sources associated with the projects, including grant and enterprise funds.

Other capital projects included in the 2011 capital budget are described in more detail in the departmental operating budget sections of the *2011 Proposed Plan and Executive Budget Summary*. Please refer to these sections for more detail on these projects.

## 2011 LARGE SCALE PROJECTS FUNDING BY SOURCE

	CITY FUNDED CONSTRUCTION	CONSTRUCTION GRANT FUNDS	STREET LIGHTING	CONDUIT/ MANHOLES	TRAFFIC CONTROLS	PROJECT TOTAL
<b>MAJOR BRIDGE PROGRAM</b>						
W Granville Rd over Little Menomonee River	\$85,000	\$340,000	\$10,000	\$0	\$0	\$435,000
N 45th St Bridge over Menomonee River	\$126,000	\$504,000	\$10,000	\$0	\$0	\$640,000
W Villard Ave over Lincoln Creek	\$330,000	\$1,320,000	\$10,000	\$0	\$0	\$1,660,000
S Whitnall Ave over Union Pacific Railroad	\$290,000	\$1,160,000	\$10,000	\$0	\$0	\$1,460,000
Juneau Ave Bascule Bridge over Milwaukee River	\$3,710,000	\$13,290,000	\$20,000	\$500,000	\$0	\$17,520,000
<b>MAJOR STREETS</b>						
S 35th St W Burnham Ave to W Greenfield Ave	\$214,000	\$857,600	\$50,000	\$0	\$120,000	\$1,241,600
N 91st St (N Swan Blvd) W Hampton Ave to W Flagg	\$290,000	\$2,610,000	\$60,000	\$0	\$130,000	\$3,090,000
W Lloyd St N 47th St to N 60th St	\$310,000	\$1,245,000	\$100,000	\$0	\$100,000	\$1,755,000
N Port Washington Ave N Dr MLK Jr Dr to W Fiebrantz Ave	\$385,100	\$1,542,000	\$30,000	\$0	\$90,000	\$2,047,100
<b>CONNECTING HIGHWAYS</b>						
N 20th St W Hopkins to W Capitol Dr	\$265,000	\$1,760,000	\$30,000	\$0	\$180,000	\$2,235,000
W Capitol Dr N 84th St to N 60th St	\$449,200	\$5,370,800	\$0	\$0	\$550,000	\$6,370,000
<b>STATE TRUNK HIGHWAYS</b>						
Appleton Ave (Hwy 41) W Capitol Dr to USH 45	\$675,000	\$9,925,000	\$0	\$0	\$0	\$10,600,000
Mayfair Rd (STH 100) Burleigh to Silver Spring	\$110,500	\$6,761,500	\$0	\$0	\$0	\$6,872,000

**SUMMARY OF DEPARTMENTAL APPROPRIATIONS  
OVERVIEW OF 2011 PROPOSED CAPITAL BUDGET  
GENERAL CITY PURPOSES**

	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
				2010 ADOPTED	2011 REQUESTED
<b>City Funded</b>					
Special Projects	\$16,335,000	\$15,435,000	\$15,135,000	\$-1,200,000	\$-300,000
Administration, Department of	949,400	4,665,250	2,035,000	1,085,600	-2,630,250
Assessor	0	657,000	0	0	-657,000
City Attorney	0	4,804,000	0	0	-4,804,000
City Development, Department of	39,402,543	63,512,357	30,661,257	-8,741,286	-32,851,100
Common Council City Clerk	0	435,299	0	0	-435,299
Election Commission	0	0	0	0	0
Fire and Police Commission	0	0	0	0	0
Fire Department	4,056,000	9,670,300	3,064,000	-992,000	-6,606,300
Health Department	100,000	450,000	110,000	10,000	-340,000
Library	4,075,000	4,026,000	2,526,000	-1,549,000	-1,500,000
Neighborhood Services	76,141	0	0	-76,141	0
Municipal Court	334,000	0	0	-334,000	0
Police Department	4,188,000	7,337,931	4,987,931	799,931	-2,350,000
Port of Milwaukee	0	675,000	0	0	-675,000
Public Works, Department of	51,827,944	80,916,400	59,109,200	7,281,256	-21,807,200
<b>Subtotal City Funded</b>	<b>\$121,344,028</b>	<b>\$192,584,537</b>	<b>\$117,628,388</b>	<b>\$-3,715,640</b>	<b>\$-74,956,149</b>
<b>Grants and Aids Funding</b>					
Library	\$0	\$0	\$0	\$0	\$0
Port of Milwaukee	400,000	800,000	0	-400,000	-800,000
Public Works, Department of	10,936,200	74,621,230	74,621,230	63,685,030	0
<b>Subtotal Grants and Aids Funding</b>	<b>\$11,336,200</b>	<b>\$75,421,230</b>	<b>\$74,621,230</b>	<b>\$63,285,030</b>	<b>\$-800,000</b>
<b>Enterprise Funds</b>					
Parking	\$950,000	\$1,175,000	\$1,175,000	\$225,000	\$0
Sewer Maintenance	23,937,000	38,370,000	39,833,000	15,896,000	1,463,000
Water	20,030,000	24,365,000	20,645,000	615,000	-3,720,000
<b>Subtotal Enterprise Funds</b>	<b>\$44,917,000</b>	<b>\$63,910,000</b>	<b>\$61,653,000</b>	<b>\$16,736,000</b>	<b>\$-2,257,000</b>
<b>Total Capital Plan</b>	<b>\$177,597,228</b>	<b>\$331,915,767</b>	<b>\$253,902,618</b>	<b>\$76,305,390</b>	<b>\$-78,013,149</b>

**C. CAPITAL IMPROVEMENTS**

**2011 CAPITAL IMPROVEMENTS FINANCED BY CATEGORY**

	TAX LEVY	GENERAL OBLIGATION	TID	SPECIAL ASSESSMENTS	CASH REVENUES	CITY BUDGET TOTAL	GRANT AND AID FINANCING	PROJECT TOTAL
<b>SPECIAL CAPITAL PROJECTS</b>								
<b>Grant and Aid</b>								
Budget	\$0	\$0	\$0	\$0	\$8,000,000	\$8,000,000	\$0	\$8,000,000
Carryover	(0)	(900,000)	(0)	(0)	(0)	(900,000)	(0)	(900,000)
<b>Municipal Art Fund</b>								
Budget	50,000	0	0	0	0	50,000	0	50,000
<b>Affordable Housing Initiative</b>								
Carryover	(0)	(250,000)	(0)	(0)	(0)	(250,000)	(0)	(250,000)
<b>Housing Trust Fund</b>								
Budget	0	400,000	0	0	0	400,000	0	400,000
Carryover	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
<b>Energy Challenge Fund</b>								
Budget	0	0	0	0	0	0	0	0
Carryover	(0)	(679,420)	(0)	(0)	(0)	(679,420)	(0)	(679,420)
<b>Unified Call Center CRM</b>								
Carryover	(0)	(950,000)	(0)	(0)	(0)	(950,000)	(0)	(950,000)
<b>Capital Improvements Committee</b>								
Budget	85,000	0	0	0	0	85,000	0	85,000
<b>Transfer Payments</b>								
Payment to Debt Service	0	0	0	0	3,300,000	3,300,000	0	3,300,000
Payment to General Fund	0	0	0	0	3,300,000	3,300,000	0	3,300,000
<b>TOTAL SPECIAL CAPITAL PROJECTS</b>								
Budget	<b>\$135,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,600,000</b>	<b>\$15,135,000</b>	<b>\$0</b>	<b>\$15,135,000</b>
Carryover	<b>(\$0)</b>	<b>(\$2,779,420)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$2,779,420)</b>	<b>(\$0)</b>	<b>(\$2,779,420)</b>
<b>DEPARTMENT OF ADMINISTRATION</b>								
<b>FMIS Upgrade</b>								
Carryover	(0)	(1,473,976)	(0)	(0)	(0)	(1,473,976)	(0)	(1,473,976)
<b>HRMS Upgrade</b>								
Budget	0	1,470,000	0	0	0	1,470,000	0	1,470,000
Carryover	(0)	(7)	(0)	(0)	(0)	(7)	(0)	(7)
<b>Web Application Server</b>								
Carryover	(0)	(1)	(0)	(0)	(0)	(1)	(0)	(1)
<b>Cluster Corporate Database Server</b>								
Carryover	(0)	(9,435)	(0)	(0)	(0)	(9,435)	(0)	(9,435)
<b>E-Benefits</b>								
Carryover	(0)	(52,995)	(0)	(0)	(0)	(52,995)	(0)	(52,995)
<b>E-Server Tape Subsystem</b>								
Carryover	(0)	(1,627)	(0)	(0)	(0)	(1,627)	(0)	(1,627)
<b>E-Server Replacement</b>								
Budget	140,000	87,000	0	0	0	227,000	0	227,000
<b>Backup System Replacement</b>								
Carryover	(0)	(161,000)	(0)	(0)	(0)	(161,000)	(0)	(161,000)
<b>Improve/Update City Website</b>								
Budget	140,000	0	0	0	0	140,000	0	140,000
<b>Records Center Work Environment Project</b>								
Budget	0	198,000	0	0	0	198,000	0	198,000
<b>TOTAL DEPARTMENT OF ADMINISTRATION</b>								
Budget	<b>\$280,000</b>	<b>\$1,755,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,035,000</b>	<b>\$0</b>	<b>\$2,035,000</b>
Carryover	<b>(\$0)</b>	<b>(\$1,699,041)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$1,699,041)</b>	<b>(\$0)</b>	<b>(\$1,699,041)</b>
<b>DEPARTMENT OF CITY DEVELOPMENT</b>								
<b>Advance Planning</b>								
Budget	\$150,000	\$0	\$0	\$0	\$0	\$150,000	\$0	\$150,000
<b>Neighborhood Commercial District Street Improvement Fund</b>								
Budget	0	250,000	0	0	0	250,000	0	250,000
Carryover	(0)	(1,377,810)	(0)	(0)	(0)	(1,377,810)	(0)	(1,377,810)
<b>Tax Increment Financed Urban Renewal Projects (Including Grant Funded Projects)</b>								
Budget	0	0	22,000,000	0	4,251,000	26,251,000	0	26,251,000
Carryover	(0)	(0)	(167,831,245)	(0)	(0)	(167,831,245)	(0)	(167,831,245)
<b>Development Fund</b>								
Budget	300,000	1,200,000	0	0	0	1,500,000	0	1,500,000
Carryover	(0)	(5,388,193)	(0)	(0)	(0)	(5,388,193)	(0)	(5,388,193)
<b>Business Improvement Districts</b>								
Budget	0	250,000	0	0	0	250,000	0	250,000
Carryover	(0)	(2,736,250)	(0)	(0)	(0)	(2,736,250)	(0)	(2,736,250)
<b>809 Building Remodeling</b>								
Carryover	(0)	(21,638)	(0)	(0)	(0)	(21,638)	(0)	(21,638)
<b>30th Street Industrial Corridor</b>								
Carryover	(0)	(7,069,330)	(0)	(0)	(0)	(7,069,330)	(0)	(7,069,330)

**C. CAPITAL IMPROVEMENTS**

	TAX LEVY	GENERAL OBLIGATION	TID	SPECIAL ASSESSMENTS	CASH REVENUES	CITY BUDGET TOTAL	GRANT AND AID FINANCING	PROJECT TOTAL
<b>Healthy Neighborhoods Initiative</b>								
Budget	0	200,000	0	0	0	200,000	0	200,000
<b>ADA Riverwalk Construction</b>								
Budget	0	1,560,257	0	0	0	1,560,257	0	1,560,257
Carryover	(0)	(1,891,970)	(0)	(0)	(0)	(1,891,970)	(0)	(1,891,970)
<b>Housing Infrastructure Preservation Fund</b>								
Budget	0	300,000	0	0	0	300,000	0	300,000
Carryover	(0)	(600,000)	(0)	(0)	(0)	(600,000)	(0)	(600,000)
<b>In Rem Property Program</b>								
Budget	0	200,000	0	0	0	200,000	0	200,000
<b>TOTAL DEPARTMENT OF CITY DEVELOPMENT</b>								
Budget	\$450,000	\$3,960,257	\$22,000,000	\$0	\$4,251,000	\$30,661,257	\$0	\$30,661,257
Carryover	(\$0)	(\$19,085,191)	(\$167,831,245)	(\$0)	(\$0)	(\$186,916,436)	(\$0)	(\$186,916,436)
<b>COMMON COUNCIL CITY CLERK</b>								
License Management System Requirements Study								
Carryover	(\$0)	(\$525,000)	(\$0)	(\$0)	(\$0)	(\$525,000)	(\$0)	(\$525,000)
License Division Remodeling								
Carryover	(0)	(124,382)	(0)	(0)	(0)	(124,382)	(0)	(124,382)
<b>TOTAL COMMON COUNCIL CITY CLERK</b>								
Carryover	(\$0)	(\$649,382)	(\$0)	(\$0)	(\$0)	(\$649,382)	(\$0)	(\$649,382)
<b>ELECTION COMMISSION</b>								
Office Remodeling								
Carryover	(\$0)	(\$40,000)	(\$0)	(\$0)	(\$0)	(\$40,000)	(\$0)	(\$40,000)
<b>TOTAL ELECTION COMMISSION</b>								
Carryover	(\$0)	(\$40,000)	(\$0)	(\$0)	(\$0)	(\$40,000)	(\$0)	(\$40,000)
<b>DEPARTMENT OF EMPLOYEE RELATIONS</b>								
Worker's Compensation Computer System								
Carryover	(\$0)	(\$29,792)	(\$0)	(\$0)	(\$0)	(\$29,792)	(\$0)	(\$29,792)
<b>TOTAL DEPARTMENT OF EMPLOYEE RELATIONS</b>								
Carryover	(\$0)	(\$29,792)	(\$0)	(\$0)	(\$0)	(\$29,792)	(\$0)	(\$29,792)
<b>FIRE AND POLICE COMMISSION</b>								
FPC Office Remodeling								
Carryover	(\$0)	(\$149,248)	(\$0)	(\$0)	(\$0)	(\$149,248)	(\$0)	(\$149,248)
<b>TOTAL FIRE AND POLICE COMMISSION</b>								
Carryover	(\$0)	(\$149,248)	(\$0)	(\$0)	(\$0)	(\$149,248)	(\$0)	(\$149,248)
<b>FIRE DEPARTMENT</b>								
Fire Repair Shop Design and Construction								
Carryover	(\$0)	(\$250,000)	(\$0)	(\$0)	(\$0)	(\$250,000)	(\$0)	(\$250,000)
Mechanical Systems Maintenance								
Carryover	(0)	(484,872)	(0)	(0)	(0)	(484,872)	(0)	(484,872)
Fire Facilities Maintenance Program								
Budget	0	100,000	0	0	0	100,000	0	100,000
Carryover	(0)	(1,829,851)	(0)	(0)	(0)	(1,829,851)	(0)	(1,829,851)
Major Capital Equipment								
Budget	0	2,854,000	0	0	0	2,854,000	0	2,854,000
Carryover	(0)	(3,606,687)	(0)	(0)	(0)	(3,606,687)	(0)	(3,606,687)
Auxiliary Power Supply								
Budget	0	110,000	0	0	0	110,000	0	110,000
Carryover	(0)	(409,336)	(0)	(0)	(0)	(409,336)	(0)	(409,336)
Fire Digital Radio System								
Carryover	(0)	(144,913)	(0)	(0)	(0)	(144,913)	(0)	(144,913)
<b>TOTAL FIRE DEPARTMENT</b>								
Budget	\$0	\$3,064,000	\$0	\$0	\$0	\$3,064,000	\$0	\$3,064,000
Carryover	(\$0)	(\$6,725,659)	(\$0)	(\$0)	(\$0)	(\$6,725,659)	(\$0)	(\$6,725,659)
<b>HEALTH DEPARTMENT</b>								
Mechanical Systems Maintenance Program								
Carryover	(\$0)	(\$172,000)	(\$0)	(\$0)	(\$0)	(\$172,000)	(\$0)	(\$172,000)
Exterior Building Maintenance Program								
Carryover	(0)	(732,545)	(0)	(0)	(0)	(732,545)	(0)	(732,545)
Interior Building Maintenance Program								
Carryover	(0)	(427,000)	(0)	(0)	(0)	(427,000)	(0)	(427,000)
Health Facilities Capital Projects								
Budget	0	110,000	0	0	0	110,000	0	110,000
Carryover	(0)	(50,000)	(0)	(0)	(0)	(50,000)	(0)	(50,000)
<b>TOTAL HEALTH DEPARTMENT</b>								
Budget	\$0	\$110,000	\$0	\$0	\$0	\$110,000	\$0	\$110,000
Carryover	(\$0)	(\$1,381,545)	(\$0)	(\$0)	(\$0)	(\$1,381,545)	(\$0)	(\$1,381,545)

**C. CAPITAL IMPROVEMENTS**

	TAX LEVY	GENERAL OBLIGATION	TID	SPECIAL ASSESSMENTS	CASH REVENUES	CITY BUDGET TOTAL	GRANT AND AID FINANCING	PROJECT TOTAL
<b>LIBRARY</b>								
<b>CENTRAL LIBRARY</b>								
<b>RFID System</b>								
Carryover	(0)	(2,809,730)	(0)	(0)	(0)	(2,809,730)	(0)	(2,809,730)
<b>Central Library Improvements Fund</b>								
Budget	0	526,000	0	0	0	526,000	0	526,000
Carryover	(0)	(1,440,402)	(0)	(0)	(0)	(1,440,402)	(0)	(1,440,402)
<b>Central Library Improvements Fund Mechanical Systems</b>								
Carryover	(0)	(219,618)	(0)	(0)	(0)	(219,618)	(0)	(219,618)
<b>Central Library Improvements Fund Exterior</b>								
Carryover	(0)	(160,551)	(0)	(0)	(0)	(160,551)	(0)	(160,551)
<b>NEIGHBORHOOD LIBRARIES</b>								
<b>Neighborhood Library Improvement Fund Interior</b>								
Carryover	(0)	(334,214)	(0)	(0)	(0)	(334,214)	(0)	(334,214)
<b>Villard Library Project</b>								
Carryover	(0)	(2,750,000)	(0)	(0)	(0)	(2,750,000)	(0)	(2,750,000)
<b>Library Facility Initiatives</b>								
Budget	0	2,000,000	0	0	0	2,000,000	0	2,000,000
<b>TOTAL LIBRARY</b>								
Budget	\$0	\$2,526,000	\$0	\$0	\$0	\$2,526,000	\$0	\$2,526,000
Carryover	(\$0)	(\$7,714,515)	(\$0)	(\$0)	(\$0)	(\$7,714,515)	(\$0)	(\$7,714,515)
<b>NEIGHBORHOOD SERVICES</b>								
<b>Security Upgrades - Anderson Building</b>								
Carryover	(0)	(76,141)	(0)	(0)	(0)	(76,141)	(0)	(76,141)
<b>TOTAL NEIGHBORHOOD SERVICES</b>								
Carryover	(\$0)	(\$76,141)	(\$0)	(\$0)	(\$0)	(\$76,141)	(\$0)	(\$76,141)
<b>MUNICIPAL COURT</b>								
<b>Court Case Management System</b>								
Carryover	(0)	(606,291)	(0)	(0)	(0)	(606,291)	(0)	(606,291)
<b>IT Disaster Recovery</b>								
Carryover	(0)	(24,830)	(0)	(0)	(0)	(24,830)	(0)	(24,830)
<b>TOTAL MUNICIPAL COURT</b>								
Carryover	(\$0)	(\$631,121)	(\$0)	(\$0)	(\$0)	(\$631,121)	(\$0)	(\$631,121)
<b>POLICE DEPARTMENT</b>								
<b>Evidence Storage Warehouse</b>								
Budget	\$0	\$512,800	\$0	\$0	\$0	\$512,800	\$0	\$512,800
Carryover	(0)	(340,167)	(0)	(0)	(0)	(340,167)	(0)	(340,167)
<b>Remodel Administration Building Offices</b>								
Budget	0	3,779,131	0	0	0	3,779,131	0	3,779,131
Carryover	(0)	(2,975,042)	(0)	(0)	(0)	(2,975,042)	(0)	(2,975,042)
<b>Trunked Radio Communications</b>								
Carryover	(0)	(952,018)	(0)	(0)	(0)	(952,018)	(0)	(952,018)
<b>Training Academy Parking Lot</b>								
Carryover	(0)	(49,364)	(0)	(0)	(0)	(49,364)	(0)	(49,364)
<b>Video Image Systems</b>								
Carryover	(0)	(972,929)	(0)	(0)	(0)	(972,929)	(0)	(972,929)
<b>District Station Six Repairs</b>								
Carryover	(0)	(1,288)	(0)	(0)	(0)	(1,288)	(0)	(1,288)
<b>District Five HVAC Replacement</b>								
Carryover	(0)	(19,295)	(0)	(0)	(0)	(19,295)	(0)	(19,295)
<b>4715 West Vliet Street Renovation</b>								
Carryover	(0)	(340,510)	(0)	(0)	(0)	(340,510)	(0)	(340,510)
<b>Surveillance Camera Program</b>								
Carryover	(0)	(67,333)	(0)	(0)	(0)	(67,333)	(0)	(67,333)
<b>District Renovation Program</b>								
Budget	0	300,000	0	0	0	300,000	0	300,000
<b>911 System Replacement</b>								
Carryover	(0)	(4,807,412)	(0)	(0)	(0)	(4,807,412)	(0)	(4,807,412)
<b>Radio and Communications Upgrades</b>								
Budget	42,000	0	0	0	0	42,000	0	42,000
<b>Automated Fingerprint Identification System</b>								
Carryover	(0)	(2,300,000)	(0)	(0)	(0)	(2,300,000)	(0)	(2,300,000)
<b>Tiburon RMS VMP Upgrade</b>								
Budget	0	354,000	0	0	0	354,000	0	354,000
<b>TOTAL POLICE DEPARTMENT</b>								
Budget	\$42,000	\$4,945,931	\$0	\$0	\$0	\$4,987,931	\$0	\$4,987,931
Carryover	(\$0)	(\$12,825,358)	(\$0)	(\$0)	(\$0)	(\$12,825,358)	(\$0)	(\$12,825,358)

**C. CAPITAL IMPROVEMENTS**

	TAX LEVY	GENERAL OBLIGATION	TID	SPECIAL ASSESSMENTS	CASH REVENUES	CITY BUDGET TOTAL	GRANT AND AID FINANCING	PROJECT TOTAL
<b>PORT OF MILWAUKEE</b>								
Major Maintenance Terminals and Piers								
Carryover	(\$0)	(\$118,908)	(\$0)	(\$0)	(\$0)	(\$118,908)	(\$0)	(\$118,908)
Secured Ferry Terminal Parking Facilities								
Carryover	(0)	(200,000)	(0)	(0)	(0)	(200,000)	(0)	(200,000)
Cargo Handling Equipment								
Carryover	(0)	(319,897)	(0)	(0)	(0)	(319,897)	(0)	(319,897)
Dockwall Rehabilitation								
Carryover	(0)	(146,721)	(0)	(0)	(0)	(146,721)	(0)	(146,721)
South Harbor Tract Electrical Service Rehabilitation								
Carryover	(0)	(97,542)	(0)	(0)	(0)	(97,542)	(0)	(97,542)
Pier Berth and Channel Improvements								
Budget	0	0	0	0	0	0	800,000	800,000
Carryover	(0)	(1,100,000)	(0)	(0)	(0)	(1,100,000)	(0)	(1,100,000)
Port Security								
Carryover	(0)	(500,000)	(0)	(0)	(0)	(500,000)	(0)	(500,000)
Harbor Maintenance Dredging								
Carryover	(0)	(100,000)	(0)	(0)	(0)	(100,000)	(0)	(100,000)
Terminal Resurfacing								
Carryover	(0)	(340,140)	(0)	(0)	(0)	(340,140)	(0)	(340,140)
Port Facility Systems								
Carryover	(0)	(100,000)	(0)	(0)	(0)	(100,000)	(0)	(100,000)
<b>TOTAL PORT OF MILWAUKEE</b>								
Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000	\$800,000
Carryover	(\$0)	(\$3,023,208)	(\$0)	(\$0)	(\$0)	(\$3,023,208)	(\$0)	(\$3,023,208)
<b>DPW ADMINISTRATION</b>								
Public Safety Communications								
Budget	\$0	\$500,000	\$0	\$0	\$0	\$500,000	\$0	\$500,000
Carryover	(0)	(587,646)	(0)	(0)	(0)	(587,646)	(0)	(587,646)
CSWAN/Common Upgrade								
Carryover	(0)	(33,278)	(0)	(0)	(0)	(33,278)	(0)	(33,278)
Hartung Redevelopment Phase I								
Carryover	(0)	(5,000)	(0)	(0)	(0)	(5,000)	(0)	(5,000)
<b>TOTAL DPW ADMINISTRATION</b>								
Budget	\$0	\$500,000	\$0	\$0	\$0	\$500,000	\$0	\$500,000
Carryover	(\$0)	(\$625,924)	(\$0)	(\$0)	(\$0)	(\$625,924)	(\$0)	(\$625,924)
<b>DPW INFRASTRUCTURE SERVICES</b>								
<b>SEWER CONSTRUCTION</b>								
Expansion of Capacity Sewer Program								
Carryover	(\$0)	(\$2,960,000)	(\$0)	(\$20,829)	(\$0)	(\$2,980,829)	(\$0)	(\$2,980,829)
<b>TOTAL SEWER CONSTRUCTION</b>								
Carryover	(\$0)	(\$2,960,000)	(\$0)	(\$20,829)	(\$0)	(\$2,980,829)	(\$0)	(\$2,980,829)
<b>BRIDGE CONSTRUCTION</b>								
Bridge State and Federal Funded								
Budget	\$0	\$6,354,000	\$0	\$0	\$0	\$6,354,000	\$23,116,000	\$29,470,000
Carryover	(0)	(776,956)	(0)	(0)	(0)	(776,956)	(0)	(776,956)
Bridge Reconstruction Local								
Budget	0	200,000	0	0	0	200,000	0	200,000
Carryover	(0)	(12,140,000)	(0)	(0)	(0)	(12,140,000)	(0)	(12,140,000)
<b>TOTAL BRIDGE CONSTRUCTION</b>								
Budget	\$0	\$6,554,000	\$0	\$0	\$0	\$6,554,000	\$23,116,000	\$29,670,000
Carryover	(\$0)	(\$12,916,956)	(\$0)	(\$0)	(\$0)	(\$12,916,956)	(\$0)	(\$12,916,956)
<b>STREET/PAVING CONSTRUCTION</b>								
Street Reconstruction City Contribution to State and Federally Aided Projects								
Budget	\$0	\$8,314,100	\$0	\$100	\$0	\$8,314,200	\$51,505,230	\$59,819,430
Carryover	(0)	(10,344,878)	(0)	(3,613,237)	(0)	(13,958,115)	(0)	(13,958,115)
Street Reconstruction or Resurfacing Regular City Program								
Budget	0	14,291,600	0	100	0	14,291,700	0	14,291,700
Carryover	(0)	(14,525,815)	(0)	(1,117,805)	(0)	(15,643,620)	(0)	(15,643,620)
Alley Reconstruction Program								
Budget	0	800,000	0	200,000	0	1,000,000	0	1,000,000
Carryover	(0)	(1,100,000)	(0)	(395,819)	(0)	(1,495,819)	(0)	(1,495,819)
New Street Construction Program								
Carryover	(0)	(800,000)	(0)	(14,718)	(0)	(814,718)	(0)	(814,718)
<b>TOTAL STREET/PAVING CONSTRUCTION</b>								
Budget	\$0	\$23,405,700	\$0	\$200,200	\$0	\$23,605,900	\$51,505,230	\$75,111,130
Carryover	(\$0)	(\$26,770,693)	(\$0)	(\$5,141,579)	(\$0)	(\$31,912,272)	(\$0)	(\$31,912,272)

**C. CAPITAL IMPROVEMENTS**

	TAX LEVY	GENERAL OBLIGATION	TID	SPECIAL ASSESSMENTS	CASH REVENUES	CITY BUDGET TOTAL	GRANT AND AID FINANCING	PROJECT TOTAL
<b>Street Improvements Sidewalk Driveway and Gutter Replacement</b>								
Budget	\$0	\$1,000,000	\$0	\$345,000	\$0	\$1,345,000	\$0	\$1,345,000
Carryover	(0)	(1,300,000)	(0)	(1,385,185)	(0)	(2,685,185)	(0)	(2,685,185)
<b>Street Improvements Street Lighting</b>								
Budget	0	7,400,000	0	0	0	7,400,000	0	7,400,000
Carryover	(0)	(8,713,624)	(0)	(0)	(0)	(8,713,624)	(0)	(8,713,624)
<b>Street Improvements Traffic Control Facilities</b>								
Budget	0	2,056,000	0	0	0	2,056,000	0	2,056,000
Carryover	(0)	(1,367,574)	(0)	(0)	(0)	(1,367,574)	(0)	(1,367,574)
<b>Street Improvements Underground Conduit and Manholes</b>								
Budget	0	800,000	0	0	0	800,000	0	800,000
Carryover	(0)	(1,302,939)	(0)	(0)	(0)	(1,302,939)	(0)	(1,302,939)
<b>Underground Electrical Manhole Reconstruction</b>								
Budget	0	200,000	0	0	0	200,000	0	200,000
Carryover	(0)	(200,000)	(0)	(0)	(0)	(200,000)	(0)	(200,000)
<b>TOTAL SEWER, BRIDGE, STREET/PAVING</b>								
Budget	<b>\$0</b>	<b>\$11,456,000</b>	<b>\$0</b>	<b>\$345,000</b>	<b>\$0</b>	<b>\$11,801,000</b>	<b>\$0</b>	<b>\$11,801,000</b>
Carryover	<b>(\$0)</b>	<b>(\$12,884,137)</b>	<b>(\$0)</b>	<b>(\$1,385,185)</b>	<b>(\$0)</b>	<b>(\$14,269,322)</b>	<b>(\$0)</b>	<b>(\$14,269,322)</b>
<b>BUILDINGS PROJECTS</b>								
<b>City Hall Complex Remodeling</b>								
Budget	\$0	\$50,000	\$0	\$0	\$0	\$50,000	\$0	\$50,000
Carryover	(0)	(80,000)	(0)	(0)	(0)	(80,000)	(0)	(80,000)
<b>Space Planning Facilities</b>								
Budget	0	166,000	0	0	0	166,000	0	166,000
Carryover	(0)	(192,228)	(0)	(0)	(0)	(192,228)	(0)	(192,228)
<b>Recreational Facilities Citywide</b>								
Budget	0	151,000	0	0	0	151,000	0	151,000
Carryover	(0)	(432,240)	(0)	(0)	(0)	(432,240)	(0)	(432,240)
<b>Facility Systems Program</b>								
Budget	0	615,000	0	0	0	615,000	0	615,000
Carryover	(0)	(685,000)	(0)	(0)	(0)	(685,000)	(0)	(685,000)
<b>Environmental Remediation Program</b>								
Budget	0	150,000	0	0	0	150,000	0	150,000
Carryover	(0)	(191,441)	(0)	(0)	(0)	(191,441)	(0)	(191,441)
<b>ADA Compliance Program</b>								
Budget	0	95,000	0	0	0	95,000	0	95,000
Carryover	(0)	(255,800)	(0)	(0)	(0)	(255,800)	(0)	(255,800)
<b>Facilities Exterior Upgrades Program</b>								
Budget	0	923,400	0	0	0	923,400	0	923,400
Carryover	(0)	(2,171,841)	(0)	(0)	(0)	(2,171,841)	(0)	(2,171,841)
<b>City Hall Restoration Program</b>								
Carryover	(0)	(145,953)	(0)	(0)	(0)	(145,953)	(0)	(145,953)
<b>City Hall Foundation and Hollow Walk</b>								
Budget	0	3,160,000	0	0	0	3,160,000	0	3,160,000
Carryover	(0)	(5,581,207)	(0)	(0)	(0)	(5,581,207)	(0)	(5,581,207)
<b>Municipal Garages/Outlying Facilities Remodeling</b>								
Budget	0	400,000	0	0	0	400,000	0	400,000
Carryover	(0)	(565,019)	(0)	(0)	(0)	(565,019)	(0)	(565,019)
<b>Menomonee Valley Facilities Relocation</b>								
Carryover	(0)	(1,830,982)	(0)	(0)	(0)	(1,830,982)	(0)	(1,830,982)
<b>MacArthur Square Plaza Restoration</b>								
Budget	0	247,000	0	0	0	247,000	0	247,000
Carryover	(0)	(825,066)	(0)	(0)	(0)	(825,066)	(0)	(825,066)
<b>ZMB Lower Parking Floor Restoration</b>								
Budget	0	1,530,000	0	0	0	1,530,000	0	1,530,000
Carryover	(0)	(86,500)	(0)	(0)	(0)	(86,500)	(0)	(86,500)
<b>Energy Efficiency &amp; Renewable Energy</b>								
Budget	0	150,000	0	0	0	150,000	0	150,000
<b>Building Exterior Façade Restoration</b>								
Budget	0	385,400	0	0	0	385,400	0	385,400
<b>TOTAL BUILDINGS PROJECTS</b>								
Budget	<b>\$0</b>	<b>\$8,022,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,022,800</b>	<b>\$0</b>	<b>\$8,022,800</b>
Carryover	<b>(\$0)</b>	<b>(\$13,043,277)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$13,043,277)</b>	<b>(\$0)</b>	<b>(\$13,043,277)</b>



**C. CAPITAL IMPROVEMENTS**

	TAX LEVY	GENERAL OBLIGATION	TID	SPECIAL ASSESSMENTS	CASH REVENUES	CITY BUDGET TOTAL	GRANT AND AID FINANCING	PROJECT TOTAL
<b>TOTAL DPW INFRASTRUCTURE SERVICES</b>								
Budget	\$0	\$49,438,500	\$0	\$545,200	\$0	\$49,983,700	\$74,621,230	\$124,604,930
Carryover	(\$0)	(\$68,575,063)	(\$0)	(\$6,547,593)	(\$0)	(\$75,122,656)	(\$0)	(\$75,122,656)
<b>DPW OPERATIONS DIVISION</b>								
<b>SANITATION SECTION</b>								
Sanitation Headquarters Modifications (Various Sites)								
Budget	0	250,000	0	0	0	250,000	0	250,000
Carryover	(\$0)	(\$498,635)	(\$0)	(\$0)	(\$0)	(\$498,635)	(\$0)	(\$498,635)
<b>TOTAL SANITATION SECTION</b>								
Budget	\$0	\$250,000	\$0	\$0	\$0	\$250,000	\$0	\$250,000
Carryover	(\$0)	(\$498,635)	(\$0)	(\$0)	(\$0)	(\$498,635)	(\$0)	(\$498,635)
<b>FORESTRY SECTION</b>								
Concealed Irrigation and General Landscaping								
Budget	\$0	\$460,000	\$0	\$0	\$0	\$460,000	\$0	\$460,000
Carryover	(0)	(517,114)	(0)	(0)	(0)	(517,114)	(0)	(517,114)
Production and Planting Program								
Budget	0	0	0	0	1,347,500	1,347,500	0	1,347,500
Carryover	(0)	(500,000)	(0)	(0)	(0)	(500,000)	(0)	(500,000)
Boulevard Plan								
Carryover	(0)	(580,000)	(0)	(0)	(0)	(580,000)	(0)	(580,000)
Emerald Ash Borer Readiness and Response								
Budget	0	0	0	0	830,000	830,000	0	830,000
<b>TOTAL FORESTRY SECTION</b>								
Budget	\$0	\$460,000	\$0	\$0	\$2,177,500	\$2,637,500	\$0	\$2,637,500
Carryover	(\$0)	(\$1,597,114)	(\$0)	(\$0)	(\$0)	(\$1,597,114)	(\$0)	(\$1,597,114)
<b>FLEET SECTION</b>								
Two Way Radio Replacement								
Budget	0	238,000	0	0	0	238,000	0	238,000
Carryover	(0)	(412,000)	(0)	(0)	(0)	(412,000)	(0)	(412,000)
Major Capital Equipment								
Budget	0	5,500,000	0	0	0	5,500,000	0	5,500,000
Carryover	(0)	(1,105,344)	(0)	(0)	(0)	(1,105,344)	(0)	(1,105,344)
<b>TOTAL FLEET SECTION</b>								
Budget	\$0	\$5,738,000	\$0	\$0	\$0	\$5,738,000	\$0	\$5,738,000
Carryover	(\$0)	(\$1,517,344)	(\$0)	(\$0)	(\$0)	(\$1,517,344)	(\$0)	(\$1,517,344)
<b>TOTAL DPW OPERATIONS DIVISION</b>								
Budget	\$0	\$6,448,000	\$0	\$0	\$2,177,500	\$8,625,500	\$0	\$8,625,500
Carryover	(\$0)	(\$3,613,093)	(\$0)	(\$0)	(\$0)	(\$3,613,093)	(\$0)	(\$3,613,093)
<b>TOTAL DEPARTMENT OF PUBLIC WORKS</b>								
Budget	\$0	\$56,386,500	\$0	\$545,200	\$2,177,500	\$59,109,200	\$74,621,230	\$133,730,430
Carryover	(\$0)	(\$72,814,080)	(\$0)	(\$6,547,593)	(\$0)	(\$79,361,673)	(\$0)	(\$79,361,673)
<b>TOTAL PROJECTS</b>								
Budget	\$907,000	\$73,147,688	\$22,000,000	\$545,200	\$21,028,500	\$117,628,388	\$75,421,230	\$193,049,618
Carryover	(\$0)	(\$129,623,701)	(\$167,831,245)	(\$6,547,593)	(\$0)	(\$304,002,539)	(\$0)	(\$304,002,539)

NOTE: \$6.6 million of "Cash Revenues" total are the payments to Debt Service and General Fund from proceeds of the Vehicle Registration Fee.

## D. CITY DEBT

### EXECUTIVE SUMMARY

<b>MISSION:</b>	To equitably finance capital improvements and to manage and control outstanding debt.
<b>OBJECTIVES:</b>	Debt management, including monitoring city debt levels and the overlapping debt burden imposed on city residents by other local governments.
<b>STRATEGIES:</b>	Stabilizing the debt service property tax levy by developing a comprehensive debt policy for debt capacity and capital financing to reduce the amount of debt issued annually.  Ensure compliance with debt policy by developing a working debt forecast model that analyzes the impact of debt financing in future years.

### DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

One of the city's goals is to deliver services at a competitive cost and improve fiscal capacity. Effective management that stabilizes debt service costs and controls outstanding debt is a key component supporting this goal.

Milwaukee faces many of the issues that affect older Midwestern cities. Aging infrastructure and comparably lower income levels than surrounding areas are among the negative issues facing the city. The city's strength is in its strong financial management, sizable fund balances and moderate levels of debt. Overall, the city's capacity to meet its financial obligations remains strong.

The current mix of strengths and negatives results in the city having a high bond rating for general obligation debt. Recently, Fitch Ratings assigned an AA+ rating to city bonds, Moody's Investors Services rated them Aa2, and Standard & Poor's rated them AA Stable. Table 1 details the city's performance on several commonly used debt indicators.

### OVERVIEW

The 2011 debt expenditure needs total \$324 million, an increase of \$43.8 million from 2010. There is an increase of \$28.8 million for Revenue Anticipation Notes (RAN). The remaining debt increased by \$15 million to reflect recent borrowings. Table 2 shows expenditures for self-supporting and tax levy supported city debt while Table 3 illustrates the distribution of their funding sources. Highlights of the major changes in city debt expenditures and funding sources follow.

Table 1

City Debt Indicators Relationship to Standard & Poor's Debt Benchmarks		
Debt Indicators		S & P Rating
<b>Economic</b>		
Income as Percent of 2000 National Average	76.0%	Low
Market Value Per Capita	\$55,235	Moderate
Taxpayer Concentration (Top Ten Taxpayers)	4.1%	Diverse
<b>Financial</b>		
Unreserved Debt Reserve Balance	10.6%	N/A
Unreserved General Fund Balance	4.8%	Near 5% goal
<b>Debt</b>		
Direct Debt Per Capita	\$1,399	Moderate
Direct Debt Percent of Market Value	2.5%	Moderate
Debt Maturing Within Ten Years	87.0%	Standard is 50.0%

Table 2

CITY DEBT EXPENDITURES					
	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
<b>Self Supporting Debt</b>					
Brewer MEDC Loan	\$1,063,339	\$1,063,339	\$1,063,339	\$0	\$0
Delinquent Tax Financing	24,409,994	27,465,043	27,673,793	3,263,799	208,750
Industrial Land Bank	15,787	0	0	-15,787	0
MPS Loans, ADA and Information System	1,231,756	4,883,167	4,883,167	3,651,411	0
Parking	2,130,725	2,250,755	2,250,755	120,030	0
Sewer Maintenance Fund	8,321,297	8,630,562	8,630,562	309,265	0
Special Assessments	1,949,617	1,677,907	1,677,907	-271,710	0
Tax Increment Districts	26,189,852	16,818,171	16,818,171	-9,371,681	0
Water Works	3,269,050	3,699,610	3,699,610	430,560	0
<b>Subtotal</b>	<b>\$68,581,417</b>	<b>\$66,488,554</b>	<b>\$66,697,304</b>	<b>\$-1,884,113</b>	<b>\$208,750</b>
<b>Tax Levy Debt</b>					
General City	\$67,070,593	\$83,922,824	\$83,922,824	\$16,852,231	\$0
RANs City and MPS	137,540,000	166,950,000	166,325,000	28,785,000	-625,000
Schools	12,893,929	12,197,420	12,197,420	-696,509	0
<b>Subtotal</b>	<b>\$217,504,522</b>	<b>\$263,070,244</b>	<b>\$262,445,244</b>	<b>\$44,940,722</b>	<b>\$-625,000</b>
<b>Total Debt Needs</b>	<b>\$286,085,939</b>	<b>\$329,558,798</b>	<b>\$329,142,548</b>	<b>\$43,056,609</b>	<b>\$-416,250</b>
Fees and Issuance Costs	\$1,400,000	\$1,400,000	\$1,400,000	\$0	\$0
Deduction for PDAF Prepayment	-5,400,000	-5,400,000	-4,900,000	500,000	500,000
Deduction for Segregated S.A.	-1,949,620	-1,677,907	-1,677,907	271,713	0
<b>Total</b>	<b>\$280,136,319</b>	<b>\$323,880,891</b>	<b>\$323,964,641</b>	<b>\$43,828,322</b>	<b>\$83,750</b>

Table 3

CITY DEBT SOURCE OF FUNDS					
	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
<b>Self Supporting Debt</b>					
Brewer MEDC Loan	\$1,063,339	\$1,063,339	\$1,063,339	\$0	\$0
Delinquent Tax Financing	23,659,994	26,715,043	27,673,793	4,013,799	958,750
Industrial Land Bank	0	0	0	0	0
MPS Loans, ADA and Information System	1,223,881	4,883,167	4,883,167	3,659,286	0
Parking	2,130,725	2,250,755	2,250,755	120,030	200,000
Sewer Maintenance Fund	9,021,297	9,330,562	9,530,562	509,265	0
Tax Increment Districts	23,829,873	25,834,453	25,834,453	2,004,580	0
Water Works	4,569,050	4,999,610	4,999,610	430,560	0
<b>Subtotal</b>	<b>\$65,498,159</b>	<b>\$75,076,929</b>	<b>\$76,235,679</b>	<b>\$10,737,520</b>	<b>\$1,158,750</b>
<b>General Obligation Debt Financing</b>					
Fees and Issuance Costs	\$1,400,000	\$1,400,000	\$1,400,000	\$0	\$0
Other Revenues	144,119,680	176,059,280	177,017,280	32,897,600	958,000
Tax Levy	69,118,480	71,344,682	69,311,682	193,202	-2,033,000
<b>Subtotal</b>	<b>\$214,638,160</b>	<b>\$248,803,962</b>	<b>\$247,728,962</b>	<b>\$33,090,802</b>	<b>\$-1,075,000</b>
<b>Total Debt Needs</b>	<b>\$280,136,319</b>	<b>\$323,880,891</b>	<b>\$323,964,641</b>	<b>\$43,828,322</b>	<b>\$83,750</b>

## CITY DEBT EXPENDITURES AND SOURCES OF FUNDS

**General City (Excluding Schools and Revenue Anticipation Notes):** Debt service costs associated with city borrowing for capital improvement projects, not including RAN borrowing, is \$83.9 million in 2011, an increase of \$16.9 million from 2010. The property tax levy for debt service is \$69.3 million, an increase of \$0.2 million from 2010.

**Milwaukee Public Schools (MPS):** The tax levy debt cost for school borrowing will be \$12.2 million in 2011, a decrease of \$0.7 million from 2010. Since 1989, the city has provided MPS with \$182.3 million in borrowing authority for school improvements.

**Tax Incremental Districts (TIDs):** The incremental property taxes collected on the value increment portion of the property retire the debt incurred for city funded district improvements. In the 2011 budget, debt service for Tax Incremental Districts is \$16.8 million while revenues are \$25.8 million.

**Delinquent Taxes:** The 2011 budget includes \$27.7 million to finance delinquent tax borrowing which is \$3.3 million greater than 2010. Estimates of sources of funds from the collection of delinquent taxes and interest penalties are \$27.7 million in 2011, an increase of \$4 million from 2010.

**Parking Debt:** A transfer from the Parking Fund, equivalent to the amount of annual outstanding debt service, entirely offsets parking related debt service costs. In the 2011 debt budget, the Parking Fund provides \$2.1 million to finance debt service costs associated with parking capital projects.

**Special Assessments:** Infrastructure improvements, like repaving streets or alleys, are partially offset by an assessed charge to the abutting property owners for a portion of the project's cost. When taxpayers choose a six year payment option, the city borrows money to finance the project. The 2011 debt budget includes approximately \$1.7 million to finance debt service costs associated with special assessment borrowing.

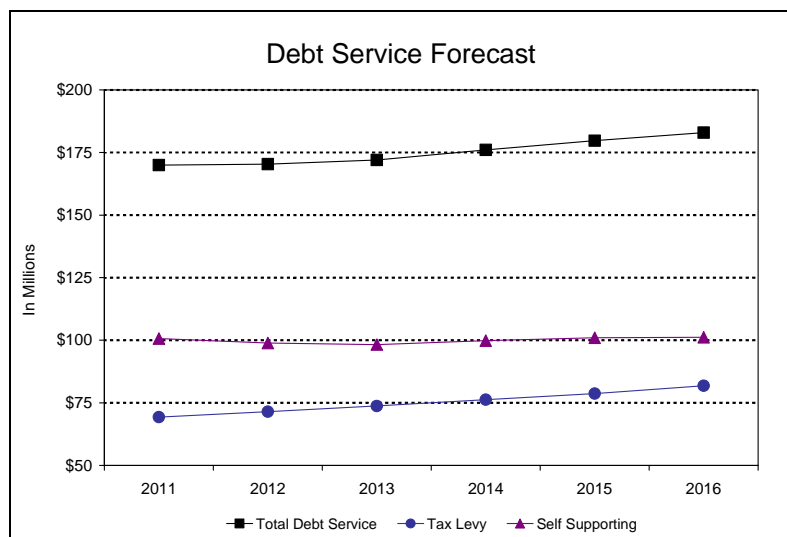
**Water Works:** The 2011 debt budget includes \$3.7 million for Water Works' debt service costs. Debt service costs for Water Works are paid from Water Works' annual earnings.

**Sewer Maintenance:** Approximately \$8.6 million in debt service for 2011 relates to sewer capital projects. Beginning in 2009, general obligation debt service related to sewer projects are paid by the Sewer Maintenance Fund. The Sewer Maintenance Fund made a payment to debt service in 2009 of \$9.3 million.

**Miller Park Project:** The 2011 budget includes \$1.1 million in revenue to offset debt service costs related to the Miller Park Stadium Project. This amount reflects an agreement with the Milwaukee Economic Development Corporation (MEDC) and the Southeastern Wisconsin Professional Baseball Park District.

**Field Operations Facility Lease Payment:** The city has constructed a new facility for the Sewer Maintenance Fund and Water Works at the Tower Automotive site. An annual rental payment from the Sewer Maintenance Fund and Water Works will fund this project. In 2011, the rental payment is \$2.2 million.

Figure 1



**Vehicle Registration Revenue:** Revenue generated from the Vehicle Registration Fee will be transferred to the debt service fund to retire street related debt. There will be \$3.3 million transferred to fund an increased level of street related capital improvement funding.

### DEBT TAX LEVY STABILITY

The city has structural budget problems created by limited revenue sources and substantial wage and health care benefits growth, and instability with the debt budget due to past borrowing practices.

A debt stability plan requires a solid capital improvements plan. Limits on the level of borrowing directly influence future debt payments. To stabilize the debt tax levy, borrowing is lowered to the level of annual debt retirements. The city currently retires approximately \$55 million in property tax levy supported debt annually.

Under a controlled borrowing approach, the city can reduce its annual increase in the debt service tax levy to a stable level. As shown in Figure 1, the tax levy debt service levels off in 2011 at roughly \$69.3 million and will grow by approximately \$2.4 million annually through 2016. Total debt service will continue to grow at a relatively slow rate to a total of \$183.0 million by 2016.

### PUBLIC DEBT AMORTIZATION FUND

The Public Debt Commission oversees the use of the Public Debt Amortization Fund (PDAF). The primary sources of revenue for the fund are one-third of earnings on city investments and earnings on the fund's investments.

The PDAF withdrawal for the 2011 budget is \$4.9 million. The 2009 fund balance is \$49.9 million or \$0.5 million less than the 2008 balance of \$50.5 million. The annual withdrawal balances the competing goals of reducing the debt service tax levy versus maintaining a sufficient reserve balance. Figure 2 illustrates how the unsegregated balance of the PDAF was drawn down to approximately \$43.5 million in 2000. Since 2001, the fund balance has grown from a low of \$43.5 million to the current balance of \$49.9 million, despite a very low interest rate environment.

The 2011 PDAF withdrawal reflects the need to use the fund to control the debt service property tax levy. Figure 3 shows the ratio of the PDAF withdrawal to the debt tax levy. A reasonable 7.0% ratio will exist for 2011 purposes. This level is consistent with recent years.

Figure 2

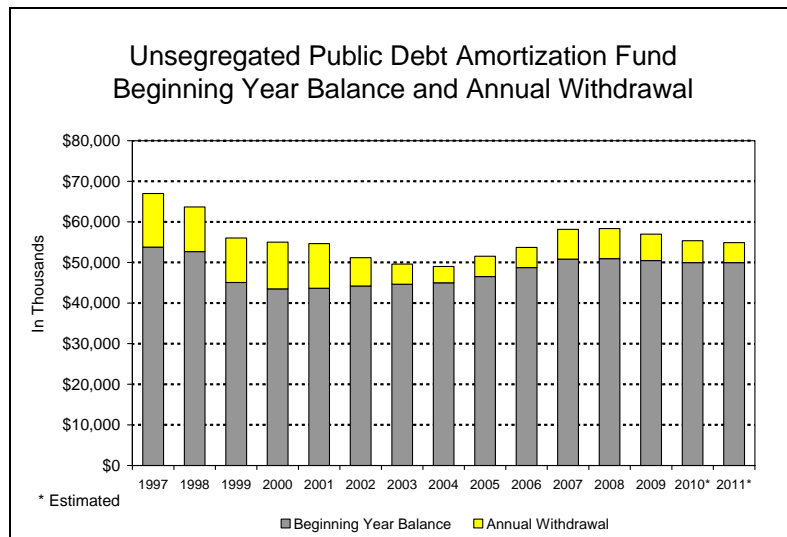
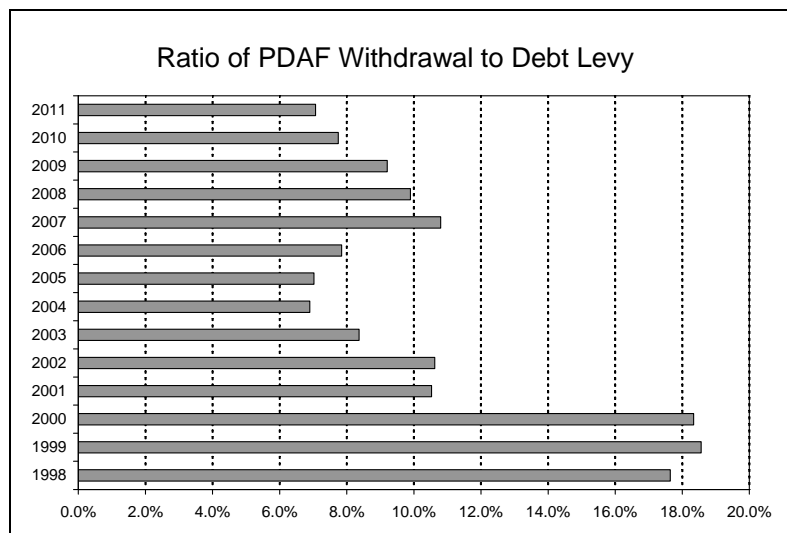


Figure 3



## F. COMMON COUNCIL CONTINGENT FUND

### EXECUTIVE SUMMARY

- MISSION:** To provide budgetary authority and funding to pay for emergencies that may arise during the year for which no express provisions have been made elsewhere in the city's budget.
- OBJECTIVES:** Allow funding of unauthorized emergency expenditures on a timely basis.
- STRATEGIES:** Adhere to guidelines and standards in considering requests for withdrawals. Maintain the Fund's integrity as an "emergencies only" source of funds.

### SUMMARY OF EXPENDITURES

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
Common Council Contingent Fund	[\$1,449,764]	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0
<b>TOTAL</b>	[\$1,449,764]	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0

### SOURCE OF FUNDS

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
Property Tax Levy	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0
<b>TOTAL</b>	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$0	\$0

### DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Common Council Contingent Fund provides funding for emergency situations that require expenditures above budget authorizations. Requests must be approved by three-quarters of the Common Council before funds can be used and must meet one of the following criteria:

- Emergency circumstances;
- Obligatory circumstances; or
- Fiscal advantage and/or compliance with fiscal management principles.

Additional established guidelines and standards must be met relative to the Finance and Personnel Committee's review of Contingent Fund requests. The guidelines and standards focus on:

- Timelines and process requirements; and
- Information that must be provided to the Finance and Personnel Committee upon request, including:
  - Statement of action requested, including the account where the Contingent Fund appropriation is needed;
  - Purpose of action, including the impact on program service or activity and program objectives; and
  - A description of the emergency that prompts the request.

Limiting Contingent Fund requests to these criteria forces departments to manage within their allocated budgets and discourages use of the Fund for initiating new projects or programs.

## SPECIAL REVENUE FUNDS

This section of the budget includes funds supported by revenues other than the city property tax levy. Revenues other than the city property tax offset the appropriations in this section. Any property tax levies related to these special revenue funds are provided in other sections of the city's budget.

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
G. Parking Fund	\$44,789,528	\$56,642,216	\$51,919,733	\$54,603,800	\$-2,038,416	\$2,684,067
H. Grant and Aid Project Fund	52,394,849	76,117,944	68,316,730	72,446,206	-3,671,738	4,129,476
I. Economic Development Fund	6,744,919	9,072,755	9,707,848	8,839,558	-233,197	-868,290
J. Water Works	108,140,644	122,462,804	129,447,059	114,769,000	-7,693,804	-14,678,059
K. Sewer Maintenance Fund	82,013,049	73,810,755	88,904,209	88,320,000	14,509,245	-584,209
M. Delinquent County Taxes Fund	10,681,537	15,000,000	12,300,000	12,300,000	-2,700,000	0
<b>TOTAL</b>	<b>\$304,764,526</b>	<b>\$353,106,474</b>	<b>\$360,595,579</b>	<b>\$351,278,564</b>	<b>\$-1,827,910</b>	<b>\$-9,317,015</b>

## G. PARKING FUND

### EXECUTIVE SUMMARY

<b>MISSION:</b>	To provide clean and safe on- and off-street parking in a manner which integrates parking policies and economic development goals and maintains the financial solvency of the Parking Fund and independence from city tax levy funding.
<b>OBJECTIVES:</b>	Direct parking regulation of both on- and off-street activities such as parking structures and lots, towing, storing and disposing of vehicles, parking information desk operations, and the citation processing contract.
<b>STRATEGIES:</b>	Continue services that maintain and enhance the financial stability of the Parking Fund including a diverse array of revenue streams.
	Explore new technology to improve the efficiency of the city's parking operations.
	Continue efforts to enhance citation processing and tow management.
	Continue efforts to enhance citation collection and adjudication.
	Respond to opportunities that accompany development and redevelopment projects.

### BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
PERSONNEL						
FTEs - Operations and Maintenance	117.73	122.50	127.75	128.75	6.25	1.00
FTEs - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions Authorized	129	130	130	131	1	1
EXPENDITURES						
Salaries and Wages	\$5,137,334	\$4,881,990	\$5,252,355	\$5,274,521	\$392,531	\$22,166
Fringe Benefits	2,361,774	2,467,610	2,626,178	2,637,261	169,651	11,083
Operating Expenditures	13,011,670	14,783,000	14,242,000	14,242,000	-541,000	0
Equipment	7,181	182,000	257,500	257,500	75,500	0
Special Funds	4,100,824	6,090,616	5,366,700	5,230,518	-860,098	-136,182
Transfer to General Fund	18,132,150	22,287,000	18,000,000	20,787,000	-1,500,000	2,787,000
TOTAL OPERATING	\$42,750,933	\$50,692,216	\$45,744,733	\$48,428,800	\$-2,263,416	\$2,684,067
Capital Projects	\$2,038,595	\$5,950,000	\$6,175,000	\$6,175,000	\$225,000	\$0
TOTAL BUDGET	\$44,789,528	\$56,642,216	\$51,919,733	\$54,603,800	\$-2,038,416	\$2,684,067



## STATEMENT OF REVENUES

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
OPERATING REVENUES						
Structures	\$7,557,802	\$7,238,000	\$7,271,000	\$7,271,000	\$33,000	\$0
Meters	4,653,243	5,406,245	4,951,400	4,951,400	-454,845	0
Permits	3,165,150	3,762,000	3,762,000	3,762,000	0	0
Towing	4,029,834	3,962,500	4,020,000	4,020,000	57,500	0
Lots	16,101	24,000	24,000	24,000	0	0
Parking Citation Revenue	20,879,206	22,000,000	22,000,000	22,000,000	0	0
Miscellaneous	499,729	400,000	495,000	495,000	95,000	0
Vehicle Disposal	1,439,486	2,200,000	1,330,000	1,330,000	-870,000	0
Sale of Real Property	4,200	0	0	0	0	0
Withdrawal From Reserves	1,024,631	5,699,471	1,891,333	4,575,400	-1,124,071	2,684,067
TOTAL OPERATING	\$43,269,382	\$50,692,216	\$45,744,733	\$48,428,800	\$-1,124,071	\$2,684,067
CAPITAL EXPENDITURES						
Structures	\$2,038,595	\$950,000	\$1,175,000	\$1,175,000	\$225,000	\$0
TOTAL EXPENDITURES	\$2,038,595	\$950,000	\$1,175,000	\$1,175,000	\$225,000	\$0
CAPITAL FINANCING						
Proceeds from Borrowing	\$2,038,595	\$950,000	\$1,175,000	\$1,175,000	\$225,000	\$0
Retained Earnings	5,000,000	5,000,000	5,000,000	5,000,000	0	0
Carryover Borrowing						
(Informational Purposes Only)	(4,098,064)	(4,439,064)	(0)	(3,759,764)	(-679,300)	(3,759,764)
TOTAL FINANCING	\$7,038,595	\$5,950,000	\$6,175,000	\$6,175,000	\$225,000	\$0

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The Parking Fund is an Enterprise Fund administered by the Department of Public Works (DPW), and finances the city's on- and off-street parking expenses through revenues received from these services. The Parking Fund's responsibilities include managing city owned parking structures and lots; towing, storing and disposing of vehicles; managing parking enforcement; information desk operations, and the citation processing contract. Operating the Parking Fund as an Enterprise Fund allows the city to use its excess revenues to transfer money to the city's General Fund, removing pressure from the property tax.

The Parking Fund oversees five city owned parking structures; operates and maintains approximately 6,500 parking spaces throughout the city; manages approximately 50 parking lots; issues nearly 885,000 parking citations each year; tows approximately 31,000 illegally parked and abandoned vehicles per year to the city's tow lot; and works with the Police Department to issue approximately 185,000 night parking permits each year. These activities provide convenient, efficient, and cost effective on- and off-street parking for Milwaukee's residents, businesses, and visitors.

The Parking Fund has used technology improvements to assume increased responsibility for tasks like issuing citations and night parking permits, allowing the Milwaukee Police Department to reallocate staff efforts to more critical service areas. Parking Enforcement Officers in DPW now assume most citation issuance duties and often take the first steps in determining whether a parked vehicle is properly registered.

## Strategies and Milestones for 2011

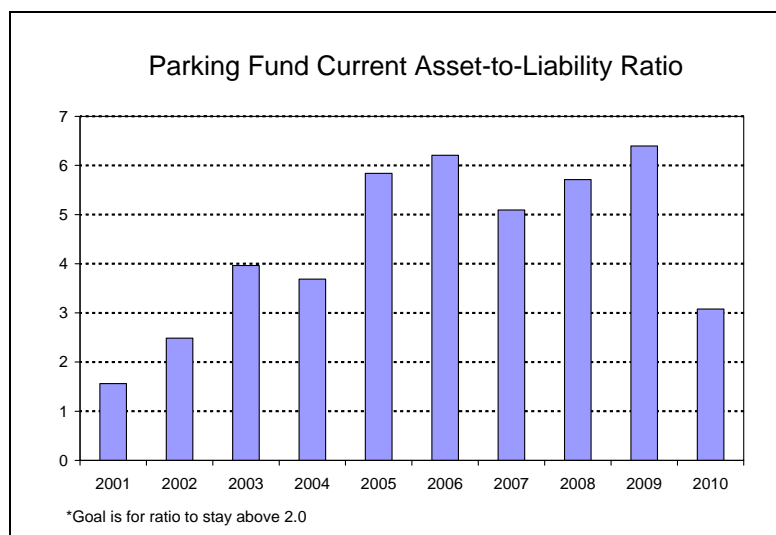
<b>Objective: Direct parking regulation of both on- and off-street activities such as parking structures and lots, towing, storing and disposing of vehicles, parking information desk operations, and the citation processing contract.</b>	
Strategies	2011 Milestones
Continue services that maintain and enhance the financial stability of the Parking Fund including a diverse array of revenue streams.	Maintain a minimum of a 2:1 ratio of assets to liabilities. Citation fines and parking meter rates increased.
Explore new technology to improve the efficiency of the city's parking operations.	Install the fourth phase of installation of multi-space parking meters.
Continue efforts to improve parking services and collections.	Encourage residents to purchase night parking permits online to avoid time spent in line to buy permits.
Use transfer to General Fund to improve city's financial status and increase ability to maintain services.	Parking revenues are either flat or in slight declines. Parking transfer to General Fund is decreased to \$20.8 million.
Respond to opportunities that accompany development and redevelopment projects.	Discuss merits of lease agreements of city owned parking structures to maximize utilization and revenues.

## STRATEGY IMPLEMENTATION

To remain financially viable, the Parking Fund's goal is to maintain at least a 2:1 ratio of current assets to liabilities. At the end of 2009, the Fund exceeded this level, at a 6.4:1 ratio, and is projected to be at 3.1:1 at the end of 2010 (see Figure 1). General obligation debt payable has been cut considerably since 2004, from \$3.7 million to \$3.2 million, and other current liabilities have remained relatively constant over the last six years. As of December 31, 2009 the Parking Fund had \$59.1 million in total assets and \$14.2 million in total liabilities, most of which is for outstanding debt.

The Fund's strength results from its diverse revenue streams (see Figure 2). This diversity provides financial stability because if one type of revenue underperforms in any given year, it is not as damaging to the Fund. The largest source of parking revenue is citations, which generated over \$21 million in 2009 and is slated to generate \$22 million of revenue for 2011.

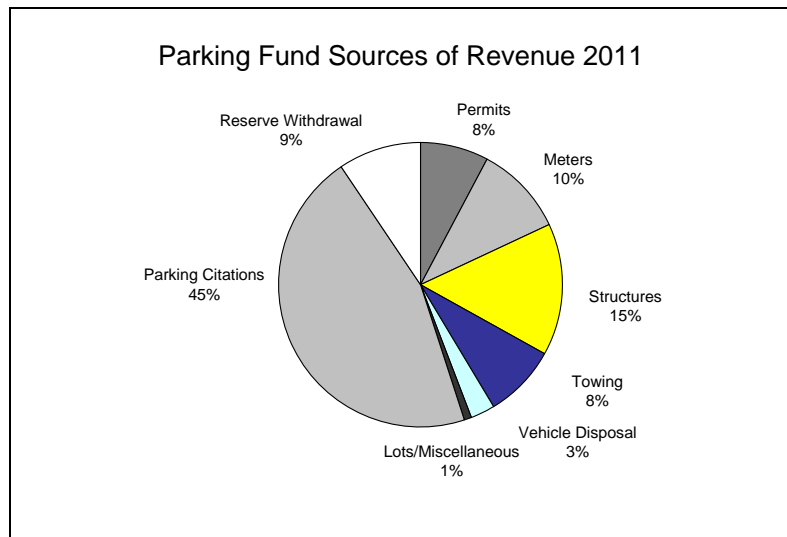
Figure 1



**Technology Enhancements:** The Parking Fund continues to pursue technological enhancements that automate parking functions and lead to more efficient and effective parking services. Technology improvements are intended to be user friendly, increase customer payment options, and improve overall customer service.

The multi-space meter project began in 2007, and the first phase of the project included the purchase and installation of 103 electronic multi-space meters to replace approximately 1,100 single space meters in the downtown central business district. The second phase of this project added 74 meters in 2008 and 40 more in 2009. In 2010 the third phase adds 53 multi-space meters. The 2011 proposed budget provides funding for approximately 40 multi-space meters in the Marquette University and Mt. Sinai Hospital areas, replacing coin operated, single space meters. In 2010, multi-space meters regulated 2,529 parking spaces downtown.

Figure 2



The 2011 proposed budget will encompass all the current metered areas that charge a minimum of \$1 per hour and have at least six contiguous spaces per block. Unless new metered areas are added such as in the Park East Corridor or unless replacements of knock downs become necessary, or until the \$0.50 per hour meters are increased to \$1 per hour, the 2011 proposed budget is anticipated to conclude necessary multi-space meter funding for the next few years. Each meter controls multiple parking spaces and accepts coins, credit and debit card payments. The meters use wireless communications to provide real time information for adjudication, financial management, auditing, monitoring meter uptime and cashbox capacity, malfunctions, and frequency of coin collection.

Customer service kiosks that sell and dispense night parking permits and accept payments for parking citations are installed at six District Police Stations. In 2009, approximately 118,000 permits were sold in these districts through the automated payment centers. The kiosks accept cash, check, or credit cards and electronically dispense parking permits 24 hours a day, 7 days a week. Approximately 63% of all permits were sold through the kiosks in 2009, but that number is expected to decrease as more people begin to use the online option. This self-serve technology has significantly reduced Police Department staff workload related to processing parking permits, freeing officers and support staff for crime fighting duties. In 2010, the city decreased the frequency required to buy night parking permits. Persons who choose not to buy annual permits will be able to buy four month permits instead of the previous three month permits, meaning non-annual permits will only have to be bought three times in one year. A new, convenient feature added in 2010 allows night parking permits to be bought online using a MasterCard or Visa debit or credit card. This gives residents the ability to order, pay for, and receive a permit at their homes without having to take a trip to a police station.

**Outstanding Parking Revenue Collection Strategies:** DPW takes a proactive approach to increase the collection of unpaid parking citations and outstanding towing and storage fees. Various initiatives have increased the collection of outstanding fees.

- **New Citation Management Contract:** DPW Parking entered into a new citation processing and management agreement with Duncan Solutions that became effective January 1, 2009. Among the enhancements of this new contract is reduced citation processing fees by nearly 20% and approximately 4.7% reduction in payments made by the city to collect citations older than 80 days. The new contract uses dual collection rates for TRIP certified and non-TRIP collections, providing a greater financial benefit to the city.

- **Tax Revenue Intercept Program (TRIP):** The city began participating in the TRIP program in 2002. Beginning in 2007, all persons with vehicles registered in Wisconsin who have unpaid parking citation balances exceeding \$40 are registered with the Wisconsin Department of Revenue (DOR). Since inception in the TRIP program, over \$33 million in outstanding parking debt has been collected by the City of Milwaukee.
- **Citation Payment Plans:** As part of the 2009 citation processing contract, payment plans were required to allow persons seeing the Citation Review Manager to be able to pay their citations over a period up to one year without having to schedule a hearing in Municipal Court. Because significant processing time was required, this approach was underutilized. At DPW's request, the citation processing contractor revised the system to allow payment plans to be set up directly through the Violations Bureau. The citizen no longer has to take off a day of work to obtain an appointment with the Citation Review Manager followed by another day off to be heard in Municipal Court. Not only does this provide immediate relief for the citizen who can get their registration suspension lifted and their tow eligibility removed (if applicable), but it also will result in quicker appointments to see the Citation Review Manager and a decreased workload for the Municipal Court. While it has been only one month the new system has been in effect, the public response has been extremely positive.
- **Towing or Booting Legally/Illegally Parked Vehicles:** Under current law, if a vehicle with outstanding citations is legally parked, the city cannot tow or boot the vehicle for unpaid citations. Proposed legislation attempts to encourage violators to adjudicate or pay outstanding parking citations in a timely manner, by allowing municipalities to ticket and tow or boot any legally parked vehicle with three or more outstanding parking citations, requiring the citations to be paid or scheduled to be adjudicated prior to releasing the vehicle. The booting bill did not pass in the last legislative session, but DPW will work for its reintroduction in the upcoming legislative session.
- **Time Limitations for Citation Adjudication:** DPW will pursue state legislation in the current legislative session that encourages timely payment of outstanding parking citations by allowing a parking citation to be paid, adjudicated, or arranged to be adjudicated within 180 days after issuance. For a violator who does not do any of these things, the legislation would allow the Municipal Court to enter a default judgment without requiring signed acceptance or responsibility by the vehicle owner or violator.

**Parking Structure Lease Agreements:** In December 2009, the city leased its vacant retail space in the 4<sup>th</sup> and Highland parking garage. The space was vacant for more than 1.5 years. Now known as "CenterCourt", the new restaurant and bar owners are working to attract new business to the area. They have enhanced the food menu and updated the interior to make it more welcoming to new patrons.

## **OTHER SERVICE AND BUDGET CHANGES**

**Transfer to the General Fund:** The 2011 proposed budget includes a transfer of \$20.8 million to the General Fund which is a \$1.5 million decrease over the amount budgeted in 2010. Due to flattening or declining revenues in the areas of meters and vehicle disposal, it is important to reduce this transfer payment. The Parking Fund will budget a \$4.6 million withdrawal from Parking Fund reserves in 2011.

**Capital Projects:** Funding of \$325,000 is provided for maintenance at the Second and Plankinton parking structure. The parking structure needs slab, crack, and joint repairs in order to remain in adequate condition. Funding of \$600,000 is provided for replacing the Marquette and Mt. Sinai areas single space meters with multi-space electronic meters that accept credit/debit card payments. Approximately 40 multi-space meters will replace 425 single space meters, allowing for more efficient meter collection. A total of \$250,000 is set aside for regular parking facility maintenance. This account provides funding for necessary structural, mechanical, and electrical deficiencies of a non-emergency nature.

## 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Parking Regulation</b>	
<b>Activities:</b>	Parking meter operation and maintenance, parking structure operation and capital management, parking lot management, parking ordinance enforcement, citation processing and collection, and parking permit administration.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of multi-space meters in service.	320
	Number of multi-space meter transactions.	1,700,000
	Number of citations issued.	850,000
<b>Funding by Source:</b>	Operating Funds	\$13.0
	Capital Budget*	\$0.6
	<b>Totals</b>	<b>\$13.6</b>
<b>Service</b>	<b>Towing Operations</b>	
<b>Activities:</b>	Towing and tow lot management, citation processing and release of vehicles.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Number of vehicles towed.	31,000
	Percentage of towed vehicles returned to owners.	85.0%
	Average number of days vehicle stored before returned to owner.	2.3
<b>Funding by Source:</b>	Operating Funds	\$4.8
	Capital Budget*	\$0.0
	<b>Totals</b>	<b>\$4.8</b>
<b>Service</b>	<b>Parking Fund Finance and Administration</b>	
<b>Activities:</b>	Parking structure operation and capital management, parking lot management.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Revenue from city owned parking structures.	\$7.2
	Transfer of excess funds from Parking Fund to General Fund.	\$20.8
	Asset-to-liability ratio.	2.7
<b>Funding by Source:</b>	Operating Funds	\$30.6
	Capital Budget*	\$0.6
	<b>Totals</b>	<b>\$31.2</b>
* Note: Program funding does not include capital improvements funded from the Permanent Reserve Fund.		

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

<b>Positions</b>	<b>O&amp;M FTEs</b>	<b>Non O&amp;M FTEs</b>	<b>Position Title</b>	<b>Reason</b>
16	16.00		Communication Assistant III	Positions returned to full time until implementation of the Unified Call Center is complete.
-16	-12.00		Communication Assistant III (0.75 FTE)	
5	5.00		Communication Assistant IV	
-5	-3.75		Communication Assistant IV (0.75 FTE)	
1	1.00		Accounting Assistant II	Position moved from DPW Administration for Parking financial duties.
<b>1</b>	<b>6.25</b>	<b>0.00</b>	<b>Totals</b>	

## H. GRANT AND AID FUND

### EXECUTIVE SUMMARY

**OBJECTIVES:** The Grant and Aid Fund provides expenditure authority for federal, state, and other grants whose proceeds are restricted to operating expenditures for specific purposes. These expenditures are to be made in accordance with the grant and aid process established in city ordinance. Grants support the objectives and strategies of departments.

**STRATEGIES:** Manage changes in Community Development Block Grant (CDBG) funding and potential changes in the allowable uses of CDBG funding.

Manage increased grant applications, funding and reporting through the Housing and Economic Recovery Act and the American Recovery and Reinvestment Act.

Identify and obtain new grant funding sources.

### BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
Grantor Share (Non-City)	\$52,394,849	\$76,117,944	\$68,316,730	\$72,446,206	\$-3,671,738	\$4,129,476
<b>TOTAL</b>	<b>\$52,394,849</b>	<b>\$76,117,944</b>	<b>\$68,316,730</b>	<b>\$72,446,206</b>	<b>\$-3,671,738</b>	<b>\$4,129,476</b>

The Grant and Aid Fund is a “parent” account that accumulates grant funds prior to allocation on a project-by-project basis during the fiscal year. In order to expend funds, a Common Council resolution is adopted to authorize a specific project, create a sub-account, and allocate specific funding from the “parent” account. The fund provides expenditure authority for both planned and potential or unanticipated grants.

### OTHER SERVICE AND BUDGET CHANGES

The 2011 proposed grant and aid budget of \$72.4 million reflects a decrease in anticipated grant funding of \$670,000 (1.3%) and a decrease in unanticipated grant funding of \$3 million (13%) from the 2010 budget (see Table 1). The majority of the reduction is in the unanticipated category. This grant funding was increased in the 2010 budget to provide additional grant authority for grant funding available through the American Recovery and Reinvestment Act (ARRA) of 2009. Since sufficient grant authority has been provided for ARRA grants, the unanticipated amount is reduced in 2011.

**Community Development Grants Administration (CDGA):** The Community Development Grants Administration anticipates

Table 1

Comparison of Projected Grant Activity (Grantor Share)			
Department	2010	2011	Difference
Administration	\$25,910,997	\$27,167,122	\$1,256,125
City Clerk	10,000	10,000	0
City Development	1,235,000	1,235,000	0
Fire	1,303,000	907,688	-395,312
Fire and Police Commission	0	207,992	207,992
Health	8,158,750	8,198,100	39,350
Library	1,084,700	1,086,100	1,400
Police	11,833,912	10,080,549	-1,753,363
Public Works	3,581,585	3,553,655	-27,930
Unanticipated	23,000,000	20,000,000	-3,000,000
<b>Totals</b>	<b>\$76,117,944</b>	<b>\$72,446,206</b>	<b>\$-3,671,738</b>

receiving approximately \$27.2 million in grant funds. This is an increase of \$1.3 million or 4.8% from the 2010 budget. Approximately \$18.2 million of this anticipated funding is through the Community Development Block Grant (CDBG) program, a funding increase of \$1.3 million, or 7.7% from the 2010 budget. CDBG funds support neighborhood strategic planning efforts that target the city's block grant allocation toward city neighborhood priorities and needs.

The 2011 proposed budget includes \$96,306 in CDBG reprogramming funds for the Department of Neighborhood Services Targeted Code Enforcement program, to support additional staffing to improve the monitoring and oversight of properties in the foreclosure process.

In addition, \$281,655 in CDBG reprogramming funding has been earmarked for replacing \$200,000 allocated from the 2010 CDBG contingent fund for the Milwaukee Police Department and Department of Public Works for abandoned and foreclosed home stabilization efforts and \$81,655 reallocated from city department administration funding from the NSP 2 grant to the City Treasurer's Office for expedited *In Rem* foreclosure efforts in 2010.

Other grant changes include a \$100,000 decrease in the HOME program grant (-1.4%) and an increase of \$43,000 in the Housing Opportunities for Persons with AIDS program (8.1%).

Department of City Development grant funding stays constant at \$1,235,000. The 2011 proposed budget includes the same grants and funding amounts as in the 2010 budget, including funding for brownfields, economic development, and the arts.

The City Clerk's Office anticipates \$10,000 from the Historic Preservation grant. The historic preservation function was shifted from DCD to the City Clerk in 2010, as provided by Common Council File Number 090276.

Fire Department grant funding decreases by \$395,000 (30%) to \$908,000, the result of anticipated funding decreases for the Urban Areas Security Initiative grant, the Metropolitan Medical Response System grant, and the EMS Funding Assistant Program grant.

Health Department grant funding increases by \$39,350 (0.5%) to \$8.2 million. While some grant funding has ended, including the Adolescent Community Health Program, EcoCultural grant, MAPPP Milwaukee Adolescent Pregnancy Prevention Partnership and Tobacco Control grant, the department has been able to secure additional grants, including:

- LAUNCH (Linking Actions for Unmet Needs in Child Health), with anticipated funding of \$612,000;
- Lead Detection grant, with anticipated funding of \$284,000;
- Maternal and Child Health Grant Meta House, with anticipated funding of \$464,000; and
- Sexual Assault Planning grant, with anticipated funding of \$96,000.

There are additional changes, both increases and decreases, in various other Health Department grants.

Library grant funding increases slightly by \$1,400 (0.1%) to \$1.1 million, the result of a small increase in the Interlibrary Loan Services grant.

Police Department grant funding decreases by \$1.7 million (14.8%) to \$10.1 million. Most of this change is the result of an \$800,000 reduction in the Brewers grant and a \$1.25 million reduction in the COPS Secure Our Schools and COPS in Schools grants. Some new or increased grants are anticipated in 2011, including Bradley Center Program grant (+\$162,000), Homicide Review Project (+\$265,102), I-94 N-S Corridor Reconstruction (+\$110,500), MPS School Security Program Northwest Secondary (+\$288,000), Neighborhood Safety Initiative (+\$247,500), and Wisconsin Internet Crimes Against Children (+\$30,000).



Department of Public Works grant funding decreases by \$27,930 (0.8%) to \$3.6 million. This reflects a \$39,322 reduction in the recycling grant, with anticipated funding of \$3.5 million.

Unanticipated grant funding is \$20 million.

**American Recovery and Reinvestment Act:** The American Recovery and Reinvestment Act (ARRA) of 2009 has provided millions in additional grant funding to the City of Milwaukee. This grant funding will support the city's efforts to address crime and public safety, energy efficiency and environmental quality, infrastructure and transportation improvements, public health, and job creation and workforce development.

Known ARRA grant awards include:

- \$6.9 million in Homelessness Prevention and Rapid Re-Housing program
- \$4.5 million in the Community Development Block Grant
- \$10.3 million in Public Housing Capital Fund
- \$4.1 million in the Byrne Justice Assistance grant
- \$8 million in Workforce Investment grants
- \$17.8 million in Energy Efficiency Block grant
- \$874,000 in Lead Hazard Reduction/Healthy Homes
- \$10.3 million in COPS Hiring Recovery Program grant
- \$31 million in Street Transportation Project funding
- \$423,773 in Port Security grant
- \$7.9 million for Lapham Park Public Housing Development
- \$25 million in the Neighborhood Stabilization Program 2
- \$660,543 in Milwaukee Shines Solar grant
- \$3 million for Leaking Underground Storage Tanks
- \$450,000 in the Brownfield Revolving Loan Fund
- \$200,000 in the Petroleum Assessment grant
- \$200,000 in the Hazardous Assessment grant
- \$95,000 in the Ready for Re-Use grant
- \$241,085 in the Prevention and Wellness grant
- \$33.6 million in the Clean Water Revolving Loan Fund
- \$1.1 million in Pathways Out of Poverty grant
- \$2.5 million in Broadband Technology Opportunities Program

The city has applied for additional ARRA funding of \$10 million for the Putting Prevention to Work program and is awaiting final determination of the grant award. The city has convened an Economic Stimulus Task Force that will monitor and oversee the city's application for ARRA funding and report on the use of ARRA funds. The city has also created a website that explains how it is working to access and spend ARRA funds, part of the effort to create transparency and accountability in the program. The website provides details on proposed spending plans and how funds are spent by city government.

**Capital Grant Funding:** In addition to operating grants, certain city departments, particularly the Department of Public Works, also receive significant grant funding for capital improvement projects. For information on capital grants, see the *Capital Improvements* section of the 2011 *Proposed Plan and Executive Budget Summary*.

# I. ECONOMIC DEVELOPMENT FUND

## EXECUTIVE SUMMARY

- MISSION:** The Economic Development Fund provides expenditure authority for economic development purposes, including the Business Improvement District program.
- OBJECTIVES:** Promote development in commercial areas.
- STRATEGIES:** Provide owner financed development.
- Work cooperatively with local businesses to improve the appearance of business districts.

## BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
Business Improvement Districts	\$6,744,919	\$7,672,755	\$8,209,848	\$7,341,558	\$-331,197	\$-868,290
Excess TID Revenue	0	1,400,000	1,498,000	1,498,000	98,000	0
<b>TOTAL</b>	<b>\$6,744,919</b>	<b>\$9,072,755</b>	<b>\$9,707,848</b>	<b>\$8,839,558</b>	<b>\$-233,197</b>	<b>\$-868,290</b>

## STRATEGY IMPLEMENTATION

The Economic Development Fund supports the goal of increasing investment and economic vitality throughout the city. The 2011 proposed budget for the Economic Development Fund is \$8.8 million. There is no tax levy impact in this fund. Revenue of \$8.8 million will be received from BID assessments and from excess TID revenue to finance budgeted expenses.

Business Improvement Districts are special assessment districts created at the petition of local commercial property owners. In accordance with Sec. 66.608 Wis. Stats., the city has established over 40 Business Improvement Districts (BIDs). Each year the BIDs work with the city to develop a plan and budget. This budget becomes the basis for an assessment charged to businesses in the BID area. Because the BIDs do not have taxing authority, the city collects the assessment on their behalf. Through an appropriation in the city budget, the city provides the dollars it collects to the BIDs.

For 2011, excess Tax Incremental Districts (TIDs) revenue will also be budgeted in the Economic Development Fund. This excess revenue is to be paid out to the other taxing jurisdictions (Milwaukee County, Milwaukee Public Schools, Milwaukee Area Technical College) when a TID is closed. It is expected that \$1.5 million in excess revenue will be paid to the other jurisdictions in 2011. There is additional net revenue of \$0.4 million that is represented in the General Fund revenues.

## SERVICES

There are 35 active BIDs throughout Milwaukee; each is governed by a local board. Collectively, these BIDs annually raise over \$7.3 million for activities ranging from economic development and administration to streetscaping and public safety. The following is a list of active BIDs for 2011 and their corresponding budgets as well as budget authority for new potential BIDs:

NID #1 (Brewery) \$29,776	BID #2 (Historic Third Ward) \$573,030
BID #3 (RiverWalk) \$0	BID #4 (Greater Mitchell Street) \$135,310
BID #5 (Westown) \$102,337	BID #8 (Historic King Drive) \$203,707
BID #9 (735 North Water RiverWalk) \$0	BID #10 (Avenues West) \$132,110
BID #11 (Brady Street Business Area) \$158,640	BID #13 (Oakland Avenue) \$50,000
BID #15 (RiverWalk) \$391,208	BID #16 (West North Avenue) \$158,250
BID #17 (North 76th and Brown Deer) \$40,000	BID #19 (Villard Avenue) \$114,000
BID #20 (East North Avenue) \$220,870	BID #21 (Downtown Management District) \$3,016,975
BID #25 (Riverworks) \$212,157	BID #26 (Menomonee Valley) \$116,073
BID #27 (Burleigh) \$63,271	BID #28 (North Avenue Gateway District) \$45,000
BID #29 (Teutonia, Capitol, Atkinson) \$115,003	BID #31 (Havenwoods) \$170,000
BID #32 (North Avenue Market Place) \$92,917	BID #35 (Becher/Kinnickinnic) \$8,227
BID #36 (Riverworks II) \$47,095	BID #37 (30th Street Industrial Corridor) \$166,354
BID #38 (Ceasar Chavez) \$27,000	BID #39 (Center Street Market Place) \$69,289
BID #40 (Airport Gateway) \$331,000	BID #41 (Downer) \$57,000
BID#42 (Schlitz Park) \$113,000	BID #43 (South 27th Street) \$119,419
BID #44 (Kinnickinnic) \$45,913	BID #45 (Silver Lane) \$87,090
BID #46 (Basilica Square) \$11,087	BID #47 (Lincoln Village) \$18,000
Potential New NIDs \$100,000	

## J. WATER WORKS

### EXECUTIVE SUMMARY

<b>MISSION:</b>	Provide a safe, reliable, and aesthetically pleasing supply of water at a competitive price.
<b>OBJECTIVES:</b>	Provide a reliable supply of water to customers.
	Achieve 100% compliance with Safe Drinking Water Act standards.
	Leverage the Water Works as an asset to the community to attract business and support general city operations.
<b>STRATEGIES:</b>	Improve the utility's rate of return while maintaining a strong competitive position in the regional water market.
	Invest in treatment plants and pumps to maintain reliable operation of the multiple barrier treatment process.
	Market Milwaukee water to surrounding communities and nationally consistent with the Great Lakes Compact.
	Continue Implementation of "Use Water Wisely" campaign.

### BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED 2011 REQUESTED	
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	305.17	355.43	356.22	358.72	3.29	2.50
FTEs - Other	11.65	12.65	11.44	11.44	-1.21	0.00
Total Positions Authorized	348	404	378	381	-23	3
<b>EXPENDITURES</b>						
Salaries and Wages	\$17,707,731	\$19,620,166	\$19,736,859	\$19,850,287	\$230,121	\$113,428
Fringe Benefits	7,391,495	8,764,638	9,229,200	9,197,119	432,481	-32,081
Operating Expenditures	37,769,687	41,512,000	40,456,000	40,393,000	-1,119,000	-63,000
Equipment	1,664,173	3,488,000	1,277,000	1,204,500	-2,283,500	-72,500
Special Funds	5,042,198	9,418,000	10,418,000	6,985,000	-2,433,000	-3,433,000
<b>TOTAL</b>	<b>\$69,575,284</b>	<b>\$82,802,804</b>	<b>\$81,117,059</b>	<b>\$77,629,906</b>	<b>\$-5,172,898</b>	<b>\$-3,487,153</b>

### CAPITAL BUDGET SUMMARY

<b>CAPITAL BUDGET</b>						
Main Program	\$14,071,107	\$15,400,000	\$17,520,000	\$15,800,000	\$400,000	\$-1,720,000
Plants and Other	5,237,267	4,630,000	6,845,000	4,845,000	215,000	-2,000,000
<b>TOTAL CAPITAL BUDGET</b>	<b>\$19,308,374</b>	<b>\$20,030,000</b>	<b>\$24,365,000</b>	<b>\$20,645,000</b>	<b>\$615,000</b>	<b>\$-3,720,000</b>
<b>CAPITAL FINANCING</b>						
Retained Earnings/Cash	\$19,031,986	\$19,630,000	\$23,965,000	\$16,200,000	\$-3,430,000	\$-7,765,000
Bond Issue	225,000	0	0	4,045,000	4,045,000	4,045,000
Assessments	0	100,000	100,000	100,000	0	0
Developer Financed	51,388	300,000	300,000	300,000	0	0
<b>TOTAL CAPITAL FINANCING</b>	<b>\$19,308,374</b>	<b>\$20,030,000</b>	<b>\$24,365,000</b>	<b>\$20,645,000</b>	<b>\$615,000</b>	<b>\$-3,720,000</b>

**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN RETAINED EARNINGS**

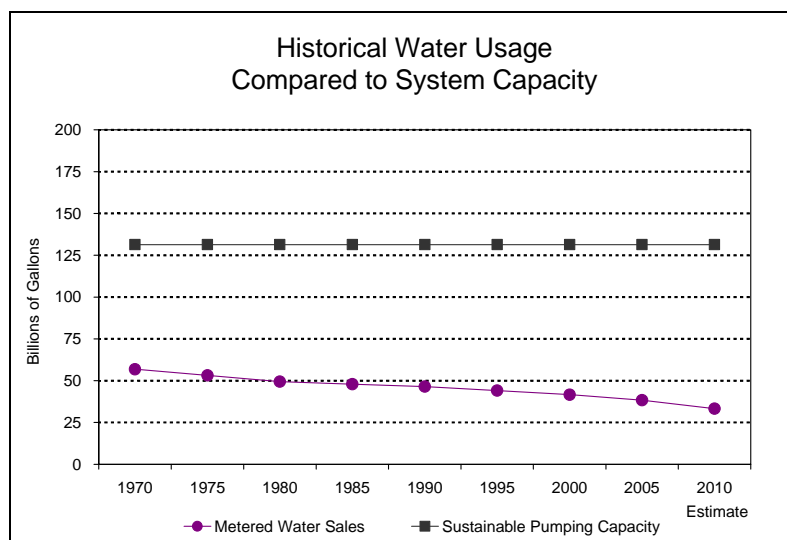
	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS 2010 ADOPTED	2011 REQUESTED
<b>REVENUES</b>						
Operating	\$67,951,553	\$83,000,000	\$86,454,000	\$86,454,000	\$3,454,000	\$0
Non-Operating	8,987,755	7,462,000	\$7,670,000	\$7,670,000	208,000	0
Developer Capital and Assessments	51,388	400,000	400,000	400,000	0	0
Bond Issue	225,000	0	0	4,045,000	4,045,000	4,045,000
Withdrawal From Retained Earnings	11,667,962	11,970,804	10,958,059	0	-11,970,804	-10,958,059
<b>TOTAL REVENUES</b>	<b>\$88,883,658</b>	<b>\$102,832,804</b>	<b>\$105,482,059</b>	<b>\$98,569,000</b>	<b>\$-4,263,804</b>	<b>\$-6,913,059</b>
<b>EXPENDITURE AUTHORIZATIONS</b>						
Operating	\$69,575,284	\$82,802,804	\$81,117,059	\$77,629,906	\$-5,172,898	\$-3,487,153
Capital Funding	19,308,374	20,030,000	24,365,000	20,645,000	615,000	-3,720,000
Deposit To Retained Earnings	0	0	0	294,094	294,094	294,094
<b>TOTAL AUTHORIZATIONS AND DEPOSITS</b>	<b>\$88,883,658</b>	<b>\$102,832,804</b>	<b>\$105,482,059</b>	<b>\$98,569,000</b>	<b>\$-4,263,804</b>	<b>\$-6,913,059</b>

**DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS**

A safe, reliable supply of water is critical to a modern economy and economic development. The Great Lakes are the world's largest source of fresh water. Milwaukee's proximity to Lake Michigan gives it an economic advantage over other areas of the country. A sustainable supply of drinking water gives businesses and homeowners confidence that they can locate here and continue to operate for decades to come. Additionally, by greatly reducing the risk of contaminants, a safe supply of drinking water may be the single most important factor in protecting the public's health. Milwaukee's advanced multi-barrier treatment process, which includes ozone disinfection, allows it to provide some of the cleanest water in the country.

The Milwaukee Water Works is a municipally owned water utility regulated by the State of Wisconsin Public Service Commission (PSC) and the Wisconsin Department of Natural Resources (DNR). From its Howard Avenue and Linnwood Plants, Water Works pumps and treats nearly 39.6 billion gallons of water annually from Lake Michigan with 33.3 billion gallons in metered sales. It delivers this water through 1,955 miles of mains to approximately 868,000 customers. In addition to water sales to Milwaukee residents and businesses, Water Works provides wholesale water services to Milwaukee County institutions and ten suburbs and retail service to five suburbs.

The utility's production structure directly affects water rates. Most costs are "fixed" in that they do not change significantly with the amount of water that is purchased by consumers. Costs for water mains, plant infrastructure, and the staff to support them remain, even as water consumption declines. Water sales continued to decline in 2009, dropping 2.2% from 2008. Since 2000, metered water sales have declined 20%. Figure 1 shows how the Water Works two treatment plants are now operating at less than one-third of their sustainable capacity. The utility maintains the two treatment plants due to the advantage of redundancy and the need for pumping capacity to the southwest service area.

**Figure 1**

In addition to declining consumption, a number of other factors since 2006 have placed pressure on the Water Works rates. A DNR mandated cross connection inspection program costs the utility \$819,000 annually. This number will grow with new regulations adopted by DNR in 2010. The cost of treatment chemicals has more than doubled. In 2011, the Water Works will be required to spend \$432,000 for the normal cost of pensions. In 2010, the Water Works will begin a multi-year plan to replace the water meters and batteries in residences in the retail service area; \$4.3 million is proposed for this project in 2011. In 2011, the Water Works is budgeting for a 13% increase in electrical costs. In 2009, the utility spent more than \$4.9 million for electricity to power its treatment plants, pumping stations, and other operations. Some of this increase will be offset by declining water pumpage and upgrades to more efficient pumping equipment.

In 2009, the Water Works received Common Council approval to pursue a two part plan to increase Water Works revenue. Council File 090142 authorized the Water Works to petition the Public Service Commission for a simplified rate case that would allow the utility to increase water rates by 3.8%, effective in mid-2009. Council File 090239 authorized the Water Works to apply for a larger rate case to be effective no earlier than December 15, 2009. The Public Service Commission has not yet approved this rate case. At the end of 2009, the Milwaukee Water Works posted a rate of return of -.69%, which is the ratio of net operating income to the value of Water Works' assets. This negative rate of return indicates an unsustainable financial position for the utility. The second rate increase is expected to become effective at the end of 2010.

The second rate case contemplates increasing the overall rate of return to 5.2%, which would provide the utility with enough revenue to maintain existing operations and fund an adequate capital improvements plan. In 2010, the rate case process became protracted. The delay in implementing the new rates cost the utility about \$18 million in revenue in 2010. Due to this loss in expected revenue, the Water Works took action to stabilize its 2010 finances. Water Works management delayed equipment purchases, scrutinized operating expenses, reduced overtime, and curtailed water main replacements. If the new rate case becomes effective as proposed, the average homeowner in the City of Milwaukee will pay \$47.19 per quarter (or 52 cents per day) for this essential service.

In 2008, the Mayor and Common Council reached a deal with New Berlin for the Water Works to sell water to the middle third of that community. The arrangement was consistent with requirements of the Great Lakes Compact. This arrangement will increase Water Works sales by 1.26 million gallons per day. However, declining water consumption across all sectors of the region will likely yield a net decrease in metered water sales in 2010. In July of 2009, the Water Works began delivering water to this portion of New Berlin.

**Strategies and Milestones for 2011**

<b>Objective: Provide a reliable supply of water to customers.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Upgrade system pumping stations Continue preventative maintenance program for water mains, hydrants, and meters.	Complete improvements to southwest pressure district. Repair main breaks within 24 hours 95% of the time. Implement phase one of a multi-year AMR meter replacement project.
<b>Objective: Achieve 100% compliance with Safe Drinking Water Act standards (days in compliance total days in reporting period).</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Continue to invest in treatment plants and pumps to maintain reliable operation of the multiple barrier treatment process.	Complete construction of the Riverside backup power generator. Achieve 730 days in compliance for the two treatment plants.
<b>Objective: Leverage the Water Works as an asset to the community to attract business.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Improve the utility's rate of return while maintaining a strong competitive position in the regional water market.	Implement a PSC approved rate case with a differential rate of return for wholesale and retail customers.
Market Milwaukee water to surrounding communities and nationally consistent with the Great Lakes Compact.	Initiate large scale interstate marketing effort to attract water intensive businesses to Milwaukee.

**STRATEGY IMPLEMENTATION**

In 2009, Water Works repaired 91% of main breaks within 24 hours and the average time that customers were without water was 4.5 hours. Water mains are replaced primarily according to the frequency of main breaks. In 2009, Water Works installed 12.1 miles of water mains. The 2011 proposed budget funds the Water Main program to replace 12.2 miles.

In 2009, Water Works achieved its goal of providing safe, high quality drinking water. The utility was in full compliance with the Safe Drinking Water Act 365 days last year. The utility substantiated no water quality complaints that were attributable to Water Works' activities. Typically, plumbing issues within a customer's building explain most water quality complaints.

**OTHER SERVICE AND BUDGET CHANGES**

**Using Water Wisely Campaign:** The Water Works uses sustainable practices such as supply-side conservation, limiting leaks and preventing water waste, energy conservation and operation efficiency. Supply side

conservation practices focus on reducing costs and operational efficiencies that saved over one billion gallons from 2006 to 2008. The Water Works participates in the U.S. EPA's Water Sense program and conducts public education with Clean Wisconsin on an awareness campaign "Use Water Wisely, Control Water Costs" that focuses on finding and fixing household leaks. The 2011 proposed budget includes a new half time position of Community Outreach Liaison to help educate the public and various stakeholder groups on best practices for not wasting water.

**Automatic Meter Reading (AMR) Project:** In the fourth quarter of 2010, the Water Works will begin a multi-year program to replace water meters in about 160,000 residences in the retail service area. In 1994, the Water Works began its Automatic Meter Reading program to reduce costs of manually taking meter readings. The AMR program allowed the Water Works to take readings of customer's water usage using trucks that recorded the information over radio waves transmitted by this meter equipment. The batteries on the original transmitters are beginning to fail and the warranty for replacement has expired. Next generation batteries now have an expected useful life of 20 years, with a full 10 year warranty and a pro-rated warranty up to 20 years. The Water Works proposes to install new water meters for customers to coincide with the battery replacement, since the Public Service Commission requires the utility to replace all water meters every 20 years. The 2011 proposed budget for this project is \$4.3 million, including funding for 32 AMR positions. Water Works is making minor renovations at its Cameron Avenue facility to accommodate meter shop operations related to this project. The Water Works could then further improve the Cameron Avenue facility and eventually sell its current Meter Shop on Kinnickinnic Avenue.

**Distribution Crews:** The Water Works continues to reap operating savings from the consolidation of its two field facilities into the DPW field headquarters on North 35th Street. As retirements occur in 2010 or 2011, the Water Works will be able to eliminate one Chief Repair Worker and two Repair Workers. The utility is reviewing other options to streamline staffing through consolidation of position titles and scheduling throughout its operations.

**Water Marketing:** The Water Business Marketing program will be a sponsor of a new Food and Beverage Development Plan in the region, led by the M7 economic development team. The plan is to retain and attract food and beverage production companies.

**Debt Service:** To help stabilize the utility's finances, the 2011 proposed budget includes \$4,045,000 in debt financing of capital projects at its treatment plants and pumping stations. The utility continues to cash finance its "base" annual capital program for water mains. This new borrowing increases the debt service budget by \$173,000.

**Transfer of Surplus Earnings:** In 2009, city leaders discussed approaches for leveraging the city's assets to address fiscal challenges. As part of the rate case discussion, the Mayor, Common Council, and Comptroller's Office agreed that the Water Works would transfer \$3 million from its surplus to the city's General Fund. No transfer is included for 2011.

**Furlough and Pay Freeze:** The 2011 proposed budget includes a four day furlough for all Water Works staff, saving approximately \$273,000 in salaries. No salary or wage increases are included in the 2011 proposed budget

## **CAPITAL PROJECTS**

The 2011 Water Works capital budget totals \$20,645,000.

**Water Main Replacement Program:** In 2011, the Water Main Replacement program increases to address the problem of an aging distribution system. Funding of \$15.8 million will add 12.2 miles of water mains. This includes \$300,000 for developer financed mains, and \$100,000 for assessable main replacements.

**Linnwood Plant Building and Treatment Improvements:** The 2011 proposed budget allocates \$325,000 for roof replacements at the Linnwood Treatment Plant, \$195,000 to replace a leaking sanitary sewer main, \$600,000 for



continuation of the Motor Control Center project, \$175,000 to replace valves for the ozone bypass system, and \$500,000 for a chemical feed upgrade.

**Howard Plant Building and Treatment Improvements:** The 2011 proposed budget allocates \$350,000 to repair sections of roof. \$100,000 is included to design a flocculator system upgrade. In 2010, funding was included to conduct a structural analysis of the ozone building structure, as the building had horizontal joint separation and the roof shows signs of cracking but no leaks. \$500,000 is included to stabilize a wall in the ozone building.

**Pump Facility Improvements:** The 2011 proposed budget allocates \$1.55 million for pump facility improvements, including upgrades at the Lincoln Avenue station, Texas Avenue station, and Oklahoma Avenue station. Funding also includes \$250,000 for variable frequency drives at four facilities, an energy efficiency measure.

**Storage Facility Improvements:** \$300,000 is included to accomplish design work for painting the water storage tanks on Lincoln Avenue. Painting is a necessary preventative maintenance strategy.

**Meter Shop:** \$150,000 is included to complete renovations at the Cameron Avenue facility for the AMR project. This facility will be the field shop for the AMR replacement program and eventually will house the entire Meter Services work force.

**Backup Power Generation:** No new funding is included for the multi-year back-up power generation project. Construction of a new system for the Riverside pumping station is expected to be completed in late 2011. Design for back-up power at the Linnwood treatment plant is anticipated to begin in late 2010, but capital funding for construction is not needed until 2012.

#### 2011 Budget by Services (Funding in Millions)

<b>Service</b>	<b>Water Distribution and Customer Service</b>	
<b>Activities:</b>	Distribution main design, operation, maintenance and repairs, meter reading, customer accounts, cross connection inspections, and administration.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percentage of main breaks in service within 24 hours.	94.0%
	Miles of mains installed or replaced.	12.2
	Rank of residential water rate in Southeastern Wisconsin (of 78).	20
<b>Funding by Source:</b>	Capital Budget	\$17.6
	Operating Funds	\$47.7
	<b>Totals</b>	<b>\$65.3</b>
<b>Service</b>	<b>Drinking Water Supply and Treatment</b>	
<b>Activities:</b>	Water pumping, water treatment, water quality monitoring, plant operation and maintenance.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Percent compliance with Safe Drinking Water Act standards.	100.0%
	Substantiated water quality complaints.	< 5
<b>Funding by Source:</b>	Capital Budget	\$3.0
	Operating Budget	\$29.9
	<b>Totals</b>	<b>\$32.9</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
<b>Business Operations</b>				
1	0.50		Community Outreach Liaison (0.50 FTE)	Educate customers on smart water use as part of "Use Water Wisely" campaign.
-1	-1.00		Office Assistant II	
-4	-1.00		College Intern (0.25 FTE)	Hire up to four College Interns through the DER resource program.
-1	-1.00		Water Systems and Security Manager	Full year funding for AMR positions.
-1	0.25		AMR Meter Service Manager (X)	
	2.33		Meter Field Supervisor (X)	
-1	-0.50		Program Assistant I (0.50 FTE)	
	1.00		Customer Service Representative III	
	0.50		Office Assistant IV	Increase from 0.5 FTE to full time.
-2	-1.00		Office Assistant III (0.50 FTE)(A)	AMR positions added in 2010 budget are not needed.
-1	-0.33		Water Meter Investigator (0.33 FTE)	
-4	19.45		Water Meter Technician II	Consolidation of Technician titles into a single classification as part of the AMR project.
-6	-6.00		Water Meter Technician I	
-1	-0.33		Meter Shop Utility Worker (0.33 FTE)	AMR positions added in 2010 budget are not needed.
-1	-0.33		Meter Reader Supervisor (0.33 FTE)	
	-6.29		Various Positions	Miscellaneous adjustments.
<b>Engineering</b>				
	1.21	-1.21	Various Positions	Reduced capital deduction.
<b>Distribution</b>				
-1	-1.00		Communications Assistant IV	Positions reclassification.
1	1.00		Communications Assistant III	
-1	-1.00		Office Assistant III	
1	1.00		Office Assistant II	
	-1.34		Water Distribution Utility Investigator	Efficiencies from facility consolidation.
-1	-1.00		Water Distribution Tapping Specialist	
	-1.33		Water Distribution Laborer	

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1	-1.00		<b>Water Quality</b> Water Chemist II	Reorganization of shift schedules and duties.
1	1.00		<b>Plants South</b> Automated System Specialist	Increase efforts to automate plant functions.
	-0.50		Machine Repair Person	Experience due to difficulties in filling vacancy.
<b>-23</b>	<b>3.29</b>	<b>-1.21</b>	<b>Totals</b>	

## K. SEWER MAINTENANCE FUND

### EXECUTIVE SUMMARY

<b>MISSION:</b>	Protect people, property, and the environment from sewage, flooding, erosion, and polluted runoff.
<b>OBJECTIVES:</b>	Improve surface water quality by eliminating sanitary sewer overflows while reducing the risk of property damage due to flooding and basement backups.
<b>STRATEGIES:</b>	Reduce stormwater infiltration and inflow (I&I) into sanitary sewer basins that the State of Wisconsin and Milwaukee Metropolitan Sewerage District have stipulated for correction.
	Conduct a demonstration project for private lateral rehabilitation on private property to assess its effectiveness at reducing infiltration and inflow into the sanitary system and reduce the risk of basement back-ups.
	Continue to develop and implement a Capacity, Management, Operations, and Maintenance (CMOM) program to govern operations.

### BUDGET SUMMARY

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
<b>PERSONNEL</b>						
FTEs - Operations and Maintenance	93.26	107.52	104.02	104.02	-3.50	0.00
FTEs - Other	25.47	25.49	28.99	28.99	3.50	0.00
Total Positions Authorized	172	164	164	164	0	0
<b>EXPENDITURES</b>						
Salaries and Wages	\$5,281,823	\$5,002,568	\$4,905,082	\$4,905,082	\$-97,486	\$0
Fringe Benefits	2,528,705	2,641,187	2,729,439	2,729,439	88,252	0
Operating Expenditures	6,221,095	5,671,000	6,098,000	5,888,000	217,000	-210,000
Equipment	30,077	160,000	347,400	97,400	-62,600	-250,000
Special Funds	29,402,321	36,399,000	36,454,288	34,866,500	-1,532,500	-1,587,788
<b>O&amp;M TOTAL</b>	<b>\$43,464,021</b>	<b>\$49,873,755</b>	<b>\$50,534,209</b>	<b>\$48,486,421</b>	<b>\$-1,387,334</b>	<b>\$-2,047,788</b>
Capital Projects	\$36,236,229	\$23,937,000	\$38,370,000	\$39,833,000	\$15,896,000	\$1,463,000
Deposit to Retained Earnings	2,312,799	0	0	579	579	579
<b>TOTAL</b>	<b>\$82,013,049</b>	<b>\$73,810,755</b>	<b>\$88,904,209</b>	<b>\$88,320,000</b>	<b>\$14,509,245</b>	<b>\$-584,209</b>
<b>REVENUES</b>						
Sewer Maintenance Fee	\$27,508,815	\$28,591,500	\$26,554,000	\$26,949,000	\$-1,642,500	\$395,000
Stormwater Maintenance Fee	18,950,771	22,316,000	\$22,337,000	\$22,337,000	21,000	0
Charges for Services	1,739,065	1,286,000	\$1,351,700	\$1,351,000	65,000	-700
Interest Revenue	173,285	258,000	\$200,000	\$200,000	-58,000	0
Miscellaneous Revenue	434,702	0	\$350,000	\$350,000	350,000	0
Proceeds from Borrowing	32,978,748	21,337,000	35,614,000	33,933,000	12,596,000	-1,681,000
ARRA forgivable capital loans	[12,378,147]	0	0	0	0	0
Grant and Aid	227,663	0	0	2,800,000	2,800,000	2,800,000
Assessable	0	0	0	400,000	400,000	400,000
Withdrawal from Retained Earnings	0	22,255	2,497,509	0	-22,255	-2,497,509
<b>TOTAL</b>	<b>\$82,013,049</b>	<b>\$73,810,755</b>	<b>\$88,904,209</b>	<b>\$88,320,000</b>	<b>\$14,509,245</b>	<b>\$-584,209</b>

## DEPARTMENT MISSION AND RELATIONSHIP TO COMMUNITY GOALS

The regional sewer system is a critical contributor to the Administration's key goal to sustain, enhance, and promote Milwaukee's natural environmental assets. The City of Milwaukee maintains a sewer system that transports sanitary sewage to Milwaukee Metropolitan Sewerage District (MMSD) facilities for treatment. By treating our wastewater before returning it to our rivers and Lake Michigan, our sewerage system reduces the risk of waterborne illnesses and protects water quality. The sewer system also plays a key role in protecting property by managing flooding in the city. Additionally, new state regulations are placing more responsibility on municipalities for reducing pollution in stormwater.

### Strategies and Milestones for 2011

<b>Objective: Improve surface water quality by eliminating sanitary sewer overflows while reducing the risk of property damage due to flooding and basement backups.</b>	
<b>Strategies</b>	<b>2011 Milestones</b>
Reduce stormwater infiltration into sanitary sewer basins that have been stipulated for correction by the State of Wisconsin and the Milwaukee Metropolitan Sewerage District (MMSD).	Inspect 4,500 manholes for leaks and rehabilitate manholes as required by stipulation.  Reduce or store excess flow in seven broken sewersheds between 2009 and 2013.
Implement a private property I&I reduction program	Disconnect footing drains and rehabilitate sewer laterals in about 350 homes.
Continue to develop and implement a Capacity, Management, Operations, and Maintenance (CMOM) program to govern operations.	Develop and regularly report on key performance measures for both capital improvements and maintenance activities.

## STRATEGY IMPLEMENTATION

The City of Milwaukee maintains 2,446 miles of public sewers, which connect to hundreds of miles of privately owned sewer laterals, the Milwaukee Metropolitan Sewerage District system, and sewer systems of surrounding communities. The integrated nature of the region's systems requires coordinated management strategies across the various stakeholders. Milwaukee's regional sewer system operates much more effectively than other major Great Lakes cities' as measured by the number of annual sewer overflows. However, severe weather over the past several years is presenting new challenges to the regional sewer system.

The core purpose of a traditional sewer system is to deliver all sanitary sewer flows to treatment plants, eliminate surface flooding, and reduce the risk of basement backups in homes. However, no sewer system, including Milwaukee's, has unlimited capacity. Leaky sewers and private laterals throughout the region, coupled with the increasing frequency of large storms, present enormous challenges. During large storms, when too much stormwater enters the sanitary sewer system it must discharge stormwater and sewage, known as Sanitary System Overflows (SSOs), or basement backups will result.

Over the past three years, Milwaukee has experienced unusual severe weather. Milwaukeeans suffered millions of dollars in property damage from flooding as a result. June 2008 was the wettest month in Milwaukee's history, with 12.3 inches of rain, compared to the June average of 3.6 inches. Large storms that drop huge amounts of rainfall over a short period will overwhelm the city's storm sewer capacity. The city's storm sewer system in the separated area was designed to manage the "five year" storm event, or about two inches of rain in a two hour period. On July 22, 2010, 5.65 inches of rain fell on portions of Milwaukee over a two hour period. This is 55% more rain than what Engineers would classify as a 100 year storm.

Another measure of the severity of recent rain events is the height of river crests on the Kinnickinnic River during large rain events. River cresting is a function of both rainfall and impervious surface area and drainage from the surrounding area. This watershed has been developed for several decades, so the height of river crests are largely a function of increased rainfall. Table 1 includes river crests height since 1976. Four of the five highest crests occurred since 2006. If these storm events are becoming a “new normal” the city, MMSD, and other planning agencies will need to assess long term strategies to address this challenge. These strategies may require rethinking land use plans or other major changes to the public and private sewerage system.

Due to several occurrences of SSOs in the regional sewer system, the Milwaukee County Circuit Court in 2005 stipulated a variety of actions that 28 regional communities, including Milwaukee, must take to eliminate SSOs. These actions included identifying and correcting leaks in select sewer basins. The 2011 capital budget includes \$14.33 million of “Infiltration and Inflow Reduction Projects” to reduce the amount of rainwater that enters the sanitary sewer system. This represents a 175% increase in city investment for this purpose. DPW will target this investment to the sewer sheds with the highest levels of infiltration and inflow and the greatest risk of basement backups. The majority of these funds will be used to reduce I&I in the public right of way, including 4,500 inspections of manholes, sealing 1,400 manholes, and lining sewers.

However, an MMSD study concluded that about 59% of I&I is from private property. The 2011 budget proposes funds to conduct an I&I reduction projects on homes in a demonstration area. The 2011 Sewer Maintenance Fund I&I capital budget includes an estimated \$2.8 million in grants from MMSD for work on private property, \$2.3 million in general sewer fund capital, and \$400,000 in special assessment work. The plan will apply the conclusions of available

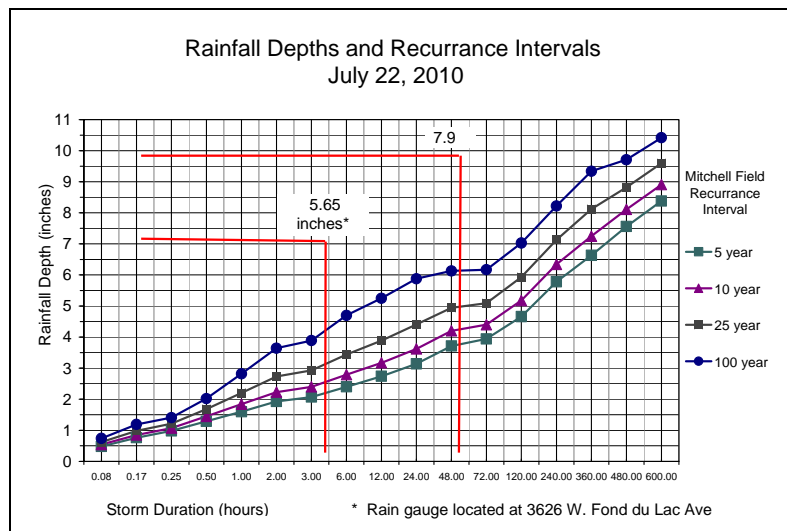
research, and the demonstration area will allow for additional data. This project will evaluate which components of a multi-faceted approach should be implemented in the local sewer sheds most in need of improved performance, in order to address this community need cost-effectively. Budget estimates for work on private property vary widely, so the scope of this demonstration project will require ongoing assessment.

Work on private property may include private lateral rehabilitation, disconnection of home foundation drains from the sanitary sewers, and installation of sump pumps. To meaningfully reduce the risk of basement backups across a sewershed and serve the intended public purpose, these improvements could be mandatory for the homeowner, but funded by the public. These improvements will reduce excess stormwater into the public sanitary system and have public benefits to community at large. Backflow preventers, which benefit the property on which it is installed, could be an optional improvement. If a homeowner chooses this optional improvement, he or she could be required to pay some or all of the cost of the improvement through a special assessment, payable over six years. When done in conjunction with a lateral replacement and footing drain disconnection, the marginal cost of the

Table 1

Kinnickinnic River Dates of Highest River Crests	
Date	Feet
8/6/1986	16.0
<b>6/8/2008</b>	<b>13.3</b>
<b>7/10/2006</b>	<b>13.2</b>
<b>7/15/2010</b>	<b>13.2</b>
<b>7/23/2010</b>	<b>13.2</b>
8/14/1994	12.6
6/21/1997	12.5
8/28/1995	12.4
6/17/1992	12.4
8/18/1990	12.3
<b>6/23/2010</b>	<b>12.3</b>
8/5/1998	12.2

Figure 1



backflow preventer is estimated to be \$1,000 per home. Beginning to address the problems of the regional sewer system on private property entails many public policy questions including cost effectiveness and equity, and additional scientific assessment of the demonstration areas will be necessary. The Administration is committed to working with the Common Council to shape this proposal going forward, and to draft appropriate ordinance revisions.

The city maintains an objective of zero annual sanitary sewer overflows. However, as DPW and MMSD phase in larger system improvements over time, extremely large storms will trigger the system's bypass pumps to discharge effluent from the system to reduce the risk of costly basement backups in residents' homes. The 2011 capital budget includes \$1,000,000 for rehabilitation of ten bypass pumps. This is double the 2010 budget for this purpose. With the severity of storms increasing, bypass pumps play a critical role in reducing the risk of basement back-ups.

In addition to reducing SSOs and basement backups, Milwaukee is now required under its stormwater permit to reduce polluted stormwater runoff. This unfunded mandate is codified in Wisconsin Administrative Code (NR 151.13). Since the code's adoption, complying with it has become drastically more expensive than originally stated by the Department of Natural Resources. In 2009, DPW and the Department of Administration have worked with the DNR and the Alliance of Cities to modify the DNR rules to make them more cost effective and the compliance timeline more reasonable. The City of Milwaukee and the DNR have agreed to recognize the city's combined sewer area as a system for stormwater treatment. The combined sewer area, which collects both sanitary and stormwater flows and sends it to MMSD for treatment, covers approximately one-third of the city. This recognition will save city ratepayers tens of millions of dollars to comply with the NR 151 mandate, allowing the city to target its resources to reducing infiltration and inflow into the core system.

## FINANCING CHANGES

**Stormwater Management Fee:** In 2011, the Stormwater Management Fee per quarter per Equivalent Residential Unit (ERU) will remain at \$14. All one to four unit residential properties are charged one ERU per quarter. Commercial properties are charged based on their actual estimated impervious surface (one ERU is equivalent to 1,610 square feet of impervious surface). However, regular fee increases will be necessary in 2012 and beyond, particular if the city further increases its investment to work on private property.

**Sewer Maintenance Fee:** In 2011 the rate will remain at \$1.16 per one hundred cubic feet of water (CCF).

**Capital Financing:** In recent years, the Sewer Fund has successfully used the State of Wisconsin's Clean Water Fund to finance some debt. The Clean Water Fund provides below market interest loans to communities to finance stormwater control projects. General Obligation (GO) debt will finance sewer capital projects that do not qualify for the Clean Water Fund. The Sewer Fund will then make payments to the city to cover the debt service. This financing strategy will save ratepayer's money, as clean water funding and General Obligation bonds have a lower interest rate than revenue bonds, and do not have other "reserve" requirements that increase costs. All 2010 capital appropriations in the Sewer Maintenance Fund are intended to finance projects and related DPW costs and do not include an appropriation for revenue bond reserves. In 2010, the city will cash finance \$2.6 million in sewer capital to improve fund sustainability. This cash financing will cover the pump replacement projects, salary and fringe benefits associated with the design and project management of sewer capital projects, and manhole inspection projects.

**American Recovery and Reinvestment Act:** In 2009, the federal government passed the American Recovery and Reinvestment Act (ARRA) to rebuild the nation's infrastructure. Funding for sewer and stormwater management projects was awarded through the Clean Water Fund program. The City of Milwaukee and DPW maximized this rare opportunity by having projects identified and "shovel ready". This approach was successful in winning the city \$15.5 million in forgivable loans (grants) for sewer projects.

**Debt Fund Transfer:** The 2011 proposed budget includes an \$8.7 million transfer from the Sewer Maintenance Fund to the Debt Fund for sewer related GO debt service.

**Payment to the General Fund:** The Sewer Fund makes an annual payment to the General Fund to finance street sweeping and leaf collection services, provided by the Department of Public Works Operations Division. In 2009, the Common Council voted to fund tree pruning and brush collection from the Sewer Maintenance Fund. The 2011 proposed budget will transfer \$12.39 million from the Sewer Maintenance Fund to the General Fund to pay for all levy supported tree care costs from the Sewer Maintenance fund and pension payments associated with street sweeping, leaf collection, brush collection, and pruning. Street trees help reduce stormwater flows by absorbing water through their root system. An amount of \$2,117,500 will be transferred to the capital fund to support the tree planting capital program and emerald ash borer prevention program.

**2011 Budget by Services (Funding in Millions)**

Service	Sewer System Services	
<b>Activities:</b>	Sewer examinations, sewer cleaning, structure cleaning, structure repair, main repair, booster pump operation and maintenance, engineering and design, permit administration, and street sweeping.	
		<b>2011 Projection</b>
<b>Performance Measures:</b>	Total sewerage system miles.	2,446
	Miles replacement sewers installed or lined.	15.52
	Sanitary sewer overflows.	0
	Miles of sanitary and combined sewers cleaned.	455
<b>Funding by Source:</b>	Sewer Maintenance Fund	\$48.5
	Capital Budget (incl. \$2.8m capital grants)	\$39.8
	<b>Totals</b>	<b>\$88.3</b>

**DETAILED LISTING OF POSITION AND FULL TIME EQUIVALENTS' CHANGES**

Specific ADDITIONAL positions (or eliminations) and associated Full Time Equivalents (FTEs) as follows:

Positions	O&M FTEs	Non O&M FTEs	Position Title	Reason
-1		-1.00	Engineering Drafting Technician V	Reclassification to meet staffing needs.
1		1.00	Engineering Drafting Technician IV	
	-3.5	3.50	Various	Additional salaries charged against capital projects to reflect higher overall capital program.
0	-3.50	3.50	<b>Totals</b>	



## M. COUNTY DELINQUENT TAX FUND

### EXECUTIVE SUMMARY

<b>MISSION:</b>	Provide appropriation authority to purchase Milwaukee County delinquent property taxes.
<b>OBJECTIVES:</b>	Provide a funding mechanism to purchase delinquent county property taxes without affecting the city's tax levy.
<b>STRATEGIES:</b>	Return tax delinquent properties to the tax rolls and increase future city revenue.

### SUMMARY OF EXPENDITURES

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
Purchase of Delinquent County Taxes	\$10,681,537	\$15,000,000	\$12,300,000	\$12,300,000	\$-2,700,000	\$0
<b>TOTAL</b>	<b>\$10,681,537</b>	<b>\$15,000,000</b>	<b>\$12,300,000</b>	<b>\$12,300,000</b>	<b>\$-2,700,000</b>	<b>\$0</b>

### SOURCE OF FUNDS

	2009 ACTUAL EXPENDITURES	2010 ADOPTED BUDGET	2011 REQUESTED BUDGET	2011 PROPOSED BUDGET	CHANGE PROPOSED BUDGET VERSUS	
					2010 ADOPTED	2011 REQUESTED
County Delinquent Taxes Collected	\$10,681,537	\$15,000,000	\$12,300,000	\$12,300,000	\$-2,700,000	\$0
<b>TOTAL</b>	<b>\$10,681,537</b>	<b>\$15,000,000</b>	<b>\$12,300,000</b>	<b>\$12,300,000</b>	<b>\$-2,700,000</b>	<b>\$0</b>

In accordance with Sec. 74.83 Wis. Stats., the City of Milwaukee is authorized to enter into an agreement with Milwaukee County to purchase county delinquent personal property taxes and real estate tax certificates. The initial agreement was executed in December 1987.

The authority to collect county delinquent property taxes enables the City Treasurer to consolidate the collection of delinquent taxes. Consolidation of the delinquent taxes provides a more efficient and effective tax collection administration by eliminating the burden of duplicate collections by the city and county.

The city purchases the county's delinquent personal property and real estate taxes at the close of the current tax collection period each February. In addition, the city also purchases the county's real estate taxes that become delinquent during the installment collection cycle each month. The city acquires an asset, delinquent county property taxes receivable, and generates revenue by keeping the interest and penalty charges collected on the delinquent taxes outstanding.

This account is the city's mechanism to purchase the county's delinquent property taxes. It is related to other delinquent tax collection efforts in the city debt budget.

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## II. BORROWING AUTHORIZATIONS

### General Obligation Bonds or Short Term Notes

	Reauthorization of 2010 Authority (1)(2)	New 2011 Authority	Total
<b>A. Grants and Aids Projects</b> Specific purposes not contemplated at the time the budget was adopted			
1. For public improvements authorized under section 62.11(5) for any of the purposes enumerated in section 67.05(5)(b).			
2. For harbor improvements authorized under section 30.30.			
3. For library improvements authorized under section 229.11 and 229.17.			
4. For convention complex and exposition center improvements authorized under section 229.26.			
5. For blight elimination, slum clearance, redevelopment, community development and urban renewal projects under section 66.1301 to 66.1327, 66.1331, 66.1333, 66.1335, 66.1337 and 66.1105.			
6. For developing sites for industry and commerce to expand the tax base as authorized under section 66.1101 and 66.1103.			
<b>Subtotal</b> Grants and Aids Projects (Lines 1 to 6) (3).	\$900,000	\$0	\$900,000
7. Low interest mortgage loans under section 62.237.			
8. For blight elimination, slum clearance, redevelopment, community development and urban renewal projects under section 66.1301 to 66.1327, 66.1331, 66.1333, 66.1335, 66.1337 and 66.1105.			
9. Parking lots or other parking facilities.			
10. Housing public purpose under section 67.12(12).			
<b>Subtotal</b> Grants and Aids Projects (Lines 7 to 10) (3).	\$0	\$400,000	\$400,000
<b>B. Renewal and Development Projects</b>			
1. For providing financial assistance to blight elimination, slum clearance, redevelopment and urban renewal projects under section 66.1301 to 66.1327, 66.1331, 66.1333, 66.1335, 66.1337 and 66.1105. MEDC Loan Program.			
<b>Subtotal</b> Renewal and Development Projects.	\$17,685,743	\$3,710,257	\$21,396,000
<b>C. Public Improvements</b>			
1. Public buildings for housing machinery and equipment.	\$21,222,622	\$15,724,800	\$36,947,422
2. Harbor improvements.	3,023,208	0	3,023,208
3. Parking facility improvements.	3,759,764	1,175,000	4,934,764
4. Purchase of sites for and construction of engine houses, fire stations reconstruction, remodeling, planning, design and site acquisition.	6,725,659	3,064,000	9,789,659
5. Police Department facility construction.	12,825,358	4,945,931	17,771,289
6. Bridge and viaduct.	12,916,956	6,554,000	19,470,956
7. Sewage disposal, sewer improvement and construction.	2,960,000	0	2,960,000
8. Street improvements and construction.	41,620,286	35,611,700	77,231,986
9. Parks and public grounds.	2,029,354	611,000	2,640,354
10. Library improvements authorized under section 229.11 and 229.17.	7,714,515	2,526,000	10,240,515
<b>Subtotal</b> General Obligation Bonds or Short Term Notes (Sections A through C).	\$133,383,465	\$74,322,688	\$207,706,153
<b>D. Contingent Borrowing</b>			
Borrowing for a public purpose not contemplated at the time the budget was adopted.			
Contingent borrowing.	\$0	\$150,000,000	\$150,000,000
<b>Subtotal</b> General Obligation Bonds or Short Term Notes.	\$0	\$150,000,000	\$150,000,000
<b>E. School Board Borrowing</b>			
1. School purposes (A).	\$7,950,000	\$2,000,000	\$9,950,000
2. For school purposes authorized under section 119.498 and/or 66.1333.	0	0	0
<b>Subtotal</b> General Obligation Bonds or Short Term Notes.	\$7,950,000	\$2,000,000	\$9,950,000

	Reauthorization of 2010 Authority (1)(2)	New 2011 Authority	Total
<b>F. Borrowing for Special Assessments</b>			
1. To finance public improvements in anticipation of special assessments levied against property.			
2. General city.	\$6,547,693	\$545,200	\$7,092,893
<b>Subtotal</b> General Obligation Bonds or Local Improvements Bonds.	<u>\$6,547,693</u>	<u>\$545,200</u>	<u>\$7,092,893</u>
<b>G. Tax Incremental Districts</b>			
1. For paying project costs in accordance with project plans for Tax Incremental Districts.			
2. For providing financial assistance to urban renewal projects authorized under section 67.05(5)(b).	\$167,831,245	\$22,000,000	\$189,831,245
<b>Subtotal</b> General Obligation Bonds, Short Term Notes or Revenue Bonds.	<u>\$167,831,245</u>	<u>\$22,000,000</u>	<u>\$189,831,245</u>
<b>H. Borrowing for Delinquent Taxes</b>			
To finance general city purposes for anticipated delinquent taxes.	\$0	\$28,000,000	\$28,000,000
<b>Subtotal</b> General Obligation Bonds or Short Term Notes.	<u>\$0</u>	<u>\$28,000,000</u>	<u>\$28,000,000</u>
<b>I. Revenue Anticipation Borrowing</b>			
To borrow in anticipation of revenue in accordance with section 67.12 of the Wisconsin State Statutes.	\$0	\$400,000,000	\$400,000,000
<b>Subtotal</b> General Obligation Bonds or Short Term Notes.	<u>\$0</u>	<u>\$400,000,000</u>	<u>\$400,000,000</u>
<b>J. Water Works Borrowing</b>			
Water Works mortgage revenue bonds or general obligation bonds.	\$11,600,000	\$4,045,000	\$15,645,000
<b>Subtotal</b> Revenue Bonds or General Obligation Bonds.	<u>\$11,600,000</u>	<u>\$4,045,000</u>	<u>\$15,645,000</u>
<b>K. Sewer Maintenance Fund Borrowing</b>			
Sewer Maintenance Fund revenue bonds or general obligation bonds including prior years.	\$46,418,302	\$33,933,000	\$80,351,302
<b>Subtotal</b> Revenue Bonds or General Obligation Bonds.	<u>\$46,418,302</u>	<u>\$33,933,000</u>	<u>\$80,351,302</u>
<b>Total General Obligation Bonds or Short Term Notes</b>	<b>\$373,730,705</b>	<b>\$714,845,888</b>	<b>\$1,088,576,593</b>
(1) Reauthorization of Prior Unused Borrowing Authority:			
It is the intent of such reauthorization to expressly authorize the issuance and sale of such obligations (either bonds or notes) as set forth in this borrowing section of the budget, for the purposes and amounts enumerated herein. Such carryover borrowing (reauthorization of prior unused borrowing authority) is also reflected in the capital budget for informational purposes but such amounts are excluded from the capital budget totals to avoid duplication.			
(2) Bond authorizations included and approved by the Common Council in the preceding municipal budget and further approved by the adoption of a resolution of intent are herein continued and are deemed to be with the same force and effect as though they had been specifically enumerated, both as to purpose and amount in this municipal budget.			
(3) The purpose of this borrowing is to provide funds in connection with projects undertaken by the city with federal or other financial assistance. Expenditures shall be made only after adoption of a Common Council resolution adopted in accordance with Common Council Resolution File 66-1893 as amended.			
(A) Design plans for any alteration to building exteriors and interiors shall be reviewed and approved by the city.			

### **III. CLARIFICATION OF INTENT**

#### **Employee Fringe Benefits**

Employee fringe benefit costs are allocated to operating and capital budgets on an estimated basis for informational purposes only. Such estimated expenditures are 100% appropriation offset for operating budgets and 100% revenue offset for the capital budget to avoid any impact on the city's tax levy. Actual fringe benefit costs, such as health care benefits, life insurance, and pensions, are budgeted separately in non-departmental accounts, which are funded from the property tax levy.

The amount included in each departmental (or budgetary control unit) operating budget on the line entitled "Estimated Employee Fringe Benefits" is subject to adjustment by unilateral action of the City Comptroller, during the budget year, if the actual rate charged against salaries paid is at variance with the estimated rate used in calculating the budgeted amount.

#### **Departmental Salary Appropriations**

Department net salary and wage appropriations reflect current wage rates and expenditures and are limited to these amounts. Funding of future salary increases from the Wages Supplement Fund will be restricted to wage settlements only. These transfers must be pre-approved by the Budget and Management Director.

#### **Footnotes**

Section 18-06-12 of the Milwaukee City Charter states that the adoption of the budget shall be the authority for the expenditure by a department for the purposes therein provided and of the amounts assigned to the department thereby and no further action by the Common Council shall be necessary to authorize any department to make such expenditures. The City Attorney has advised that footnotes contained in the line item budget are informational only and not controlling over expenditures unless a corresponding resolution specifying the footnote's intent is also adopted by the Common Council.

## **POSITIONS ORDINANCE AND SALARY ORDINANCE**

The Positions Ordinance and the Salary Ordinance for the city may be obtained from the City Clerk's Office upon request. They therefore have not been included in this publication.

## TAX LEVY TO RATE CONVERSION TABLE

Assessed Value Used in Conversion Calculation as of September 9, 2010: \$27,047,716,695

<b>Tax Rate Per \$1,000 of Assessed Valuation</b>	<b><u>Levy Change</u></b>	<b><u>Levy Change</u></b>	<b>Tax Rate Per \$1,000 of Assessed Valuation</b>
\$0.01	\$270,477	\$5,000	\$0.00
\$0.05	\$1,352,386	\$10,000	\$0.00
\$0.10	\$2,704,772	\$50,000	\$0.00
\$0.25	\$6,761,929	\$100,000	\$0.00
\$0.50	\$13,523,858	\$500,000	\$0.02
\$1.00	\$27,047,717	\$1,000,000	\$0.04

Formula for deriving tax rate per \$1,000 of assessed value from known assessed value and levy:

$$\text{TAX RATE} = \frac{\text{TAX LEVY}}{\text{ASSESSED VALUE}/1,000}$$

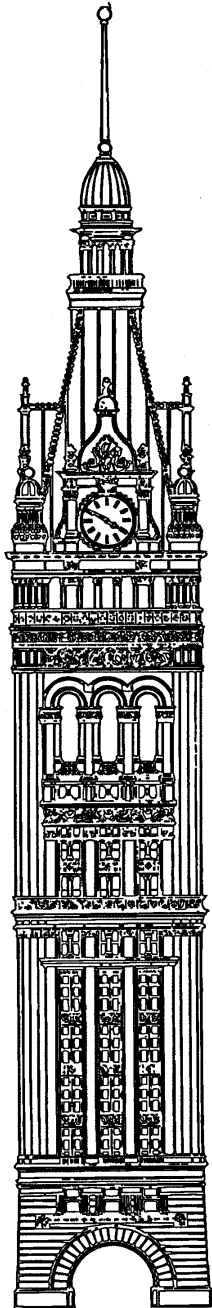
Formula for deriving levy from known rate and assessed value:

$$\text{TAX LEVY} = \text{TAX RATE} \times (\text{ASSESSED VALUE}/1,000)$$

Formula for deriving assessed value from known rate and levy:

$$\text{ASSESSED VALUE} = (\text{TAX LEVY}/\text{TAX RATE}) \times 1,000$$

Note: Results are Approximate Due to Rounding



# **2011 Proposed Executive Budget**

**City of Milwaukee  
Tom Barrett, Mayor**



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SECTION I. CITY BUDGET UNDER THE CONTROL OF THE COMMON COUNCIL

A. GENERAL CITY PURPOSES FUND

1. BUDGETS FOR GENERAL CITY PURPOSES

2011 salary amounts are at 2011 rates of pay except for MPA, Local 215 (Fire), and MPSO which are at 2009 rates of pay, and Local 61 (Sanitation) and ALEASP which are at 2006 rates of pay. 2010 Salary amounts are at 2006 rates of pay except for MPA, Local 215 (Fire), and Management which are at 2009 rates of pay.

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF ADMINISTRATION												
OPERATING BUDGETARY CONTROL UNIT												
SUMMARY (1 BCU = 6 DU)												
SALARIES & WAGES												
Overtime Compensated*												
All Other Salaries & Wages												
0001	1510	R999	006000	4,955,780		4,270,662	NET SALARIES & WAGES TOTAL *			4,381,393		4,215,217
					106		TOTAL NUMBER OF POSITIONS AUTHORIZED		108		110	
					64.59		O&M FTE'S		65.14		64.14	
					34.25		NON-O&M FTE'S		37.26		39.26	
0001	1510	R999	006100	2,061,795		1,750,972	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,103,069		2,023,304
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	1510	R999	630100	13,453		54,884	General Office Expense			53,034		53,034
0001	1510	R999	630500				Tools & Machinery Parts					
0001	1510	R999	631000			180	Construction Supplies			180		180
0001	1510	R999	631500				Energy					
0001	1510	R999	632000			9,000	Other Operating Supplies			8,000		8,000
0001	1510	R999	632500				Facility Rental					

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1510	R999	633000			900	Vehicle Rental			900		900
0001	1510	R999	633500	5,393		10,200	Non-Vehicle Equipment Rental			9,300		9,300
0001	1510	R999	634000	49,599		22,000	Professional Services			25,000		25,000
0001	1510	R999	634500			448,000	Information Technology Services			439,000		439,000
0001	1510	R999	635000				Property Services					
0001	1510	R999	635500				Infrastructure Services					
0001	1510	R999	636000				Vehicle Repair Services					
0001	1510	R999	636500	10,506		100,426	Other Operating Services			96,626		96,626
0001	1510	R999	637000				Loans and Grants					
0001	1510	R999	637501	4,426		52,217	Reimburse Other Departments			47,317		47,317
0001	1510	R999	006300	666,957		697,807	OPERATING EXPENDITURES TOTAL*			679,357		679,357
0001	1510	R999	006800	16,682		37,590	EQUIPMENT PURCHASES TOTAL*			18,000		18,000
				1,226,926		1,145,000	SPECIAL FUNDS			1,205,000		1,205,000
DEPARTMENT OF ADMINISTRATION												
(OPERATING) BUDGETARY CONTROL UNIT												
				8,928,140		7,902,031	TOTAL (1 BCU=6 DU)			8,386,819		8,140,878
*Appropriation Control Account												

				2009		2010				2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
DEPARTMENT OF ADMINISTRATION - BUDGET AND MANAGEMENT DIVISION													
SALARIES & WAGES													
OFFICE OF THE DIRECTOR													
					1	131,258	Administration Director (Y)	18	1	133,733	1	133,733	
					1	50,174	Program Assistant III	550	1	51,455	1	51,455	
					1	74,679	Environmental Sustainability Director (Y)	12	1	73,627			
							Project Mgr. - Milwaukee Shines	8	1	57,028			
BUDGET AND MANAGEMENT DIVISION													
					1	131,213	Budget & Management Director (Y)	17	1	133,372	1	133,372	
					1	69,996	City Economist (Y)	11	1	71,231	1	71,231	
					1	74,281	Fiscal Planning Specialist-Senior	10	1	75,503	1	75,503	
					1	79,836	Fiscal Planning Specialist	8	1	79,836	1	79,836	
					1	51,106	Administrative Services Specialist	1	1	51,106	1	51,106	
					1	103,077	Budget & Policy Manager-Senior (Y)	12	1	103,077	1	103,077	
					1	90,969	Budget & Policy Manager (Y)	11	1	90,969	1	90,969	
					3	210,572	Budget & Mgmt. Special Asst.	8	3	189,840	3	189,840	
					1	54,455	Administrative Specialist	2	1	54,455	1	54,455	
AUXILIARY PERSONNEL													
					1		Budget & Mgmt. Special Asst.	8			1		
					15	1,121,616	Total Before Adjustments		15	1,165,232	14	1,034,577	

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Salary & Wage Rate Changes					
							Overtime Compensated					
						(39,651)	Personnel Cost Adjustment			(39,651)		(41,383)
						6,000	Other			6,000		6,000
						(17,168)	Furlough			(17,168)		(17,168)
					15	1,070,797	Gross Salaries & Wages Total		15	1,114,413	14	982,026
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
						(88,679)	Grants and Aids Deduction			(130,655)		
0001	1512	R999	006000	989,686	15	982,118	NET SALARIES & WAGES TOTAL		15	983,758	14	982,026
					12.80		O&M FTE'S		13.00		13.00	
					0.94		NON-O&M FTE'S		2.00			
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	1512	R999	006100	435,795		402,668	ESTIMATED EMPLOYEE FRINGE BENEFITS			472,204		471,372
							(Involves Revenue Offset-No Transfers from this Account)					

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
OPERATING EXPENDITURES													
0001	1512	R999	630100	13,453		5,550	General Office Expense			5,200		5,200	
0001	1512	R999	630500				Tools & Machinery Parts						
0001	1512	R999	631000				Construction Supplies						
0001	1512	R999	631500				Energy						
0001	1512	R999	632000			1,000	Other Operating Supplies			1,000		1,000	
0001	1512	R999	632500				Facility Rental						
0001	1512	R999	633000			100	Vehicle Rental			100		100	
0001	1512	R999	633500	5,393		5,200	Non-Vehicle Equipment Rental			5,800		5,800	
0001	1512	R999	634000	49,599		8,000	Professional Services			8,000		8,000	
0001	1512	R999	634500			6,000	Information Technology Services			5,000		5,000	
0001	1512	R999	635000				Property Services						
0001	1512	R999	635500				Infrastructure Services						
0001	1512	R999	636000				Vehicle Repair Services						
0001	1512	R999	636500	10,371		23,200	Other Operating Services			22,400		22,400	
0001	1512	R999	637000				Loans and Grants						
0001	1512	R999	637501	4,426		9,900	Reimburse Other Departments			7,000		7,000	
				83,242		58,950	OPERATING EXPENDITURES TOTAL			54,500		54,500	
EQUIPMENT PURCHASES													
Additional Equipment													
Subtotal - Additional Equipment													

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Replacement Equipment					
0001	1512	R999		2,144	3	3,600	Desktop Computers		2	2,000	2	2,000
							Laptop Computer		1	1,500	1	1,500
							Television		1	500	1	500
				2,144	3	3,600	Subtotal - Replacement Equipment		4	4,000	4	4,000
0001	1512	R999	006800	2,144	3	3,600	EQUIPMENT PURCHASES TOTAL		4	4,000	4	4,000
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DEPARTMENT OF ADMINISTRATION -					
				1,510,867		1,447,336	BUDGET AND MANAGEMENT DIVISION TOTAL			1,514,462		1,511,898



ACCOUNT NUMBER				2009	2010				2011	2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET	LINE DESCRIPTION	PAY	REQUESTED BUDGET	PROPOSED BUDGET	
				DOLLARS		DOLLARS		RANGE	UNITS	DOLLARS	UNITS
							DEPARTMENT OF ADMINISTRATION -				
							OFFICE OF ENVIRONMENTAL SUSTAINABILITY				
							SALARIES & WAGES				
							Environmental Sustainability Director (Y)	12			1
							Env. Sustainability Program Mgr. (D)(X)(Y)	11			1
							Project Mgr. - Milwaukee Shines (C)(X)(Y)	8			1
							Grant Monitor (E)(X)(Y)	6			1
							Total Before Adjustments				4
							Salary & Wage Rate Changes				
							Overtime Compensated				
							Personnel Cost Adjustment				
							Other				
							Furlough				(1,064)
							Gross Salaries & Wages Total				4
							Reimbursable Services Deduction				
							Capital Improvements Deduction				
							Grants and Aids Deduction				(275,797)
							NET SALARIES & WAGES TOTAL				4

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							O&M FTE'S					
							NON-O&M FTE'S				4.00	
							(C) To expire 1/1/12 unless the Solar Cities America grant from the U.S. Dept. of Energy is renewed or new energy-related grants are awarded to fund the position.					
							(D) To expire 6/2/2013 unless the Energy Efficiency and Conservation Block Grant from the U.S. Department of Energy is renewed or new energy-related grants are awarded to fund the position.					
							(E) To expire 10/25/12 unless the Energy Efficiency and Conservation Block Grant from the U.S. Department of Energy is renewed or new energy-related grants are awarded to fund the position.					
							(X) Private Auto Allowance may be paid pursuant to Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
							ESTIMATED EMPLOYEE FRINGE BENEFITS					
							(Involves Revenue Offset-No Transfers from this Account)					

ACCOUNT NUMBER				2009	2010		2011				2011	
				EXPENDITURE	BUDGET		PAY				REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							OPERATING EXPENDITURES					
							General Office Expense					
							Tools & Machinery Parts					
							Construction Supplies					
							Energy					
							Other Operating Supplies					
							Facility Rental					
							Vehicle Rental					
							Non-Vehicle Equipment Rental					
							Professional Services					
							Information Technology Services					
							Property Services					
							Infrastructure Services					
							Vehicle Repair Services					
							Other Operating Services					
							Loans and Grants					
							Reimburse Other Departments					
							OPERATING EXPENDITURES TOTAL					
							EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					

				2009	2010		2011			2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
Replacement Equipment											
Subtotal - Replacement Equipment											
EQUIPMENT PURCHASES TOTAL											
SPECIAL FUNDS											
SPECIAL FUNDS TOTAL											
DEPARTMENT OF ADMINISTRATION -											
OFFICE OF ENVIRONMENTAL SUSTAINABILITY TOTAL											

ACCOUNT NUMBER				2009	2010		2011			2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF ADMINISTRATION -											
HOMELAND SECURITY DIVISION											
SALARIES & WAGES											
Homeland Security Director (B)(Y)											
Total Before Adjustments											
Salary & Wage Rate Changes											
Overtime Compensated											
Personnel Cost Adjustment											
Other											
Furlough											
Gross Salaries & Wages Total											
Reimbursable Services Deduction											
Capital Improvements Deduction											
Grants and Aids Deduction											
0001	1516	R999	006000	(2,073)	NET SALARIES & WAGES TOTAL						
O&M FTE'S											
NON-O&M FTE'S											

ACCOUNT NUMBER				2009	2010		2011			2011		
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
(B) Position authority to expire when current grant funding expires.												
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0001	1516	R999	006100	(1,000)			ESTIMATED EMPLOYEE FRINGE BENEFITS					
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
			630100				General Office Expense					
			630500				Tools & Machinery Parts					
			631000				Construction Supplies					
			631500				Energy					
			632000				Other Operating Supplies					
			632500				Facility Rental					
			633000				Vehicle Rental					
			633500				Non-Vehicle Equipment Rental					
			634000				Professional Services					
			634500				Information Technology Services					
			635000				Property Services					
			635500				Infrastructure Services					
			636000				Vehicle Repair Services					
			636500		135		Other Operating Services					
			637000				Loans and Grants					
			637501				Reimburse Other Departments					

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				135			OPERATING EXPENDITURES TOTAL					
							EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
							Subtotal - Replacement Equipment					
							EQUIPMENT PURCHASES TOTAL					
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DEPARTMENT OF ADMINISTRATION -					
				(2,938)			HOMELAND SECURITY DIVISION TOTAL					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF ADMINISTRATION -												
COMMUNITY DEVELOPMENT GRANTS ADMINISTRATION DIVISION												
SALARIES & WAGES												
				1		107,495	Block Grant Director (A)(X)(Y)	15	1	110,433	1	110,433
				1		96,722	Associate Director (A)(X)(Y)	11	1	96,722	1	96,722
				1		85,130	Grant Compliance Manager (A)(X)(Y)	9	1	85,130	1	85,130
				1		68,306	Grant Compliance Manager (Y)	9	1	68,715	1	68,715
				7		439,554	Grant Monitor (A)(X)(Y)	6	7	428,193	7	428,193
				1		55,024	Grant Monitor (B)(X)(Y)	6	1	50,206	1	50,206
				1		55,000	Grant Monitor (C)(X)(Y)	6	1	50,206	1	50,206
							Grant Monitor (E)(X)(Y)	6	1	50,206		
							Administrative Specialist Senior (B)	4	1	44,194	1	44,194
				1		38,187	Administrative Assistant I (A)(X)	435	1	36,902	1	36,902
				1		42,041	Office Assistant IV (A)	445	1	40,836	1	40,836
				1		45,327	Program Assistant I (A)	460	1	42,660	1	42,660
				2		118,321	Business Services Specialist (A)(X)(Y)	546	2	114,776	2	114,776
				2		39,562	College Intern (D)	910	2	25,906	2	25,906
				20		1,190,669	Total Before Adjustments		22	1,245,085	21	1,194,879
Salary & Wage Rate Changes												
Overtime Compensated												
Personnel Cost Adjustment												
Other												



ACCOUNT NUMBER				2009	2010		2011					2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
						(885)	Furlough			(885)		(885)	
					20	1,189,784	Gross Salaries & Wages Total		22	1,244,200	21	1,193,994	
							Reimbursable Services Deduction						
							Capital Improvements Deduction						
						(1,133,234)	Grants and Aids Deduction			(1,176,371)		(1,125,819)	
0001	1511	R999	006000	140,367	20	56,550	NET SALARIES & WAGES TOTAL		22	67,829	21	68,175	
					1.00		O&M FTE'S		1.00		1.00		
					19.00		NON-O&M FTE'S		21.00		20.00		
							(A) To terminate upon expiration of the Community Development						
							Block Grant Program year unless grant agreement is renewed or						
							fiscal year is altered by Common Council action.						
							(B) To expire 2/1/13 unless the Neighborhood Stabilization Program						
							Grant is extended.						
							(C) To expire 9/30/12 unless the Community Development Block						
							Grant Recovery Program is extended.						
							(D) To expire 9/1/12 unless the Homelessness Prevention and Rapid						
							Re-Housing Program is extended.						

				2009		2010					2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
							(X) Private Auto Allowance may be paid pursuant to Section 350-183 of the Milwaukee Code.						
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.						
0001	1511	R999	006100	58,000		23,186	ESTIMATED EMPLOYEE FRINGE BENEFITS  (Involves Revenue Offset-No Transfers from this Account)			32,558		32,724	
							OPERATING EXPENDITURES						
			630100				General Office Expense						
			630500				Tools & Machinery Parts						
			631000				Construction Supplies						
			631500				Energy						
			632000				Other Operating Supplies						
			632500				Facility Rental						
			633000				Vehicle Rental						
			633500				Non-Vehicle Equipment Rental						
			634000				Professional Services						
			634500				Information Technology Services						
			635000				Property Services						
			635500				Infrastructure Services						
			636000				Vehicle Repair Services						
			636500				Other Operating Services						

ACCOUNT NUMBER				2009		2010		2011			2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
			637000				Loans and Grants					
			637501				Reimburse Other Departments					
							OPERATING EXPENDITURES TOTAL					
							EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
							Subtotal - Replacement Equipment					
							EQUIPMENT PURCHASES TOTAL					
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DEPARTMENT OF ADMINISTRATION -					
				198,367		79,736	COMMUNITY BLOCK GRANT ADMINISTRATION TOTAL			100,387		100,899

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	
				DOLLARS				RANGE	UNITS	DOLLARS	UNITS DOLLARS
DEPARTMENT OF ADMINISTRATION-											
BUSINESS OPERATIONS DIVISION											
SALARIES & WAGES											
ADMINISTRATIVE SERVICES											
					1	99,110	City Purchasing Director (Y)	15	1	99,110	1 99,110
					1	61,871	Administrative Specialist-Senior (Y)	4	1	61,871	1 61,871
					1	38,945	Program Assistant II	530	1	38,945	1 38,945
					1	28,425	Office Assistant II	410	1	28,425	1 28,425
					1	53,595	Network Analyst Assistant (A)	596	1	53,595	1 53,595
					1	70,295	Management and Accounting Officer	6	1	70,295	
PROCUREMENT SERVICES											
					1	50,206	Procurement Administrator (Y)	6	1	50,206	1 50,206
					3	156,338	Purchasing Agent - Senior (Y)	4	3	156,338	3 156,338
					1	65,957	Procurement Specialist (Y)	5	1	65,957	1 65,957
EMERGING BUSINESS ENTERPRISE PROGRAM											
					1	57,436	Emerging Bus. Enterprise Mgr.(A) (Y)	8	1	57,436	1 57,436
					2	86,667	Emerging Business Analyst-Sr. (A) (Y)	4	2	86,667	2 86,667
					1	50,565	Contract Compliance Officer	6	1	50,565	1 50,565
DOCUMENT SERVICES											
					1	74,922	Document Services Manager (Y)	7	1	74,922	1 74,922
					1	54,455	Document Services Supervisor (Y)	2	1	54,455	1 54,455

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS		PAY RANGE	REQUESTED BUDGET UNITS	DOLLARS	PROPOSED BUDGET UNITS	DOLLARS
					6	227,736	Document Technician	338	6	227,736	6	227,736
							AUXILIARY PERSONNEL					
					5	10,200	Document Services Assistant (0.25 FTE)	918	5	10,200	5	10,200
					28	1,186,723	Total Before Adjustments		28	1,186,723	27	1,116,428
							Salary & Wage Rate Change					
							Overtime Compensated					
						(43,749)	Personnel Cost Adjustment			(43,749)		(44,657)
							Other					
						(18,045)	Furlough			(18,045)		(18,045)
					28	1,124,929	Gross Salaries & Wages Total		28	1,124,929	27	1,053,726
						(168,982)	Reimbursable Services Deduction			(168,982)		(168,982)
							Capital Improvements Deduction					
						(202,026)	Grants & Aids Deduction			(202,026)		(202,026)
0001	1513	R999	006000	835,792	28	753,921	NET SALARIES & WAGES TOTAL		28	753,921	27	682,718
					16.24		O&M FTE'S		16.24		15.24	
					7.31		NON-O&M FTE'S		7.31		7.31	

(A) To terminate upon expiration of the CDBG program year unless

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
grant agreement is renewed or fiscal year is altered by Common Council action.												
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0001	1513	R999	006100	343,000		309,108	ESTIMATED EMPLOYEE FRINGE BENEFITS (Involves Revenue Offset-No Transfers from this Account)			361,882		327,705
OPERATING EXPENDITURES												
0001	1513	R999	630100			45,334	General Office Expense			45,334		45,334
0001	1513	R999	630500				Tools & Machinery Parts					
0001	1513	R999	631000			180	Construction Supplies			180		180
0001	1513	R999	631500				Energy					
0001	1513	R999	632000				Other Operating Supplies					
0001	1513	R999	632500				Facility Rental					
0001	1513	R999	633000			800	Vehicle Rental			800		800
0001	1513	R999	633500				Non-Vehicle Equipment Rental					
0001	1513	R999	634000			9,000	Professional Services			9,000		9,000
0001	1513	R999	634500			2,000	Information Technology Services			2,000		2,000
0001	1513	R999	635000				Property Services					
0001	1513	R999	635500				Infrastructure Services					
0001	1513	R999	636000				Vehicle Repair Services					
0001	1513	R999	636500			54,226	Other Operating Services			54,226		54,226
0001	1513	R999	637000				Loans and Grants					

ACCOUNT NUMBER				2009	2010	2011		2011				
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1513	R999	637501			22,317	Reimburse Other Departments			22,317		22,317
0001	1513	R999	006300	122,073		133,857	OPERATING EXPENDITURES TOTAL			133,857		133,857
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
						19,990	Document Services Imaging Equipment					
						19,990	Subtotal - Replacement Equipment					
0001	1513	R999	006800			19,990	EQUIPMENT PURCHASES TOTAL					
SPECIAL FUNDS												
0001	1513	R157	006300			19,000	City of Milwaukee Emerging Business Enterprise Program*			19,000		19,000
				45,035		19,000	SPECIAL FUNDS TOTAL			19,000		19,000
				1,345,900		1,235,876	DOA-BUSINESS OPERATIONS DIVISION TOTAL			1,268,660		1,163,280

\*Appropriation Control Account

				2009		2010				2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET				PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS		LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF ADMINISTRATION - INTERGOVERNMENTAL RELATIONS DIVISION													
SALARIES & WAGES													
					1	107,671		Legislative Liaison Director (Y)	17	1	103,951	1	103,951
					1	81,947		Legislative Fiscal Manager-Senior (Y)	12	1	84,190	1	84,190
					1	25,762		Legislative Fiscal Manager (Y)	11	1	69,090	1	69,090
					1	54,455		Administrative Specialist	2				
								Administrative Services Coordinator	555	1	54,958	1	54,958
					4	269,835		Total Before Adjustments		4	312,189	4	312,189
Salary & Wage Rate Changes													
Overtime Compensated													
Personnel Cost Adjustment													
Other													
						(4,155)		Furlough			(4,803)		(4,803)
					4	265,680		Gross Salaries & Wages Total		4	307,386	4	298,020
Reimbursable Services Deduction													
Capital Improvements Deduction													
Grants & Aids Deduction													



				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0001	1514	R999	006000	284,041	4	265,680	NET SALARIES & WAGES TOTAL		4	307,386	4	298,020	
					3.50		O&M FTE'S		4.00		4.00		
							NON-O&M FTE'S						
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.						
0001	1514	R999	006100	116,000		108,929	ESTIMATED EMPLOYEE FRINGE BENEFITS			147,545		143,050	
							(Involves Revenue Offset-No Transfers from this Account)						
							OPERATING EXPENDITURES						
0001	1514	R999	630100			2,000	General Office Expense			1,500		1,500	
0001	1514	R999	630500				Tools & Machinery Parts						
0001	1514	R999	631000				Construction Supplies						
0001	1514	R999	631500				Energy						
0001	1514	R999	632000				Other Operating Supplies						
0001	1514	R999	632500				Facility Rental						
0001	1514	R999	633000				Vehicle Rental						
0001	1514	R999	633500			2,000	Non-Vehicle Equipment Rental			1,500		1,500	
0001	1514	R999	634000			4,000	Professional Services			5,000		5,000	
0001	1514	R999	634500				Information Technology Services						
0001	1514	R999	635000				Property Services						
0001	1514	R999	635500				Infrastructure Services						
0001	1514	R999	636000				Vehicle Repair Services						

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1514	R999	636500			13,000	Other Operating Services			10,000		10,000
0001	1514	R999	637000				Loans and Grants					
0001	1514	R999	637501			4,000	Reimburse Other Departments			4,000		4,000
0001	1514	R999	006300	20,732		25,000	OPERATING EXPENDITURES TOTAL			22,000		22,000
							EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
							Subtotal - Replacement Equipment					
0001	1514	R999	006800				EQUIPMENT PURCHASES TOTAL					
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DOA-INTERGOVERNMENTAL RELATIONS					
				420,773		399,609	DIVISION TOTAL			476,931		463,070

ACCOUNT NUMBER				2009	2010		2011			2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF ADMINISTRATION-INFORMATION AND TECHNOLOGY MANAGEMENT DIVISION											
SALARIES & WAGES											
POLICY AND ADMINISTRATION SECTION											
				1		113,432	Chief Information Officer (Y)	17	1	113,695	1 113,695
				1		87,052	Policy and Administration Manager (Y)	11	1	96,722	1 96,722
				1		51,106	Office Supervisor I	1	1	51,106	1 51,106
APPLICATIONS AND DEVELOPMENT SECTION											
				1		103,077	Applications Development Manager (Y)	12	1	103,077	1 103,077
E-GOVERNMENT & WEB TECHNOLOGY											
				2		156,840	Systems Analyst - Sr.	8	2	159,672	2 159,672
				1		65,394	Internet Services Coordinator	6	1	68,754	1 68,754
				1		59,953	Programmer Analyst	598	1	67,258	1 67,258
				1		36,825	Internet Analyst	510			
							Internet Analyst - Sr.	532	1	40,857	1 40,857
DEPARTMENTAL APPLICATIONS SUPPORT											
				2		158,595	Systems Analyst - Sr.	8	2	157,256	2 157,256
				2		115,536	Programmer Analyst	598	2	122,632	2 122,632

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
GEOGRAPHIC INFORMATION SYSTEMS												
					1	96,722	GIS Developer - Project Leader	11	1	96,722	1	82,500
					2	152,837	GIS Developer - Sr.	8	2	152,663	1	72,827
					1	38,577	Geographic Info. Tech. II	602	1	42,305	1	42,305
							GIS Analyst	598			1	55,374
ENTERPRISE DATABASES												
					1	96,722	GIS Developer - Project Leader	11	1	96,722	1	96,722
					1	95,252	Data Base Administrator	11	1	93,798	1	93,798
					1	63,366	Programmer Analyst	598	1	55,374	1	55,374
COMPASS												
					1	63,366	Programmer Analyst (M)	598	1	67,258	1	67,258
							GIS Analyst (M)	598			1	41,530
MCAMLIS SUPPORT												
					1	53,861	GIS Analyst (A)	598	1	57,169	1	57,169
OPERATIONS & INFRASTRUCTURE SECTION												
					1	124,823	Information Systems Manager (Y)	15	1	124,823	1	124,823
E-MAIL SUPPORT												
					2	126,732	Network Analyst-Senior	591	2	134,516	2	134,516

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
SYSTEMS HARDWARE SUPPORT												
					2	177,028	Systems Analyst/Project Leader	11	2	174,794	2	174,794
					2	112,271	Network Analyst-Assistant	596	2	117,580	2	117,580
E-SERVER SUPPORT												
					1	96,722	Systems Analyst/Project Leader	11	1	96,722	1	96,722
					1	57,672	Automated Systems Specialist	598	1	59,711	1	59,711
					1	37,462	Computer Operator III	520	1	39,507	1	39,507
ENTERPRISE SYSTEMS SECTION												
					1	109,864	Enterprise Systems Manager (Y)	13	1	109,864	1	109,864
FINANCIAL MANAGEMENT SYSTEM (FMIS)												
					1	96,722	Systems Analyst/Project Leader	11	1	96,722	1	96,722
					1	52,866	Programmer II	556	1	51,455	1	51,455
HUMAN RESOURCES MANAGEMENT SYSTEM (HRMS)												
					1	96,722	Systems Analyst/Project Leader	11	1	96,722	1	96,722
					1	79,836	Systems Analyst - Sr.	8	1	79,836	1	79,836
					1	42,277	Information Technology Specialist	532	1	43,674	1	43,674
AUXILIARY PERSONNEL												
					1		Systems Analyst - Sr.	8	1		1	
					39	2,819,510	Total Before Adjustments		39	2,868,966	40	2,871,812

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Salary & Wage Rate Change					
							Overtime Compensated					
						(106,507)	Personnel Cost Adjustment			(67,049)		(114,872)
							Other					
						(43,420)	Furlough			(43,190)		(43,190)
					39	2,669,583	Gross Salaries & Wages Total		39	2,758,727	40	2,713,750
						(90,000)	Reimbursable Services Deduction			(15,000)		(15,000)
						(279,000)	Capital Improvements Deduction			(390,160)		(390,160)
						(88,190)	Grants & Aids Deduction			(85,068)		(124,312)
0001	1515	R999	006000	2,707,967	39	2,212,393	NET SALARIES & WAGES TOTAL		39	2,268,499	40	2,184,278
					31.05		O&M FTE'S		30.90		30.90	
					7.00		NON-O&M FTE'S		6.95		7.95	
							(A) To expire 12/31/2010 unless the Milwaukee County Automated Mapping and Land Information Systems Agreement is extended. Position is authorized only as reflected in the agreement as approved by the Steering Committee of MCAMLIS.					
							(M) Community Mapping, Planning, and Analysis for Safety Strategies (COMPASS) Grant. Position authority to expire when funding					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	UNITS	REQUESTED BUDGET	UNITS	PROPOSED BUDGET
				DOLLARS		DOLLARS				DOLLARS		DOLLARS
for COMPASS activities expires.												
(Y) Required to file a statement of economic interests in accordance with												
the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0001	1515	R999	006100	1,110,000		907,081	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,088,880		1,048,453
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	1515	R999	630100			2,000	General Office Expense			1,000		1,000
0001	1515	R999	630500				Tools & Machinery Parts					
0001	1515	R999	631000				Construction Supplies					
0001	1515	R999	631500				Energy					
0001	1515	R999	632000			8,000	Other Operating Supplies			7,000		7,000
0001	1515	R999	632500				Facility Rental					
0001	1515	R999	633000				Vehicle Rental					
0001	1515	R999	633500			3,000	Non-Vehicle Equipment Rental			2,000		2,000
0001	1515	R999	634000			1,000	Professional Services			3,000		3,000
0001	1515	R999	634500			440,000	Information Technology Services			432,000		432,000
0001	1515	R999	635000				Property Services					
0001	1515	R999	635500				Infrastructure Services					
0001	1515	R999	636000				Vehicle Repair Services					
0001	1515	R999	636500			10,000	Other Operating Services			10,000		10,000
0001	1515	R999	637000				Loans and Grants					
0001	1515	R999	637501			16,000	Reimburse Other Departments			14,000		14,000

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0001	1515	R999	006300	440,775		480,000	OPERATING EXPENDITURES TOTAL			469,000		469,000	
EQUIPMENT PURCHASES													
Additional Equipment													
					10	14,000	Computer Equipment		14	14,000	14	14,000	
					10	14,000	Subtotal - Additional Equipment			14,000		14,000	
Replacement Equipment													
Subtotal - Replacement Equipment													
0001	1515	R999	006800	14,538	10	14,000	EQUIPMENT PURCHASES TOTAL			14,000		14,000	
SPECIAL FUNDS													
0001	1510	R158	006300			1,126,000	Enterprise Resource Management*			1,186,000		1,186,000	
				1,181,891		1,126,000	SPECIAL FUNDS TOTAL			1,186,000		1,186,000	
DEPARTMENT OF ADMINISTRATION													
INFORMATION AND TECHNOLOGY													
				5,455,171		4,739,474	MANAGEMENT DIVISION TOTAL			5,026,379		4,901,731	
*Appropriation Control Account													



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
ASSESSOR'S OFFICE												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
					1	147,336	Commissioner of Assessments (Y)	18	1	147,336	1	147,336
SYSTEMS AND ADMINISTRATION DIVISION												
					1	96,722	Systems Analyst Project Leader Mgr.	11	1	96,722	1	96,722
					1	38,474	Accounting Assistant II	445	1	40,836	1	40,836
					1	57,246	Administrative Services Supervisor	5	1	58,950	1	58,950
					1	39,854	Program Assistant II	530	1	42,660	1	42,660
					6	208,401	Office Assistant III	425	6	222,724	6	222,724
					1	39,094	Property Assessment Technician	530	1	41,495	1	41,495
ASSESSMENT DIVISION												
					1	124,823	Chief Assessor (X) (Y)	15	1	124,823	1	124,823
REAL PROPERTY												
					3	255,518	Supervising Assessor Assistant (X) (Y)	9	3	248,859	3	248,859
					22	1,433,960	Senior Property Appraiser	588	22	1,491,434	22	1,491,434
					6	208,945	Property Appraiser	536	6	272,267	6	272,267
					2	70,592	Office Assistant III	425	2	74,928	2	74,928
AUXILIARY POSITIONS												
					1		Senior Property Appraiser	588	1	41,151	1	

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							BOARD OF REVIEW					
					9	31,750	Member, Board of Review (Y)	45	9	31,750	9	31,750
							(NOTE: 4 positions unfunded for 2009)					
					56	2,752,715	Total Before Adjustments		56	2,935,934	56	2,894,783
							Salary & Wage Rate Changes					
							Overtime Compensated*					
						(54,377)	Personnel Cost Adjustment			(58,719)		(86,225)
						(33,868)	Other Deduction					
						(41,033)	Furlough			(44,309)		(43,688)
				3,085,549	56	2,623,437	Gross Salaries & Wages Total		56	2,832,906	56	2,764,870
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
							Grants & Aids Deduction					
0001	2300	R999	006000	3,085,549	56	2,623,437	NET SALARIES & WAGES TOTAL*		56	2,832,906	56	2,764,870
					42.55		O&M FTE'S		42.55		42.55	
							NON-O&M FTE'S					
							(X) Private Auto Allowance May Be Paid Pursuant to					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
Section 350-183 of the Milwaukee Code.												
(Y) Required to file a statement of economic interests in accordance												
with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0001	2300	R999	006100	1,321,724		1,075,609	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,359,795		1,327,138
(Involves Revenue Offset - No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	2300	R999	630100	90,203		52,950	General Office Expense			94,700		80,000
0001	2300	R999	630500				Tools & Machinery Parts					
0001	2300	R999	631000				Construction Supplies					
0001	2300	R999	631500				Energy					
0001	2300	R999	632000				Other Operating Supplies					
0001	2300	R999	632500				Facility Rental					
0001	2300	R999	633000	29,594		33,000	Vehicle Rental			33,000		33,000
0001	2300	R999	633500	7,958		8,700	Non-Vehicle Equipment Rental			9,200		9,200
0001	2300	R999	634000	99,171		288,150	Professional Services			288,150		250,000
0001	2300	R999	634500	6,210		9,500	Information Technology Services			10,500		10,500
0001	2300	R999	635000				Property Services					
0001	2300	R999	635500			6,900	Infrastructure Services			6,900		
0001	2300	R999	636000				Vehicle Repair Services					
0001	2300	R999	636500	3,597			Other Operating Services					5,000
0001	2300	R999	637000				Loans and Grants					
0001	2300	R999	637501	26,540		30,000	Reimburse Other Departments			30,000		30,000

ACCOUNT NUMBER				2009		2010			2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET	LINE DESCRIPTION	PAY	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS		DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	2300	R999	006300	263,273		429,200	OPERATING EXPENDITURES TOTAL *			472,450		417,700
							EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
							Subtotal - Replacement Equipment					
0001	2300	R999	006800				EQUIPMENT PURCHASES TOTAL *					
							SPECIAL FUNDS					
0001	2300	R245	006300				Open Book Online Forms*					
0001	2300	R239	006300	80,000		80,000	State Manufacturing Assessment Payment*			86,000		86,000
0001	2300	R244	006300	10,139			Replace Obsolete Hardware*					
0001	2300	R247	006300	20,000			Printers and Peripheral Accessories*					
0001	2300	R248	006300	53,339		70,000	Valuation System Maintenance*			70,000		70,000
				163,478		150,000	SPECIAL FUNDS TOTAL			156,000		156,000

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							ASSESSOR'S OFFICE BUDGETARY					
				4,834,024		4,278,246	CONTROL UNIT TOTAL (1BCU=1DU)			4,821,151		4,665,708

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
CITY ATTORNEY												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
					1	147,336	City Attorney (Y)	19	1	147,336	1	147,336
					3	436,839	Deputy City Attorney (A) (Y)	18	3	436,838	3	436,838
					1	85,129	Spec. Asst. to the City Attorney (Y)	9	1	85,129	1	85,129
LEGAL DIVISION												
					33	3,102,056	Asst. City Attorney (A)(Y)	148	33	3,292,563	33	3,292,563
					3	216,746	Asst. City Attorney (.6 FTE) (Y)	148	3	230,058	3	230,058
					3	156,585	Paralegal	2	3	158,576	3	158,576
ADMINISTRATIVE DIVISION												
					1	70,275	Parking Citation Review Manager	6	1	70,275	1	70,275
					2	121,939	Administrative Specialist-Senior	4	2	121,867	2	121,867
					2	120,570	Investigator/Adjuster (Y)	4	2	127,976	2	127,976
					2	91,803	Legal Office Assistant IV	475	2	97,441	2	97,441
					3	125,036	Legal Office Assistant III	450	3	132,715	3	132,715
					5	195,821	Legal Office Assistant II	437	5	198,219	5	198,219
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
					2	66,027	Office Assistant II	410	2	70,082	2	70,082
DOCKET UNIT												
					1	41,679	Docketing Specialist	445	1	44,238	1	44,238

CITY ATTORNEY

130.1

3rd Run 9/14/10

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	PAY	UNITS	DOLLARS	UNITS	DOLLARS	
RANGE													
					63	5,013,137	Total Before Adjustments		63	5,250,777	63	5,250,777	
							Salary & Wage Rate Changes						
							Overtime Compensated*						
						(178,900)	Personnel Cost Adjustment			(105,016)		(154,033)	
						58,347	Other						
						(77,760)	Furlough			(80,000)		(80,000)	
					63	4,814,824	Gross Salaries & Wages Total		63	5,065,761	63	5,016,744	
						(130,401)	Reimbursable Services Deduction			(134,094)		(134,094)	
						(200,000)	Capital Improvements Deduction						
						(30,000)	Grant & Aids Deduction			(30,000)		(30,000)	
0001	1490	R999	006000	4,816,763	63	4,454,423	NET SALARIES & WAGES TOTAL *		63	4,901,667	63	4,852,650	
					54.80		O&M FTE'S		59.80		56.80		
					4.00		NON-O&M FTE'S		2.25		2.25		

(A) One Position of Assistant City Attorney to be vacant  
for each of up to two filled Deputy City Attorney positions.

(Y) Required to file a statement of economic interests in accordance  
with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1490	R999	006100	2,204,384		1,826,314	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,352,800		2,329,272
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	1490	R999	630100	30,810		24,000	General Office Expense			41,000		41,000
0001	1490	R999	630500				Tools & Machinery Parts					
0001	1490	R999	631000				Construction Supplies					
0001	1490	R999	631500				Energy					
0001	1490	R999	632000				Other Operating Supplies					
0001	1490	R999	632500				Facility Rental					
0001	1490	R999	633000				Vehicle Rental					
0001	1490	R999	633500	16,899		20,000	Non-Vehicle Equipment Rental			20,000		20,000
0001	1490	R999	634000	207,552		216,000	Professional Services			216,000		216,000
0001	1490	R999	634500	84,376		138,000	Information Technology Services			96,500		96,500
0001	1490	R999	635000	1,200		2,000	Property Services			2,000		2,000
0001	1490	R999	635500				Infrastructure Services					
0001	1490	R999	636000				Vehicle Repair Services					
0001	1490	R999	636500	7,646		24,000	Other Operating Services			16,000		16,000
0001	1490	R999	637000				Loans and Grants					
0001	1490	R999	637501	20,199		25,000	Reimburse Other Departments			21,500		21,500
0001	1490	R999	006300	368,682		449,000	OPERATING EXPENDITURES TOTAL *			413,000		413,000
EQUIPMENT PURCHASES												



ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Additional Equipment					
				29,798			Books, Law, Lot			38,000		38,000
				29,798		45,000	Subtotal - Additional Equipment			38,000		38,000
							Replacement Equipment					
				3,348		3,000	Office Furniture			3,000		3,000
				235			Electronic Equipment					
				1,305		3,000	Computer Peripherals			20,000		20,000
				54,047			Computer Workstations					
				2,346		3,000	Computer Software			18,000		18,000
				61,281		9,000	Subtotal - Replacement Equipment			41,000		41,000
0001	1490	R999	006800	91,079		54,000	EQUIPMENT PURCHASES TOTAL*			79,000		79,000
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							CITY ATTORNEY BUDGETARY CONTROL					
				7,480,908		6,783,737	UNIT TOTAL (1BCU=1DU)			7,746,467		7,673,922

\*Appropriation Control Account

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							DEPARTMENT OF CITY DEVELOPMENT					
							BUDGETARY CONTROL UNIT					
							(SUMMARY 1BCU=2DU)					
							SALARIES & WAGES					
							Overtime Compensated*					
				2,991,115		2,521,580	All Other Salaries & Wages			2,802,100		2,593,792
0001	1910	R999	006000	2,991,115		2,521,580	NET SALARIES & WAGES TOTAL *			2,802,100		2,593,792
					201		TOTAL NUMBER OF POSITIONS AUTHORIZED		207		204	
					40.30		O&M FTE'S		42.70		39.70	
					103.30		NON-O&M FTE'S		108.30		108.30	
0001	1910	R999	006100	1,777,521		1,033,848	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,345,008		1,245,020
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	1910	R999	630100	33,164		37,500	General Office Expense			37,500		37,500
0001	1910	R999	630500				Tools & Machinery Parts					
0001	1910	R999	631000				Construction Supplies					
0001	1910	R999	631500				Energy					
0001	1910	R999	632000	9,207		13,500	Other Operating Supplies			13,500		13,500
0001	1910	R999	632500				Facility Rental					

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1910	R999	633000	3,308		5,000	Vehicle Rental			5,000		5,000
0001	1910	R999	633500	8,610		6,000	Non-Vehicle Equipment Rental			6,000		6,000
0001	1910	R999	634000	84,728		97,000	Professional Services			97,000		97,000
0001	1910	R999	634500	3,030		2,500	Information Technology Services			2,500		2,500
0001	1910	R999	635000	890			Property Services					
0001	1910	R999	635500				Infrastructure Services					
0001	1910	R999	636000				Vehicle Repair Services					
0001	1910	R999	636500	11,426		31,000	Other Operating Services			31,000		31,000
0001	1910	R999	637000				Loans and Grants					
0001	1910	R999	637501	28,414		73,500	Reimburse Other Departments			73,500		73,500
0001	1910	R999	006300	182,777		266,000	OPERATING EXPENDITURES TOTAL*			266,000		266,000
0001	1910	R999	006800				EQUIPMENT PURCHASES TOTAL*					
				368,816		125,000	SPECIAL FUNDS TOTAL			225,000		236,144
							DEPARTMENT OF CITY DEVELOPMENT					
							BUDGETARY CONTROL UNIT TOTAL					
				5,320,229		3,946,428	(1BCU=2DU)			4,638,108		4,340,956
							*Appropriation Control Account					

ACCOUNT NUMBER				2009	2010				2011	2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF CITY DEVELOPMENT-												
GENERAL MANAGEMENT & POLICY												
DEVELOPMENT DECISION UNIT												
SALARIES & WAGES												
OFFICE OF THE COMMISSIONER												
					7		Member Redevelopment Authority	SP	7		7	
					1	137,892	Commissioner-City Development (X)(Y)	18	1	142,167	1	142,167
					1	114,469	Deputy Commissioner-City Develop.(Y)	17	1	118,017	1	118,017
					1	60,637	Administrative Services Supervisor	5	1	60,778	1	60,778
					1	51,778	Administrative Services Coordinator	555	1	54,958	1	54,958
					1	58,936	Youth Development Coordinator (Y)	8	1	60,619	1	60,619
					25		Summer Youth Team Leader (X)	910	25		25	
ECONOMIC DEVELOPMENT DIVISION												
					1	52,516	Accountant II	594	1	55,741	1	55,741
NEIGHBORHOOD & BUSINESS DEVELOPMENT												
					1	101,150	Neighborhood Business Dev. Mgr (X)(Y)	12	1	103,057	1	103,057
					1	70,278	Program Manager (Y)	6	1	70,295	1	70,295
					1	54,388	Economic Development Spec. (X) (Y)	6	1	55,024	1	55,024
					1		Graduate Intern (0.5 FTE)	930	1		1	
					1		College Intern (0.5 FTE)	910	1		1	

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	
				DOLLARS				RANGE	UNITS	DOLLARS	UNITS DOLLARS
MARKETING											
					1	57,652	Program Assistant II (Y)	530	1	60,187	1 60,187
					1	36,171	Graphics Designer II (Y)	535	1	41,819	
					1		Graduate Intern	930	1		1
					2		College Intern	910	2		2
					1	72,969	Communication and Outreach Manager	9	1	85,129	1 85,129
REAL ESTATE & DEVELOPMENT											
					1	70,295	Real Estate Specialist (Y)	6	1	70,295	1 70,295
					2	52,626	Economic Development Specialist (X)(Y)	6	2	53,367	2 53,367
					1	52,075	Property Manager (X)(Y)	546	1	55,273	1 55,273
					1	45,695	Database Specialist	534	1	48,502	1 48,502
					1	99,722	Permit & Development Center Mgr. (Y)	12	1	99,953	1 99,953
					1	83,246	Operations Mgr.-Development Center (Y)	9	1	85,116	1 85,116
					2	155,160	Plan Examiner III	629	2	164,010	2 164,010
					5	335,075	Plan Examiner II	625	5	353,070	5 353,070
					1	78,923	Mechanical Plan Examiner III	798	1	83,770	1 83,770
					1	69,430	Mechanical Plan Examiner II	796	1	73,694	1 73,694
					3	132,771	Program Assistant II	530	3	140,925	3 140,925
					4	137,960	Office Assistant III	425	4	145,828	4 145,828
					3	113,442	Office Assistant IV	445	3	120,267	3 120,267
					1		Office Assistant II	410	1		1
HOUSING DEVELOPMENT											
					1	81,397	Commercial & Res. Rehab. Mgr. (X)(Y)	9	1	85,129	1 85,129

				2009	2010							2011	2011		
ACCOUNT NUMBER				EXPENDITURE		BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS			
					1	48,155	Community Outreach Liaison ( C ) (Y)	4	2	92,629	2	92,629			
					1	60,285	Housing Services Specialist	594	1	45,210	1	45,210			
					4	257,064	Housing Rehab Specialist (X)(Y)	548	6	373,746	6	373,746			
					2	112,508	Housing Program Specialist (Y)	546	3	163,446	3	163,446			
					1	41,715	Program Assistant I (Y)	460	1	44,277	1	44,277			
					1	36,708	Accounting Assistant II	445	1	38,963	1	38,963			
					1	69,255	Housing Rehab Manager (X)(Y)	7	1	69,255	1	69,255			
							Office Assistant IV	445	1	39,507	1	39,507			
							PLANNING SECTION								
					7	24,188	Member City Plan Commission (Y)	20	7	24,188	7	24,188			
					1		Planning Director (Y)	15	1		1				
					1	82,139	City Planning Manager	12	1	83,198	1	83,198			
					1	38,474	Administrative Assistant II	445	1	40,836	1	40,836			
					1	79,895	Long Range Planning Manager (Y)	10	1	80,266	1	80,266			
					2	148,713	Principal Planner (Y)	7	2	149,834	2	149,834			
					1	60,860	Senior Planner - Architectural Design	576	1	64,598	1	64,598			
					4	237,540	Senior Planner	576	4	252,173	3	187,575			
					2	49,939	Associate Planner	558	2	51,455	1				
					1		Graduate Intern	930	1		1				
					1	76,847	Strategic Development Manager (Y)	9	1	77,655	1	77,655			
							FINANCE & ADMINISTRATION								
					1	94,813	Finance & Administration Manager (Y)	12	1	96,943	1	96,943			
					1	73,185	Budget & Mgmt. Reporting Manager (Y)	11	1	73,440	1	73,440			

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	79,829	Accounting Manager-City Development	8	1	79,836	1	79,836
					1	60,285	Accountant II (Y)	594	1	45,940	1	45,940
					1	46,167	Accountant I (Y)	545	2	93,546	2	93,546
					2	76,948	Accounting Assistant II	445	2	77,738	2	77,738
					1	40,660	Program Assistant I	460	1	42,660	1	42,660
					1	55,654	Purchasing Agent - Senior (Y)	4	1	56,437	1	56,437
					1	70,295	Network Coordinator-Senior (Y)	6	1	70,295	1	70,295
					1	41,715	Personnel Payroll Assistant III	460	1	44,277	1	44,277
					121	4,440,489	Total Before Adjustments		127	4,859,338	124	4,701,466
							Salary & Wage Rate Change					
							Overtime Compensated					
						(52,438)	Personnel Cost Adjustment			(55,957)		(83,978)
						(20,019)	Other					
						(25,365)	Furlough					(42,870)
					121	4,342,667	Gross Salaries & Wages Total		127	4,803,381	124	4,574,618
						(122,794)	Reimbursable Services Deduction			(126,037)		(126,037)
						(154,456)	Capital Improvements Deduction			(91,281)		(91,281)
						(1,543,837)	Grants & Aids Deduction			(1,783,963)		(1,763,508)
0001	1911	R999	006000	2,991,115	121	2,521,580	NET SALARIES & WAGES TOTAL		127	2,802,100	124	2,593,792

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					40.30		O&M FTE'S		42.70		39.70	
					30.30		NON-O&M FTE'S		35.30		35.30	
							(C) One position subject to the availability of Community Block Grant funding.					
							(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	1911	R999	006100	1,777,521		1,033,848	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,345,008		1,245,020
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	1911	R999	630100	33,164		37,500	General Office Expense			37,500		37,500
0001	1911	R999	630500				Tools & Machinery Parts					
0001	1911	R999	631000				Construction Supplies					
0001	1911	R999	631500				Energy					
0001	1911	R999	632000	9,207		13,500	Other Operating Supplies			13,500		13,500
0001	1911	R999	632500				Facility Rental					
0001	1911	R999	633000	3,308		5,000	Vehicle Rental			5,000		5,000
0001	1911	R999	633500	8,610		6,000	Non-Vehicle Equipment Rental			6,000		6,000
0001	1911	R999	634000	84,728		97,000	Professional Services			97,000		97,000

DEPARTMENT OF CITY DEVELOPMENT

140.7

3rd Run 9/14/10



				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1911	R999	634500	3,030		2,500	Information Technology Services			2,500		2,500
0001	1911	R999	635000	890			Property Services					
0001	1911	R999	635500				Infrastructure Services					
0001	1911	R999	636000				Vehicle Repair Services					
0001	1911	R999	636500	11,426		31,000	Other Operating Services			31,000		31,000
0001	1911	R999	637000				Loans and Grants					
0001	1911	R999	637501	28,414		73,500	Reimburse Other Departments			73,500		73,500
0001	1911	R999	006300	182,777		266,000	OPERATING EXPENDITURES TOTAL			266,000		266,000
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
Subtotal - Replacement Equipment												
0001	1911	R999	006800				EQUIPMENT PURCHASES TOTAL					
SPECIAL FUNDS												
0001	1911	R194	006300	68,816		75,000	Economic Development Marketing*			75,000		75,000
0001	1911	R196	006300	50,000		50,000	Continuum of Care Grant*			50,000		50,000

DEPARTMENT OF CITY DEVELOPMENT

140.8

3rd Run 9/14/10

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				250,000			Summer Youth Employment Fund*					
							In REM Property Management*					61,144
							Milwaukee 7 Contribution*			100,000		50,000
				368,816		125,000	SPECIAL FUNDS TOTAL			225,000		236,144
							DEPARTMENT OF CITY DEVELOPMENT-					
							GENERAL MANAGEMENT & POLICY					
				5,320,229		3,946,428	DEVELOPMENT DECISION UNIT TOTAL			4,638,108		4,340,956
							*Appropriation Control Account					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF CITY DEVELOPMENT-												
PUBLIC HOUSING PROGRAMS DECISION UNIT												
SALARIES & WAGES												
FAMILY HOUSING UNIT												
					7		Member, Housing Authority	SP	7		7	
					1	65,952	Housing Manager III (X)(Y)	5	1	65,952	1	65,952
					1	61,871	Housing Manager II (X)(Y)	4	1	61,871	1	61,871
					3	129,795	Lead Housing Maint. Mechanic (X)	255	3	129,795	3	129,795
					7	255,761	Custodial Worker II-City Laborer	215	7	255,761	7	255,761
					12	496,906	Building Maintenance Mechanic II (X)	248	12	496,906	12	496,906
					5	190,818	Office Assistant IV	445	5	190,818	5	190,818
					2	77,841	Building Maintenance Mechanic I (X)	235	2	77,841	2	77,841
ADMINISTRATION & FINANCE												
					1	90,728	Business Systems Supervisor (Y)	10	1	90,728	1	90,728
ELDERLY & DISABLED HOUSING												
					5	309,353	Housing Manager II (X)(Y)	4	5	309,353	5	309,353
					3	110,297	Custodial Worker II-City Laborer	215	3	110,297	3	110,297
					5	207,715	Building Maintenance Mechanic II (X)	248	5	207,715	5	207,715
					5	195,076	Building Maintenance Mechanic I	235	5	195,076	5	195,076
					1	41,715	Office Coordinator (X)	460	1	41,715	1	41,715
					7	269,315	Office Assistant IV	445	7	269,315	7	269,315

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
FIELD SUPPORT SERVICES												
					2	85,592	Heating & Ventilating Mechanic II	252	2	85,592	2	85,592
					4	166,172	Building Maintenance Mechanic II	248	4	166,172	4	166,172
COMMUNITY SERVICES												
					2	70,592	Office Assistant III	425	2	70,592	2	70,592
RENTAL ASSISTANCE PROGRAM-SECTION 8 HOUSING												
					1	58,037	Rent Assistance Specialist III (B)(Y)	546	1	58,037	1	58,037
LEASE & CONTRACT-SECTION 8												
					3	174,111	Rent Assistance Specialist III (B)(Y)	546	3	174,111	3	174,111
					1	54,455	Rent Assistance Inspector (X) (B)(Y)	2	1	54,455	1	54,455
CERTIFICATION-SECTION 8												
					1	56,549	Rent Assistance Specialist III (B)(Y)	546	1	56,549	1	56,549
					1	35,296	Office Assistant III (B)	425	1	35,296	1	35,296
					80	3,203,947	Total Before Adjustments		80	3,203,947	80	3,203,947
Salary & Wage Rate Change												
Overtime Compensated												
Personnel Cost Adjustment												
Other												
Furlough												

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
					80	3,203,947	Gross Salaries & Wages Total		80	3,203,947	80	3,203,947
						(3,203,947)	Reimbursable Services Deduction			(3,203,947)		(3,203,947)
							Capital Improvements Deduction					
							Grants & Aids Deduction					
0001	1912	R999	006000				NET SALARIES & WAGES TOTAL					
							O&M FTE'S					
					73.00		NON-O&M FTE'S		73.00		73.00	
							(B) Housing Assistance Payments Program Positions					
							Authorized Concurrently with Section 8 Funding.					
							(X) Private Auto Allowance May Be Paid Pursuant to					
							Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with					
							the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	1912	R999	006100				ESTIMATED EMPLOYEE FRINGE BENEFITS					
							(Involves Revenue Offset-No Transfers from this Account)					

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
							OPERATING EXPENDITURES							
0001	1912	R999	630100				General Office Expense							
0001	1912	R999	630500				Tools & Machinery Parts							
0001	1912	R999	631000				Construction Supplies							
0001	1912	R999	631500				Energy							
0001	1912	R999	632000				Other Operating Supplies							
0001	1912	R999	632500				Facility Rental							
0001	1912	R999	633000				Vehicle Rental							
0001	1912	R999	633500				Non-Vehicle Equipment Rental							
0001	1912	R999	634000				Professional Services							
0001	1912	R999	634500				Information Technology Services							
0001	1912	R999	635000				Property Services							
0001	1912	R999	635500				Infrastructure Services							
0001	1912	R999	636000				Vehicle Repair Services							
0001	1912	R999	636500				Other Operating Services							
0001	1912	R999	637000				Loans and Grants							
0001	1912	R999	637501				Reimburse Other Departments							
0001	1912	R999	006300				OPERATING EXPENDITURES TOTAL							
							EQUIPMENT PURCHASES							
							Additional Equipment							
							Subtotal - Additional Equipment							

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Replacement Equipment					
							Subtotal - Replacement Equipment					
0001	1912	R999	006800				EQUIPMENT PURCHASES TOTAL					
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DEPARTMENT OF CITY DEVELOPMENT-					
							PUBLIC HOUSING PROGRAMS					
							DECISION UNIT TOTAL					

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
COMMON COUNCIL-CITY CLERK													
BUDGETARY CONTROL UNIT (1BCU=1DU)													
SALARIES & WAGES													
					15	1,108,628	Alderman (X) (Y)	10	15	1,117,607	15	1,117,607	
					1	124,823	City Clerk (Y)	15	1	124,823	1	124,823	
					1	85,999	Deputy City Clerk (Y)	13	1	90,710	1	85,999	
					1	66,814	Legislative Coordinator-Senior (Y)	10					
CENTRAL ADMINISTRATION DIVISION													
							Research & Analysis Manager	10	1	90,728	1	64,804	
							Legislative Coordinator-Senior	10	1	68,885	1	68,885	
					1	56,888	Staff Asst. to Council President (Y)	7	1	58,041	1	56,888	
					1	79,836	Network Administrator	8	1	79,836	1	79,836	
					1	70,295	Mgmt. & Acct. Officer	6	1	70,295	1	70,295	
					15	691,237	Legislative Assistant (Y)	2	15	679,290	15	679,290	
					1	49,649	Administrative Specialist-Senior	4					
							Administrative Services Coordinator	555	1	52,742	1	52,742	
					1	54,455	Executive Administrative Assistant II	2	1	54,455	1	54,455	
							Administrative Specialist	2	1	54,455	1	54,455	
					1	72,827	Network Coord. Sr.	6	1	74,504	1	72,827	
					1	38,474	Accounting Asst II	445	1	40,836	1	40,836	
							Administrative Assistant II	445	1	40,836	1	40,836	
					1	36,708	Communications Assistant II	435	1	38,963	1	38,963	
					1	75,313	Council Administration Manager	9	1	75,095	1	75,095	



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
					1	60,251	Capital Program Specialist	6				
							Fiscal Planning Specialist	8	1	58,320	1	58,320
							HISTORIC PRESERVATION					
					1	60,860	Senior Planner (J)	576	1	64,598	1	64,598
					1	53,941	Associate Planner	558	1	57,254	1	57,254
							CLERICAL SECTION					
					1	54,455	Administrative Specialist	2				
					1	38,474	Administrative Assistant II	445				
							AUXILIARY POSITIONS					
					5	36,500	Legislative Assistant	2	5	37,632	5	36,500
					15		Legislative Services Aide (A)	400	15		15	
							COUNCIL RECORDS SECTION					
					1		Council Records Manager	9			1	
					3	182,369	Staff Assistant	6	3	183,774	3	182,369
					1	51,106	Administrative Services Specialist	1	1	51,106	1	51,106
					1	47,567	Council Information Specialist	550	1	49,779	1	49,779
							PUBLIC INFORMATION DIVISION					
							PUBLIC RELATIONS SECTION					
					1	77,636	Public Information Manager	9	1	78,236	1	77,636
					1	56,733	Public Relations Supervisor	6	1	57,785	1	56,733

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
					2	80,603	Graphics Designer II	535	2	84,334	2	84,334
							TELEVISION SERVICES SECTION					
					1	70,295	City Channel Manager	6	1	70,295	1	70,295
					2	83,430	Television Production Specialist II	515	2	88,554	2	88,554
					2	76,947	Production Technician	505	2	78,564	2	78,564
					1	18,700	Production Technician (0.5 FTE)	505	1		1	
							LICENSE DIVISION					
					1	80,496	License Division Manager (Y)	11	1	81,877	1	80,496
					1	70,845	License Division Assistant Mgr. (Y)	9	1	70,982	1	70,982
					1	47,535	License Coordinator (Y)	4	1	49,194	1	47,535
					7	257,928	License Specialist	455	7	281,442	7	281,442
					1	36,708	Customer Service Representative II	435	1	38,963	1	38,963
							LEGISLATIVE REFERENCE BUREAU DIVISION					
					1	96,722	Legislative Reference Bureau Mgr.	11	1	96,722	1	80,000
							ADMINISTRATIVE SERVICES SECTION					
					1	38,474	Office Assistant IV	445	1	40,836	1	40,836
					1	42,500	Code Information Specialist	540	1	43,909	1	43,909
							RESEARCH AND ANALYSIS SECTION					
					1	90,728	Research and Analysis Manager	10				
					1	79,836	Legislative Research Supervisor	8	1	79,836	1	79,836

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS		PAY RANGE	REQUESTED BUDGET UNITS	DOLLARS	PROPOSED BUDGET UNITS	DOLLARS
					8	490,081	Legislative Fiscal Analyst Lead	7	8	493,920	8	490,081
							LIBRARY SECTION					
					2	99,604	Librarian II	545	2	105,722	2	105,722
					1	65,957	Legislative Library Manager	5	1	65,957	1	65,957
							MPA LIAISON OFFICERS					
					3	190,156	Police Liaison Officer (B)	808	3	192,569	3	192,569
					113	5,349,383	Total Before Adjustments		112	5,414,261	113	5,353,006
							Salary & Wage Rate Change					
							Overtime Compensated*					
						(103,840)	Personnel Cost Adjustment			(108,285)		(162,427)
						(35,127)	Other					
					113	5,210,416	Gross Salaries & Wages Total		112	5,305,976	113	5,190,579
							Reimbursable Services Deduction					
						(60,251)	Capital Improvements Deduction			(58,320)		(58,320)
						(60,860)	Grants & Aids Deduction			(64,598)		(74,598)
						(78,357)	Furlough					(75,590)
0001	1310	R999	006000	5,129,422	113	5,010,948	NET SALARIES & WAGES TOTAL*		112	5,183,058	113	4,982,071

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					90.30		O&M FTE'S		89.30		88.67	
					2.00		NON-O&M FTE'S		2.00		2.13	
(A) No more than one Auxiliary Legislative Service Aide position may be assigned to any aldermanic office at any one time.												
(B) Position salaries are partially offset by revenue from the MPA in accordance with the labor contract agreement.												
(J) Funded by Community Development Block Grant.												
(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.												
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0001	1310	R999	006100	2,350,716		2,054,489	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,487,868		2,391,394
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	1310	R999	630100	73,966		117,360	General Office Expense			117,170		117,170
0001	1310	R999	630500				Tools & Machinery Parts					
0001	1310	R999	631000				Construction Supplies					
0001	1310	R999	631500				Energy					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1310	R999	632000	50,849		45,000	Other Operating Supplies			51,353		51,353
0001	1310	R999	632500	11,881		12,132	Facility Rental			15,000		15,000
0001	1310	R999	633000	63,720		62,000	Vehicle Rental			65,000		65,000
0001	1310	R999	633500	44,725		52,000	Non-Vehicle Equipment Rental			51,500		51,500
0001	1310	R999	634000	19,122		35,100	Professional Services			51,500		51,500
0001	1310	R999	634500	44,735		62,000	Information Technology Services			62,000		62,000
0001	1310	R999	635000				Property Services					
0001	1310	R999	635500				Infrastructure Services					
0001	1310	R999	636000				Vehicle Repair Services					
0001	1310	R999	636500	134,272		248,643	Other Operating Services			256,102		256,102
0001	1310	R999	637000				Loans and Grants					
0001	1310	R999	637501	108,183		112,000	Reimburse Other Departments			116,000		116,000
0001	1310	R999	006300	551,453		746,235	OPERATING EXPENDITURES TOTAL*			785,625		785,625
EQUIPMENT PURCHASES												
Additional Equipment												
0001	1310	R999	681500	38,544		15,000	Books & Maps			15,000		15,000
				19,551			Computers/ Computer Software					
							Projector, Screen & Mounts-CH 303		1	1,800	1	
						15,000	Subtotal - Additional Equipment			16,800		15,000

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Replacement Equipment					
							Monitors 301 Control Room&MC(6)		6	3,500	6	
							Digital Playback System for MC		1	11,000	1	11,000
							TV & Mounts 301-B		3	3,000	3	
							Editor system upgrades & computer		1	5,500	1	
							Subtotal - Replacement Equipment		11	23,000	11	11,000
0001	1310	R999	006800	58,095		15,000	EQUIPMENT PURCHASES TOTAL*		11	39,800	11	26,000
							SPECIAL FUNDS					
0001	1310	R121	006300	837		3,035	Expense Fund for Common Council President*			3,035		3,035
0001	1310	R122	006300	4,000		4,000	Legislative Expense Fund*			4,000		4,000
0001	1310	R126	006300	11,671			Sale of Code & Charter*					
0001	1310	R129	006800	48,016		10,000	Computer System Upgrades*			35,000		20,000
0001	1310	R130	006300	11,424		15,000	Aldermanic Travel*			15,000		15,000
				75,948		32,035	SPECIAL FUNDS TOTAL			57,035		42,035
							COMMON COUNCIL-CITY CLERK BUDGETARY					
				8,165,634		7,858,707	CONTROL UNIT TOTAL (1BCU=1DU)			8,553,386		8,227,125
							Oversight of Cable Television Production functions will be under the jurisdiction of the appropriate Common Council committee.					

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
COMPTROLLER												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
					1	141,815	Comptroller (Y)	17	1	141,815	1	141,815
					1	124,823	Deputy Comptroller (Y)	15	1	124,823	1	124,823
ADMINISTRATION DIVISION												
					1	115,055	Accounts Director (Y)	14	1	113,565	1	113,565
					1	98,973	Financial Services Director (Y)	14	1	97,463	1	97,463
					1	81,593	Special Assistant to Comptroller (Y)	9	1	80,066	1	80,066
					1	54,455	Executive Administrative Assistant II	2	1	54,455	1	54,455
					1	37,254	Administrative Assistant II	445	1	36,902	1	36,902
FINANCIAL ADVISORY DIVISION												
					1	89,120	Revenue & Financial Services Specialist	12	1	87,145	1	87,145
					1	67,209	Revenue & Financial Services Assistant	6	1	66,112	1	66,112
					1	58,154	Management Accounting Specialist - Sr.	6	1	58,500	1	58,500
GENERAL ACCOUNTING DIVISION												
					1	90,728	Accounting Manager	10	1	90,728	1	90,728
					1	73,988	Assistant Accounting Manager	8	1	71,762	1	71,762
					1	70,569	Accounting Supervisor	7	1	69,410	1	69,410
					4	235,840	Management Accounting Specialist-Sr.	6	4	231,832	4	231,832
					3	125,145	Accounting Program Assistant II	460	3	132,831	3	132,831

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
					5	226,143	Accounting Program Assistant III	475	5	237,503	5	237,503
							PAYROLL ADMINISTRATION DIVISION					
					1	79,560	City Payroll Manager	11	1	78,072	1	78,072
					1	71,646	Assistant City Payroll Manager	8	1	69,411	1	69,411
					2	129,790	City Payroll Specialist	7	2	128,835	2	128,835
					2	91,802	City Payroll Assistant - Sr.	475	2	97,442	2	97,442
					1	41,715	City Payroll Assistant	460	1	44,277	1	44,277
							AUDITING DIVISION					
					1	90,728	Auditing Manager	10	1	90,728	1	90,728
					2	75,263	Information Systems Auditor - Senior	9	2	70,856	2	70,856
					2	141,128	Auditor - Lead (X)	7	2	126,658	2	126,658
					5	192,536	Auditing Specialist	6	5	177,317	5	177,317
					1	41,715	Accounting Program Assistant II	460	1	44,277	1	44,277
							REVENUE AND COST DIVISION					
					1	90,728	Grant-In-Aid Fiscal Coordinator	10	1	90,728	1	90,728
					4	261,546	Management Accounting Specialist - Sr.	6	4	260,074	4	260,074
					1	38,474	Office Assistant IV	445	1	40,836	1	40,836
					1	64,046	Management Accounting Spec. - Sr. (D)	6	1	50,206	1	50,206
							COMMUNITY DEVELOPMENT ACT GRANT					
							ACCOUNTING (B)					
					1	79,825	Assistant Grant Fiscal Manager (B)	8	1	79,836	1	79,836



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	70,295	Auditing Specialist (B)	6	1	50,206	1	50,206
					2	140,590	Management Acct. Specialist-Senior (B)	6	2	140,590	2	140,590
					2	90,277	Accounting Program Assistant III (B)	475	2	95,823	2	95,823
					1	17,170	Accounting Intern (0.5 FTE)(C)	930	1	18,221	1	18,221
					1	53,060	Accountant II (B)	545	1	56,318	1	56,318
					FINANCIAL SYSTEMS SUPPORT DIVISION							
					1	103,077	FMIS Project Mgr.-Application Specialist	11	1	96,722	1	96,722
					1	96,722	Functional Applications Manager	12	1	103,077	1	103,077
					1	85,129	Functional Applications Analyst-Sr.	9	1	85,129	1	85,129
					1	70,295	Network Coordinator - Sr.	6	1	70,295	1	70,295
					1	70,294	Financial Systems Analyst-Senior	6	1	70,295	1	70,295
					PUBLIC DEBT COMMISSION							
					3		Public Debt Commissioner (Y)	SP	3		3	
					1	100,191	Public Debt Specialist	12	1	99,964	1	99,964
					67	4,078,466	Total Before Adjustments		67	4,031,105	67	4,031,105
					Salary & Wage Rate Changes							
						500	Overtime Compensated*			3,000		500
						(122,354)	Personnel Cost Adjustment			(80,622)		(120,933)
						(85,089)	Other			4,000		4,000
						(52,000)	Furlough			(51,000)		(60,467)

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS		RANGE	REQUESTED BUDGET UNITS DOLLARS	PROPOSED BUDGET UNITS DOLLARS		
					67	3,819,523	Gross Salaries & Wages Total		67 3,906,483	67 3,854,205		
						(6,000)	Reimbursable Services Deduction			(6,000)	(6,000)	
							Capital Improvements Deduction					
						(529,789)	Grants & Aids Deduction			(546,017)	(546,017)	
0001	2110	R999	006000	3,368,705	67	3,283,734	NET SALARIES & WAGES TOTAL*		67 3,354,466	67 3,302,188		
					51.95		O&M FTE'S		51.16	51.16		
					8.55		NON-O&M FTE'S		9.34	9.34		
							(B) To terminate upon expiration of the CDBG Program					
							year unless grant agreement is renewed or fiscal year					
							is altered by Common Council action.					
							(C) Positions not to be paid out of local property tax revenue.					
							(D) To expire 2/1/13 unless the Neighborhood Stabilization					
							Program Grant is extended.					
							(X) Private Auto Allowance May Be Paid Pursuant to Section					
							350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with					
							the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	2110	R999	006100	1,466,270		1,346,331	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,610,144		1,585,050
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	2110	R999	630100	37,190		35,000	General Office Expense			35,000		35,000
0001	2110	R999	630500				Tools & Machinery Parts					
0001	2110	R999	631000				Construction Supplies					
0001	2110	R999	631500				Energy					
0001	2110	R999	632000				Other Operating Supplies					
0001	2110	R999	632500				Facility Rental					
0001	2110	R999	633000				Vehicle Rental					
0001	2110	R999	633500	8,071			Non-Vehicle Equipment Rental			9,000		9,000
0001	2110	R999	634000	580,668		260,000	Professional Services			260,000		260,000
0001	2110	R999	634500			10,000	Information Technology Services					
0001	2110	R999	635000				Property Services					
0001	2110	R999	635500				Infrastructure Services					
0001	2110	R999	636000				Vehicle Repair Services					
0001	2110	R999	636500	68,347		78,000	Other Operating Services			79,000		79,000
0001	2110	R999	637000				Loans and Grants					
0001	2110	R999	637501	23,469		30,000	Reimburse Other Departments			27,000		27,000
0001	2110	R999	006300	717,745		413,000	OPERATING EXPENDITURES TOTAL *			410,000		410,000
							EQUIPMENT PURCHASES					

ACCOUNT NUMBER				2009		2010			2011	2011		
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
				536		15,000	Technology & Equipment Replacements			15,000		15,000
				536		15,000	Subtotal - Replacement Equipment			15,000		15,000
0001	2110	R999	006800	536		15,000	EQUIPMENT PURCHASES TOTAL*			15,000		15,000
							SPECIAL FUNDS					
0001	2110	R214	006300	7,000		8,000	Tax Dollar*			8,000		8,000
				7,000		8,000	SPECIAL FUNDS TOTAL			8,000		8,000
							COMPTROLLER BUDGETARY CONTROL					
				5,560,256		5,066,065	UNIT TOTAL (1BCU=1DU)			5,397,610		5,320,238
							*Appropriation Control Account					

ACCOUNT NUMBER				2009	2010		2011				2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
ELECTION COMMISSION												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
					3		Commissioner of Election (Y)	36	3	1,000	3	1,000
					1	84,267	Election Commission - Exec. Dir. (Y)	12	1	83,117	1	83,117
GENERAL OFFICE												
					3	123,537	Program Assistant I	460	3	128,061	3	128,061
					1	45,716	Administrative Assistant III	530	1	46,975	1	46,975
REGISTRATION DIVISION												
					90	241,617	Temporary Office Assistant II (0.39 FTE)	410	6	102,073	6	102,073
					1	46,672	Election Services Coordinator (X)	540	1	48,133	1	48,133
					6	106,234	Temporary Election Laborer (0.73 FTE)	205	2	50,907	2	50,907
ELECTION SERVICE DIVISION												
					1	69,678	Election Services Manager (Y)	9	1	68,648	1	68,648
					1		Management Services Specialist	3			1	
					107	717,721	Total Before Adjustments		18	528,914	19	528,914
Salary & Wage Rate Changes												
						6,137	Overtime Compensated*					
Personnel Cost Adjustment												

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Other					
						(5,550)	Furlough			(5,768)		(5,768)
					107	718,308	Gross Salaries & Wages Total		18	523,146	19	523,146
							Reimbursable Service Deduction					
							Capital Improvements Deduction					
							Grants & Aids Deduction					
0001	1700	R999	006000	473,993	107	718,308	NET SALARIES & WAGES TOTAL*		18	523,146	19	523,146
					21.56		O&M FTE'S		9.80		9.80	
							NON-O&M FTE'S					
							(X) Private auto allowance may be for a maximum of five months per year pursuant to section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	1700	R999	006100	199,648		298,196	ESTIMATED EMPLOYEE FRINGE BENEFITS			251,110		251,110
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	1700	R999	630100	38,217		35,750	General Office Expense			13,060		13,060

ELECTION COMMISSION

170.2

3rd Run 9/14/10

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
0001	1700	R999	630500	135			Tools & Machinery Parts							
0001	1700	R999	631000				Construction Supplies							
0001	1700	R999	631500	5,066		5,000	Energy			14,200		14,200		
0001	1700	R999	632000			34,000	Other Operating Supplies			39,500		39,500		
0001	1700	R999	632500	39,893		69,000	Facility Rental			52,800		52,800		
0001	1700	R999	633000	97		16,160	Vehicle Rental			8,660		8,660		
0001	1700	R999	633500	3,224			Non-Vehicle Equipment Rental							
0001	1700	R999	634000	50,768		105,000	Professional Services			25,000		25,000		
0001	1700	R999	634500	153,124		12,000	Information Technology Services			12,000		12,000		
0001	1700	R999	635000				Property Services							
0001	1700	R999	635500				Infrastructure Services							
0001	1700	R999	636000				Vehicle Repair Services							
0001	1700	R999	636500	268,921		771,365	Other Operating Services			395,315		395,315		
0001	1700	R999	637000				Loans and Grants							
0001	1700	R999	637501	41,566			Reimburse Other Departments							
0001	1700	R999	006300	601,011		1,048,275	OPERATING EXPENDITURES TOTAL*			560,535		560,535		
EQUIPMENT PURCHASES														
Additional Equipment														
Subtotal - Additional Equipment														
Replacement Equipment														

ACCOUNT NUMBER				2009		2010		2011			2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Subtotal - Replacement Equipment					
0001	1700	R999	006800				EQUIPMENT PURCHASES TOTAL *					
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							ELECTION COMMISSION BUDGETARY					
				1,274,652		2,064,779	CONTROL UNIT TOTAL (1BCU=1DU)			1,334,791		1,334,791
							*Appropriation Control Account					



				2009	2010				2011	2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF EMPLOYEE RELATIONS												
SUMMARY (1BCU=3DU)												
SALARIES & WAGES												
				743			Overtime Compensated*					
				3,121,664		2,830,094	All Other Salaries & Wages			2,878,475		2,685,500
0001	1650	R999	006000	3,122,407		2,830,094	NET SALARIES & WAGES TOTAL*			2,878,475		2,685,500
					75		TOTAL NUMBER OF POSITIONS AUTHORIZED		76		73	
					44.81		O&M FTE'S**		48.00		45.00	
					8.20		NON-O&M FTE'S		8.60		8.60	
0001	1650	R999	006100	1,389,167		1,160,338	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,381,669		1,289,040
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	1650	R999	630100	50,860		25,273	General Office Expense			25,273		25,273
0001	1650	R999	630500				Tools & Machinery Parts					
0001	1650	R999	631000				Construction Supplies					
0001	1650	R999	631500				Energy					
0001	1650	R999	632000	22,154		1,417	Other Operating Supplies			1,417		1,417
0001	1650	R999	632500	5,544		5,725	Facility Rental			5,725		5,725
0001	1650	R999	633000				Vehicle Rental					

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1650	R999	633500	11,820		11,650	Non-Vehicle Equipment Rental			11,650		11,650
0001	1650	R999	634000	260,503		223,729	Professional Services			223,729		161,982
0001	1650	R999	634500	15,431		120,750	Information Technology Services			120,750		120,750
0001	1650	R999	635000	1,078			Property Services					
0001	1650	R999	635500				Infrastructure Services					
0001	1650	R999	636000				Vehicle Repair Services					
0001	1650	R999	636500	54,270		94,901	Other Operating Services			94,901		67,401
0001	1650	R999	637000				Loans and Grants					
0001	1650	R999	637501	58,646		70,394	Reimburse Other Departments			70,394		70,394
0001	1650	R999	006300	480,306		553,839	OPERATING EXPENDITURES TOTAL*			553,839		464,592
0001	1650	R999	006800	8,818		3,000	EQUIPMENT PURCHASES TOTAL*			43,505		23,904
				121,159		100,619	SPECIAL FUNDS TOTAL			100,619		33,000
							DEPARTMENT OF EMPLOYEE RELATIONS					
				5,121,857		4,647,890	SUMMARY (1BCU=3DU's)			4,958,107		4,496,036

\*Appropriation Control Account

\*\*Totals do not include five (5) FTE for members of the  
City Service Commission and the Equal Rights Commission.

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF EMPLOYEE RELATIONS												
ADMINISTRATION DIVISION												
SALARIES & WAGES												
					1	125,798	Employee Relations Director (Y)	18	1	125,798	1	125,798
					1	39,094	Administrative Assistant III	530	1	41,495	1	41,495
					5	21,000	City Service Commissioner (Y)	40	5	21,000	5	21,000
					5		Equal Rights Commissioner (Y)		5		5	
BUSINESS SECTION												
					1	79,836	Business Operations Manager	8	1	79,836	1	79,836
					1	56,549	Business Services Specialist	546	1	60,023	1	60,023
OFFICE OF DIVERSITY & OUTREACH												
					1	58,567	Human Resources Compliance Officer (Y)	9	1	58,289	1	58,289
				399,090	15	380,844	Total Before Adjustments		15	386,441	15	386,441
Salary & Wage Rate Changes												
Overtime Compensated												
						(7,646)	Personnel Cost Adjustment			(7,759)		(11,638)
						1,450	Other			1,498		1,498
						(5,525)	Furlough			(5,622)		(5,621)
				399,090	15	369,123	Gross Salaries & Wages Total		15	374,558	15	370,680

				2009		2010					2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
							Reimbursable Services Deduction						
							Capital Improvements Deduction						
							Grants and Aids Deduction						
0001	1651	R999	006000	399,090	15	369,123	NET SALARIES & WAGES TOTAL		15	374,558	15	370,680	
					4.76		O&M FTE'S**		5.00		5.00		
							NON-O&M FTE'S						
							(Y) Required to file a statement of economic interests in accordance						
							with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.						
0001	1651	R999	006100	171,180		151,340	ESTIMATED EMPLOYEE FRINGE BENEFITS			179,788		177,926	
							(Involves Revenue Offset-No Transfers from this Account)						
							OPERATING EXPENDITURES						
0001	1651	R999	630100	8,703		6,402	General Office Expense			6,402		6,402	
0001	1651	R999	630500				Tools & Machinery Parts						
0001	1651	R999	631000				Construction Supplies						
0001	1651	R999	631500				Energy						
0001	1651	R999	632000	1,522		387	Other Operating Supplies			387		387	
0001	1651	R999	632500				Facility Rental						
0001	1651	R999	633000				Vehicle Rental						
0001	1651	R999	633500				Non-Vehicle Equipment Rental						

ACCOUNT NUMBER				2009		2010		2011			2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1651	R999	634000	17,910		17,207	Professional Services			17,207		17,207
0001	1651	R999	634500				Information Technology Services					
0001	1651	R999	635000				Property Services					
0001	1651	R999	635500				Infrastructure Services					
0001	1651	R999	636000				Vehicle Repair Services					
0001	1651	R999	636500	1,983		1,325	Other Operating Services			1,325		1,325
0001	1651	R999	637000				Loans and Grants					
0001	1651	R999	637501	20,751		16,944	Reimburse Other Departments			16,944		16,944
0001	1651	R999	006300	50,869		42,265	OPERATING EXPENDITURES TOTAL			42,265		42,265
							EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
				8,786		3,000	Computer Equipment			43,505		23,904
				8,786		3,000	Subtotal - Replacement Equipment			43,505		23,904
0001	1651	R999	006800	8,786		3,000	EQUIPMENT PURCHASES TOTAL			43,505		23,904

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
SPECIAL FUNDS												
0001	1651	R163	006300	30,573		23,000	Safety Glasses*			23,000		23,000
0001	1651	R164	006300	6,960		8,000	Drug Testing*			8,000		5,000
0001	1651	R165	006300	83,626		69,619	Preplacement Exams*			69,619		5,000
				121,159		100,619	SPECIAL FUNDS TOTAL			100,619		33,000
DEPARTMENT OF EMPLOYEE RELATIONS -												
				751,084		666,347	ADMINISTRATION DIVISION TOTAL			740,735		647,775

\*\*Totals do not include five (5) FTE for members  
of the City Service Commission and the Equal Rights  
Commission.



				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Salary & Wage Rate Change					
							Overtime Compensated					
						(18,770)	Personnel Cost Adjustment			(21,552)		(30,736)
						2,877	Other			3,223		3,197
						(14,450)	Furlough			(16,802)		(16,821)
				1,161,011	19	1,035,653	Gross Salaries & Wages Total		19	1,039,254	19	1,021,187
						(23,341)	Reimbursable Services Deduction			(53,032)		(44,194)
							Capital Improvements Deduction					
							Grants & Aids Deduction					
0001	1654	R999	006000	1,161,011	19	1,012,312	NET SALARIES & WAGES TOTAL		19	986,222	19	976,993
					16.42		O&M FTE'S		18.00		18.00	
					0.60		NON-O&M FTE'S		1.00		1.00	
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	1654	R999	006100	521,978		415,048	ESTIMATED EMPLOYEE FRINGE BENEFITS			473,387		468,957
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	1654	R999	630100	15,142		6,855	General Office Expense			6,855		6,855
DEPARTMENT OF EMPLOYEE RELATIONS						180.8	3rd Run 9/14/10					



				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		DOLLARS
0001	1654	R999	630500				Tools & Machinery Parts							
0001	1654	R999	631000				Construction Supplies							
0001	1654	R999	631500				Energy							
0001	1654	R999	632000	2,685		100	Other Operating Supplies			100				100
0001	1654	R999	632500				Facility Rental							
0001	1654	R999	633000				Vehicle Rental							
0001	1654	R999	633500	4,342		4,350	Non-Vehicle Equipment Rental			4,350				4,350
0001	1654	R999	634000	112,292		4,975	Professional Services			4,975				4,975
0001	1654	R999	634500			108,123	Information Technology Services			108,123				108,123
0001	1654	R999	635000				Property Services							
0001	1654	R999	635500				Infrastructure Services							
0001	1654	R999	636000				Vehicle Repair Services							
0001	1654	R999	636500	11,171		4,788	Other Operating Services			4,788				4,788
0001	1654	R999	637000				Loans and Grants							
0001	1654	R999	637501	13,428		26,500	Reimburse Other Departments			26,500				26,500
0001	1654	R999	006300	159,060		155,691	OPERATING EXPENDITURES TOTAL			155,691				155,691
EQUIPMENT PURCHASES														
				32			Additional Equipment							
				32			Subtotal - Additional Equipment							
							Replacement Equipment							

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Subtotal - Replacement Equipment					
0001	1654	R999	006800		32		EQUIPMENT PURCHASES TOTAL					
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DEPARTMENT OF EMPLOYEE RELATIONS-					
				1,842,081		1,583,051	EMPLOYEE BENEFITS DIVISION TOTAL			1,615,300		1,601,641

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF EMPLOYEE RELATIONS												
OPERATIONS DIVISION												
SALARIES & WAGES												
LABOR RELATIONS SECTION												
					1	117,118	Labor Negotiator (X)(Y)	14	1	117,118	1	117,118
					2	139,860	Labor Relations Officer	9	2	138,648	2	118,648
							Office Assistant IV	445	1	36,902		
STAFFING SERVICES SECTION												
					1	103,077	Human Resources Manager	12	1	103,077	1	103,077
					4	299,682	Human Resources Representative	7	4	299,688	3	224,766
					1	47,109	Human Resource Analyst, Sr	5	1	59,997	1	59,997
					2	88,514	Program Assistant II	530	2	93,950	2	93,950
SELECTION SERVICES												
					1	54,460	Human Resource Analyst	3	1	56,083		
							Test Administration Coordinator	3			1	56,083
					1	40,065	Program Assistant I	460	1	41,495	1	41,495
COMPENSATION SERVICES SECTION												
					1	103,077	Human Resource Manager (Y)	12	1	103,077	1	103,077
					2	149,844	Human Resources Representative	7	2	149,844	2	149,844
					1	44,257	Program Assistant II	530	1	46,975	1	46,975

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	BUDGET			RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS	UNITS	DOLLARS						
TRAINING & DEVELOPMENT SERVICES												
					1	44,257	Program Assistant II	530	1	46,975	1	46,975
CERTIFICATION & SALARY SERVICES												
					1	58,795	Certification & Salary Sys. Administrator	7	1	58,655	1	58,655
					2	93,250	Pay Services Specialist	540	2	100,293	1	50,147
							Certification Services Specialist	540			1	50,147
					2	80,735	Program Assistant I	460	2	79,976	1	40,469
					1	33,014	Office Assistant II	410	1	35,041	1	35,041
AUXILIARY POSITIONS												
					17	214,249	Auxiliary Resource Positions		17	217,296	17	217,296
				1,633,579	41	1,711,363	Total Before Adjustments		42	1,785,090	39	1,613,760
							Salary & Wage Rate Change					
				743			Overtime Compensated					
						(29,469)	Personnel Cost Adjustment			(31,466)		(42,041)
						3,539	Other			5,487		4,888
						(22,525)	Furlough			(24,120)		(21,484)
				1,633,579	41	1,662,908	Gross Salaries & Wages Total		42	1,734,991	39	1,555,123
				(71,273)		(214,249)	Reimbursable Services Deduction			(217,296)		(217,296)
							Capital Improvements Deduction					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
							Grants & Aids Deduction					
0001	1652	R999	006000	1,562,306	41	1,448,659	NET SALARIES & WAGES TOTAL		42	1,517,695	39	1,337,827
					23.63		O&M FTE'S		25.00		22.00	
					7.60		NON-O&M FTE'S		7.60		7.60	
							(X) Private automobile allowance may be paid pursuant to Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	1652	R999	006100	696,009		593,950	ESTIMATED EMPLOYEE FRINGE BENEFITS			728,494		642,157
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	1652	R999	630100	27,015		12,016	General Office Expense			12,016		12,016
0001	1652	R999	630500				Tools & Machinery Parts					
0001	1652	R999	631000				Construction Supplies					
0001	1652	R999	631500				Energy					
0001	1652	R999	632000	17,947		930	Other Operating Supplies			930		930
0001	1652	R999	632500	5,544		5,725	Facility Rental			5,725		5,725
0001	1652	R999	633000				Vehicle Rental					
0001	1652	R999	633500	7,478		7,300	Non-Vehicle Equipment Rental			7,300		7,300

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1652	R999	634000	130,301		201,547	Professional Services			201,547		139,800
0001	1652	R999	634500	15,431		12,627	Information Technology Services			12,627		12,627
0001	1652	R999	635000	1,078			Property Services					
0001	1652	R999	635500				Infrastructure Services					
0001	1652	R999	636000				Vehicle Repair Services					
0001	1652	R999	636500	41,116		88,788	Other Operating Services			88,788		61,288
0001	1652	R999	637000				Loans and Grants					
0001	1652	R999	637501	24,467		26,950	Reimburse Other Departments			26,950		26,950
0001	1652	R999	006300	270,377		355,883	OPERATING EXPENDITURES TOTAL			355,883		266,636
							EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
							Subtotal - Replacement Equipment					
0001	1652	R999	006800				EQUIPMENT PURCHASES TOTAL					
							SPECIAL FUNDS TOTAL					

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							DEPARTMENT OF EMPLOYEE RELATIONS-					
				2,528,692		2,398,492	OPERATIONS DIVISION TOTAL			2,602,072		2,246,620

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
FIRE AND POLICE COMMISSION												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
FIRE & POLICE COMMISSION												
					1	120,414	Fire & Police Comm. Exec. Dir. (B)(X)(Y)	14	1	127,810	1	127,810
					1	109,915	Community Relations Mgr. (A)(X)(Y)	9	1	109,186	1	109,186
					2	116,583	Investigator/Auditor	7	2	114,048	2	114,048
					1	48,514	Research & Policy Analyst	5	1	47,109	1	47,109
					1	33,157	Research Assistant	594	1	35,193	1	35,193
					1	47,568	Paralegal	594	1	49,472	1	49,472
					1	48,478	Program Assistant III	550	1	49,779	1	49,779
					1	26,152	Office Assistant II	410	1	29,780	1	29,780
							Human Resources Representative (D)	7			2	114,429
					7	46,201	Fire and Police Commissioner (Y)	41	7	46,201	7	46,201
							Auxiliary Personnel/Graduate Intern	930	1	5,572	1	5,572
HOMELAND SECURITY												
					1	89,386	Homeland Security Director (C)(Y)	12	1	91,089	1	91,089
					1	61,871	Grant Monitor-Homeland Security (Y)	6	1	50,206	1	50,206
					18	748,239	Total Before Adjustments		19	755,445	21	869,874
Salary & Wage Rate Changes												
						1,575	Overtime Compensated*			2,872		2,872



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
						(13,749)	Personnel Cost Adjustment			(12,647)		(22,727)
						(2,194)	Other			7,863		7,895
						(8,500)	Furlough			(9,123)		(10,915)
					18	725,894	Gross Salaries & Wages Total		19	744,410	21	846,999
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
						(133,380)	Grants & Aids Deduction			(123,077)		(123,077)
0001	3100	R999	006000	629,753	18	592,514	NET SALARIES & WAGES TOTAL*		19	621,333	21	723,922
					8.70		O&M FTE'S		9.60		11.60	
					1.80		NON-O&M FTE'S		1.80		1.80	
							(A) One position held by David Heard to be soft red circled at Salary Grade 15.					
							(B) While occupying this title, Michael G. Tobin, shall be paid at rates consistent with Pay Range 148.					
							(C) To expire 6/30/12, unless the Urban Areas Security Initiative Program Grant, available from the U.S. Department of Homeland Security, is extended.					
							(D) Pending classification review by Department of Employee Relations.					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
(X) Private automobile allowance may be paid pursuant to Section 350-183 of the Milwaukee Code.												
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0001	3100	R999	006100	289,370		242,931	ESTIMATED EMPLOYEE FRINGE BENEFITS			298,240		347,483
(Involves Revenue Offset-No transfers from this account)												
OPERATING EXPENDITURES												
0001	3100	R999	630100	5,830		6,000	General Office Expense			6,000		6,000
0001	3100	R999	630500				Tools & Machinery Parts					
0001	3100	R999	631000				Construction Supplies					
0001	3100	R999	631500				Energy					
0001	3100	R999	632000	6,347		4,000	Other Operating Supplies			2,000		2,000
0001	3100	R999	632500				Facility Rental					
0001	3100	R999	633000	853		1,100	Vehicle Rental			2,900		2,900
0001	3100	R999	633500	2,274		2,300	Non-Vehicle Equipment Rental			2,500		5,000
0001	3100	R999	634000	34,124		90,000	Professional Services			42,000		91,267
0001	3100	R999	634500	693		11,300	Information Technology Services			6,000		6,000
0001	3100	R999	635000				Property Services					
0001	3100	R999	635500				Infrastructure Services					
0001	3100	R999	636000				Vehicle Repair Services					
0001	3100	R999	636500	3,860		4,200	Other Operating Services			2,000		2,000

				2009	2010							2011	2011			
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	PAY RANGE	UNITS	DOLLARS	UNITS	DOLLARS				
0001	3100	R999	637000				Loans and Grants									
0001	3100	R999	637501	11,676		15,128	Reimburse Other Departments			12,000		12,000				
0001	3100	R999	006300	65,657		134,028	OPERATING EXPENDITURES TOTAL*			75,400		127,167				
EQUIPMENT PURCHASES																
Additional Equipment																
				1,211		500	Office chairs and cabinets									
				4,500			Computer Workstations									
				837		500	Computer Software									
				6,548		1,000	Subtotal - Additional Equipment									
Replacement Equipment																
							Office chairs and cabinets		1	2,600	1	2,600				
							Computer Workstations		1	1,200	1	1,200				
							Computer Software		1	500	1	500				
							Subtotal - Replacement Equipment		1	4,300	1	4,300				
0001	3100	R999	006800	6,548		1,000	EQUIPMENT PURCHASES TOTAL*		1	4,300	1	4,300				
SPECIAL FUNDS																
Pre-Employment Screening*														77,600		

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				3,300			SPECIAL FUNDS TOTAL					77,600
							FIRE & POLICE COMMISSION BUDGETARY					
				994,628		970,473	CONTROL UNIT TOTAL (1BCU=1DU)			999,273		1,280,472
							*Appropriation Control Account					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							FIRE DEPARTMENT					
							BUDGETARY CONTROL UNIT					
							(SUMMARY 1BCU=2DU)					
							SALARIES & WAGES					
						3,404,490	Overtime Compensated (Spec. Duty)*			5,288,254		3,291,414
				75,654,327		66,545,609	All Other Salaries & Wages			67,530,204		66,174,458
0001	3280	R999	006000	75,654,327		69,950,099	NET SALARIES & WAGES TOTAL *			72,818,458		69,465,872
					1,027		TOTAL NUMBER OF POSITIONS AUTHORIZED		1,027		1,026	
					1026.05		O&M FTE'S		1026.05		1025.05	
					7.50		NON-O&M FTE'S		7.50		7.50	
0001	3280	R999	006100	28,554,878		23,784,784	ESTIMATED EMPLOYEE FRINGE BENEFITS			29,127,383		27,786,348
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	3280	R999	630100	287,836		139,107	General Office Expense			205,000		205,000
0001	3280	R999	630500	599,414		475,000	Tools & Machinery Parts			505,000		505,000
0001	3280	R999	631000	43,674		92,000	Construction Supplies			62,000		62,000
0001	3280	R999	631500	1,168,631		1,444,325	Energy			1,471,485		1,307,207
0001	3280	R999	632000	237,227		770,131	Other Operating Supplies			549,369		549,369
0001	3280	R999	632500			1	Facility Rental			1		1

FIRE DEPARTMENT

200.1

3rd Run 9/14/10

				2009	2010		2011					2011
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	3280	R999	633000				Vehicle Rental					
0001	3280	R999	633500	28,493		22,500	Non-Vehicle Equipment Rental			22,500		22,500
0001	3280	R999	634000	638,434		981,400	Professional Services			886,000		886,000
0001	3280	R999	634500	454,167		532,612	Information Technology Services			620,295		570,295
0001	3280	R999	635000	359,929		338,880	Property Services			373,580		373,580
0001	3280	R999	635500			5,000	Infrastructure Services			5,000		5,000
0001	3280	R999	636000	200,896		234,000	Vehicle Repair Services			234,000		234,000
0001	3280	R999	636500	557,572		560,450	Other Operating Services			578,900		578,900
0001	3280	R999	637000				Loans and Grants					
0001	3280	R999	637501	36,515		125,000	Reimburse Other Departments			100,000		100,000
0001	3280	R999	006300	4,612,788		5,720,406	OPERATING EXPENDITURES TOTAL*			5,613,130		5,398,852
0001	3280	R999	006800	907,643		252,613	EQUIPMENT PURCHASES TOTAL*			182,179		182,179
				179,777		113,000	SPECIAL FUNDS TOTAL			457,941		214,041
							FIRE DEPARTMENT - BUDGETARY CONTROL					
				109,909,413		99,820,902	UNIT TOTAL (1BCU=2DU)			108,199,091		103,047,292

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
FIRE DEPARTMENT												
EMERGENCY SERVICES DIVISION DECISION UNIT												
SALARIES & WAGES												
FIREFIGHTING SERVICE												
					3	301,309	Deputy Chief Fire	865	3	298,357	3	278,748
					15	1,327,449	Battalion Chief Fire	863	15	1,323,188	15	1,340,555
					51	4,175,464	Fire Captain	857	51	4,180,061	51	4,361,328
					3	246,868	Fire Captain - Incident Safety Officer	857	3	246,868	3	246,868
					154	10,843,429	Fire Lieutenant	856	156	11,068,970	156	11,175,474
					451	25,615,011	Firefighter	850	451	26,460,119	451	24,908,288
					180	12,048,800	Heavy Equipment Operator	853	180	12,048,800	180	12,048,800
PARAMEDIC SERVICE												
					53	3,326,837	Firefighter/Paramedic (H)	850	53	3,409,567	53	3,351,213
					12	846,107	Para Fld Lieut/Fire Para. Fld Lieut (I)	856	10	705,089	10	669,378
					1	97,044	Deputy Chief Fire	865	1	100,435	1	100,435
					3	243,986	Administrative Captain - EMS	857	3	242,247	3	246,868
					1	89,370	Battalion Chief Fire	863	1	84,323	1	84,323
							Health and Safety Officer	6	1	55,024	1	55,024
					1	38,474	Office Assistant IV	445	1	40,836	1	40,836
METROPOLITAN MEDICAL RESPONSE												
SYSTEM PROGRAM GRANT												
					1	89,370	Battalion Chief Fire - EMS (A)	863	1	84,323	1	84,323

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							UASI GRANT - PREPAREDNESS COORDINATOR (B)					
					1	89,370	Homeland Security Preparedness Chf (B)	863	1	87,273	1	87,273
							FIRE CAUSE INVESTIGATION UNIT					
					1	67,000	Fire Lieutenant/Fire Investigator (D)	856	1	67,000	1	67,000
					931	59,445,888	Total Before Adjustments		932	60,502,480	932	59,146,734
							Salary & Wage Rate Change					
						3,240,855	Overtime Compensated**(Special Duty)			5,124,619		3,127,779
							Personnel Cost Adjustment					
						2,579,581	Other			2,497,664		2,497,664
				70,044,312	931	65,266,324	Gross Salaries & Wages Total		932	68,124,763	932	64,772,177
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
						(570,198)	Grants & Aids Deduction			(426,596)		(426,596)
0001	3281	R999	006000	70,044,312	931	64,696,126	NET SALARIES & WAGES TOTAL		932	67,698,167	932	64,345,581
					929.69		O&M FTE'S		930.69		930.69	
					5.00		NON-O&M FTE'S		5.00		5.00	



ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							(A) To expire 6/30/11 unless the Metropolitan Medical Response System Program Grant is extended.					
							(B) To expire 6/30/11 unless the UASI Grant is extended.					
							(G) To expire 6/30/11 unless the Urban Areas Security Initiatives Program Grant, available from the U.S. Department of Homeland Security, is extended.					
							(D) Position authority and funding subject to Economic Stimulus grant award					
							(H) These positions may be filled under either the position title of Firefighter or Paramedic.					
							(I) These positions may be filled under either the position title of Paramedic Field Lieutenant or Fire Paramedic Field Lieutenant.					
0001	3281	R999	006100	26,561,287		21,976,989	ESTIMATED EMPLOYEE FRINGE BENEFITS			27,079,267		25,738,232
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	3281	R999	630100	233,279		98,000	General Office Expense			146,000		146,000
0001	3281	R999	630500	579,720		475,000	Tools & Machinery Parts			505,000		505,000
0001	3281	R999	631000	41,470		92,000	Construction Supplies			62,000		62,000

FIRE DEPARTMENT

200.5

3rd Run 9/14/10

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
0001	3281	R999	631500	1,090,578		1,429,738	Energy			1,455,898		1,291,620		
0001	3281	R999	632000	216,706		678,611	Other Operating Supplies			458,119		458,119		
0001	3281	R999	632500			1	Facility Rental			1		1		
0001	3281	R999	633000				Vehicle Rental							
0001	3281	R999	633500	10,583		4,500	Non-Vehicle Equipment Rental			4,500		4,500		
0001	3281	R999	634000	587,971		196,400	Professional Services			50,500		50,500		
0001	3281	R999	634500	739			Information Technology Services							
0001	3281	R999	635000	297,622		172,100	Property Services			286,800		286,800		
0001	3281	R999	635500			5,000	Infrastructure Services			5,000		5,000		
0001	3281	R999	636000	198,900		234,000	Vehicle Repair Services			234,000		234,000		
0001	3281	R999	636500	523,834		517,250	Other Operating Services			537,900		537,900		
0001	3281	R999	637000				Loans and Grants							
0001	3281	R999	637501	28,736		100,000	Reimburse Other Departments			40,000		40,000		
0001	3281	R999	006300	3,810,138		4,002,600	OPERATING EXPENDITURES TOTAL			3,785,718		3,621,440		
EQUIPMENT PURCHASES														
Additional Equipment														
				2,799			Cummins software upgrade							
				437,618			Defibrillator, Zoll Series E							
				56,960			Defibrillator battery chargers, Zoll							
				750			Defibrillator battery manager, Zoll							
				21,000			Extrication Equipment							
				15,000			Pump Bay hand piping							

ACCOUNT NUMBER				2009	2010			2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS	UNITS	DOLLARS	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				1,500							
				12,975							
				4,185							
				3,935							
				11,655							
				4,625							
				2,000							
				3,939							
					1	5,000					
					1	1,500					
					1	2,500					
					1	3,000					
					1	2,500					
			101,103								
					1	1,600					
					1	4,000					
					1	15,000					
					5	12,500					
					1	15,000					
								1	2,000	1	2,000
								1	565	1	565
								2	3,960	2	3,960
								2	9,000	2	9,000
								1	8,000	1	8,000
								1	3,000	1	3,000

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Level A Fully Encapsulated Entry Suits		5	12,500	5	12,500
							OTS, wireless dive communication system		1	9,100	1	9,100
							ResQmax, dive light gun w/accessories		1	2,295	1	2,295
							Rescue Aire - Portable Air System		1	5,000	1	5,000
							Thermal Imaging Cameras		2	18,000	2	18,000
				680,044	14	62,600	Subtotal - Additional Equipment		18	73,420	18	73,420
							Replacement Equipment					
				4,500			AGA Dive Masks					
				2,736	4	3,800	Air Conditioner		4	3,800	4	3,800
							AllData online vehicle data access		1	3,000	1	3,000
				2,456			Blackhawk Level 3 Tactical Vests					
							Cot Power Packs		12	9,339	12	9,339
				1,262			Dosimeter					
				28,800			Dry Suits (Gates Diving Suits)					
				11,154			Dry Suits (Swift Water Suits)		10	11,520	10	11,520
				1,800			EXO Dive Masks					
				2,000			Galaxy Tester - Gas Meter					
				4,050	3	3,000	Generator, Portable		3	3,000	3	3,000
							Hose (various)			6,250		6,250
					10	8,000	Hose (large diameter)					
				24,000			ICM Pass Device					
				4,466		15,000	Ladder, Portable (various)					
				1,536	4	2,000	Lawnmower		4	2,000	4	2,000

FIRE DEPARTMENT

200.8

3rd Run 9/14/10

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	2,500	Lawnmower, rider					
				6,500		5,000	Nozzles, various			2,500		2,500
					10	8,000	Refrigerators		5	4,000	5	4,000
				6,600	5	6,500	Saw, Circle, Gas Powered		5	6,500	5	6,500
				1,040			Slide Cut-off Table					
				3,500	3	4,200	Smoke Ejectors, Gasoline		3	4,200	3	4,200
					4	4,800	Snowblowers		4	4,800	4	4,800
				4,500			Stoves, Gas					
				16,000	2	18,000	Thermal Imaging Cameras					
				50,000	50	45,000	Cylinders, Compressed Air		25	22,500	25	22,500
				2,646	4	4,000	Water Heater, Gas		4	4,000	4	4,000
					1	3,000	10" Table Saw					
					10	8,000	SCBA ICM		5	4,000	5	4,000
					1	685	Man overboard monitoring system					
					6	3,228	Polartec Powerstretch Insulated diving underwear					
					2	26,000	Delsar life detection system - Six					
					1	2,300	Petrogen portable cutting system					
					1	1,700	Petrogen heavy rescue outfit					
					1	700	Petrogen rescue auxiliary package					
					2	4,400	RAE Link 2 or 3 modem					
				2,704			Other Previous Experience					
				182,250	125	179,813	Subtotal - Replacement Equipment		85	91,409	85	91,409

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	3281	R999	006800	862,294	139	242,413	EQUIPMENT PURCHASES TOTAL		103	164,829	103	164,829
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							FIRE DEPARTMENT - FIREFIGHTING					
				101,278,031		90,918,128	DIVISION DECISION UNIT TOTAL			98,727,981		93,870,082

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
FIRE DEPARTMENT-SUPPORTING SERVICES												
DECISION UNIT												
SALARIES & WAGES												
BUSINESS SECTION												
					1	144,653	Fire Chief (Y)	18	1	133,885	1	133,885
					1	134,202	Assistant Fire Chief	867	1	131,043	1	131,043
					1	50,242	Administrative Assistant IV	550	1	49,779	1	49,779
					1	57,922	Fire Public Relations Manager	7	1	56,705		
					1	73,044	Business Finance Manager	9	1	70,848	1	70,848
					1	70,295	Management & Accounting Officer	6	1	70,295	1	70,295
					1	41,715	Accounting Assistant III	460	1	44,277	1	44,277
					1	37,510	Personnel Payroll Assistant II	445	1	38,595	1	38,595
					1		Fire Lieutenant	856	1		1	78,188
ADMINISTRATION BUREAU												
					1	100,435	Deputy Chief Fire	865	1	98,519	1	98,519
					1	74,916	Fire Personnel Officer	7	1	55,994	1	55,994
					1	41,715	Microcomputer Services Assistant	460	1	44,277	1	44,277
					1	36,766	Custodial Worker II/City Laborer	215	1	39,024	1	39,024
					1	28,597	Office Assistant II	410	1	29,780	1	29,780
					3	103,603	Office Assistant III	425	3	109,094	3	109,094
							Fire Lieutenant	856	1	70,509	1	70,509

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
DISPATCH SECTION												
							Fire Dispatch Manager	7	1	74,912	1	74,912
							Fire Dispatch Supervisor	4	4	247,461	4	247,461
							Fire Equipment Dispatcher	858	21	905,075	21	905,075
							Fire Equipment Dispatcher (0.5 FTE)	858	2	35,500	2	35,500
AUTOMATION SECTION												
							Admin. Fire Captain	857	1	82,289	1	82,289
							Admin. Fire Lieutenant	856	1	70,509	1	70,509
							Network Coordinator - Associate	4	2	101,430	2	101,430
							Data Base Specialist	534	1	48,502	1	48,502
							Fire Technical Services Manager	9	1	77,748	1	77,748
							Network Coordinator - Senior	6	1	66,978	1	66,978
CONSTRUCTION & MAINTENANCE BUREAU												
					1	100,435	Deputy Chief Fire	865	1	98,076	1	98,076
					1	79,836	Fire Equipment Repairs Manager	8	1	60,809	1	60,809
					1	58,753	Fire Equipment Repairs Supervisor	7	1	58,474	1	58,474
					1	47,367	Fire Equipment Compressed Air Tech.	733	1	50,277	1	50,277
					9	431,293	Fire Equipment Mechanic	734	9	449,412	9	449,412
					3	135,257	Fire Equipment Repairer II	732	3	143,564	3	143,564
					1	41,453	Fire Equipment Repairer I	726	1	44,820	1	44,820
					1	39,014	Fire Mechanic Helper	722	1	55,994	1	55,994
					1	47,835	Fire Equipment Welder	733	1	50,772	1	50,772
					1	46,563	Fire Equipment Machinist	733	1	47,809	1	47,809



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
					1	47,367	Fire Bldg. & Equip. Maint. Spec.	733	1	50,277	1	50,277
					1	41,715	Office Coordinator	460	1	44,277	1	44,277
					1	38,474	Inventory Control Assistant III	340	1	43,453	1	43,453
					1	49,982	Painter	981	1	55,974	1	55,974
					2	106,330	Carpenter	986	2	115,856	2	115,856
							INSTRUCTION & TRAINING BUREAU					
					1	100,435	Deputy Chief Fire	865	1	97,487	1	97,487
					1	87,667	Battalion Chief Fire	863	1	89,370	1	89,370
					2	164,578	Fire Captain	857	1	82,289	1	82,289
					4	282,036	Fire Lieutenant	856	4	282,036	4	282,036
					1	33,013	Office Assistant II	410	1	35,041	1	35,041
					1	42,940	Office Coordinator II	525	1	45,577	1	45,577
					1	38,474	Audiovisual Spec II	505	1	40,836	1	40,836
					1	40,939	Inventory Control Assistant III	340	1	40,836	1	40,836
					1	70,509	Vehicle Oper. Instructor	856	1	70,509	1	70,509
					1	82,289	Vehicle Operations Training Coordinator	857	1	82,289	1	82,289
					1	55,286	Health and Safety Officer	6				
					1	70,509	Fire Lieut, Project Staying Alive Coord (C)	856	1	70,509	1	70,509
							Fire Education Specialist	530	2	78,188		
					2	78,839	Community Education Specialist	4				
							Firefighter	850			2	56,705
							DISPATCH SECTION					
					1	76,431	Fire Dispatch Manager	7				

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					4	249,673	Fire Dispatch Supervisor	4				
					21	901,295	Fire Equipment Dispatcher	858				
					2	35,500	Fire Equipment Dispatcher (0.5 FTE)	858				
							AUTOMATION SECTION					
					1	82,289	Admin. Fire Captain	857				
					1	70,509	Admin. Fire Lieutenant	856				
					2	103,427	Network Coordinator - Associate	4				
					1	45,695	Data Base Specialist	534				
					1	77,748	Fire Technical Services Manager	9				
					1	64,964	Network Coordinator - Senior	6				
					96	5,162,334	Total Before Adjustments		95	5,137,839	94	5,137,839
							Salary & Wage Rate Change					
						163,635	Overtime Compensated (Special Duty)			163,635		163,635
							Personnel Cost Adjustment					
						81,313	Other			93,571		93,571
				5,610,015	96	5,407,282	Gross Salaries & Wages Total		95	5,395,045	94	5,395,045
						(20,000)	Reimbursable Services Deduction					
						(25,000)	Capital Improvements Deduction			(108,245)		(108,245)
						(70,509)	Grants & Aids Deduction			(70,509)		(70,509)
						(37,800)	Furlough			(96,000)		(96,000)

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		DOLLARS
0001	3282	R999	006000	5,610,015	96	5,253,973	NET SALARIES & WAGES TOTAL		95	5,120,291	94	5,120,291		
					96.36		O&M FTE'S		95.36		94.36			
					2.50		NON-O&M FTE'S		2.50		2.50			
							(C) To expire 12/31/08 unless the 2008 PSN Eastern District Gun Violence Reduction grant is extended or unless contribution accounts become insufficient to support the Safe Schools/Healthy Students Initiative Project Staying Alive Program.							
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.							
0001	3282	R999	006100	1,993,591		1,807,795	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,048,116		2,048,116		
							(Involves Revenue Offset-No Transfers from this Account)							
							OPERATING EXPENDITURES							
0001	3282	R999	630100	54,557		41,107	General Office Expense			59,000		59,000		
0001	3282	R999	630500	19,694			Tools & Machinery Parts							
0001	3282	R999	631000	2,204			Construction Supplies							
0001	3282	R999	631500	78,053		14,587	Energy			15,587		15,587		
0001	3282	R999	632000	20,521		91,520	Other Operating Supplies			91,250		91,250		
0001	3282	R999	632500				Facility Rental							
0001	3282	R999	633000				Vehicle Rental							

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0001	3282	R999	633500	17,910		18,000	Non-Vehicle Equipment Rental			18,000		18,000	
0001	3282	R999	634000	50,463		785,000	Professional Services			835,500		835,500	
0001	3282	R999	634500	453,428		532,612	Information Technology Services			620,295		570,295	
0001	3282	R999	635000	62,307		166,780	Property Services			86,780		86,780	
0001	3282	R999	635500				Infrastructure Services						
0001	3282	R999	636000	1,996			Vehicle Repair Services						
0001	3282	R999	636500	33,738		43,200	Other Operating Services			41,000		41,000	
0001	3282	R999	637000				Loans and Grants						
0001	3282	R999	637501	7,779		25,000	Reimburse Other Departments			60,000		60,000	
0001	3282	R999	006300	802,650		1,717,806	OPERATING EXPENDITURES TOTAL			1,827,412		1,777,412	
EQUIPMENT PURCHASES													
Additional Equipment													
							NAVTEQ - AVL Map for Milwaukee County		1	2,050	1	2,050	
							Subtotal - Additional Equipment		1	2,050	1	2,050	
Replacement Equipment													
				6,000	1	6,000	Projector computer lab						
				2,500	5	2,500	Television		3	1,500	3	1,500	
				500	1	500	Camera, still		1	500	1	500	
				1,200	1	1,200	Projector		1	1,200	1	1,200	
							Fitness Equipment		4	12,100	4	12,100	

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				35,149			Other Previous Experience					
				45,349	8	10,200	Subtotal - Replacement Equipment		9	15,300	9	15,300
0001	3282	R999	006800	45,349	8	10,200	EQUIPMENT PURCHASES TOTAL		10	17,350	10	17,350
							SPECIAL FUNDS					
0001	3280	R321	006300	28,518		20,000	Computer Enhancement*			126,041		126,041
0001	3280	R326	006300	7,659			PC Replacement Program*					
0001	3280	R322	006300	9,235		20,000	Peripheral Equipment*			20,000		20,000
0001	3280	R324	006300	236		12,000	Printer Replacement Program*			12,000		12,000
0001	3280	R327	006300	2,085		4,000	Phone Replacement Program*			4,000		4,000
0001	3280	R328	006300	1,177		2,000	Fax Replacement Program*			2,000		2,000
0001	3280	R320	006300	81,215		5,000	Fire / EMS Dispatch Protocol upgrade*					
0001	3280	R330	006300	49,652		50,000	Computer Replacement Program*			293,900		50,000
				179,777		113,000	SPECIAL FUNDS TOTAL			457,941		214,041
							FIRE DEPARTMENT-SUPPORTING SERVICES					
				8,631,382		8,902,774	DECISION UNIT TOTAL			9,471,110		9,177,210

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
HEALTH DEPARTMENT												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
					1	142,548	Commissioner - Health (X)(Y)	19	1	146,967	1	146,967
					1	95,030	Public Hlth Research & Policy Dir.(X)(Y)(K)	16	1	95,030	1	95,030
					1	87,971	Health Operations Administrator (X)(Y)	14	1	88,920	1	88,920
					1	47,202	Administrative Assistant IV	2	1	49,779	1	49,779
COMMUNICATIONS & PUBLIC RELATIONS												
					1	61,200	Health Communications Officer (X)(Y)	8	1	61,620	1	61,620
					2	88,006	Graphic Designer II	535	2	92,410	2	92,410
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
OFFICE OF VIOLENCE PREVENTION												
					1	79,410	Viol. Reduc/Prev Initiative Mgr(X)(Y)(TTT)	10	1	77,853	1	77,853
					1	48,052	Injury and Prevention Prog. Coord. (X)(Y)	5	1	48,570	1	48,570
					1	62,861	(MAIG) Coordinator (X)(Y)(UUU)	6	1	64,809	1	64,809
							Health Proj Coord-Violence Prev (X)(Y)(RRR)				1	44,194
COMPLIANCE & FINANCE DIVISION												
					1	65,957	Compliance Analyst (X)(Y)	6	1	70,295	1	70,295
INFORMATION TECHNOLOGY												
					1	44,341	Information Technology Specialist	532	1	47,065	1	47,065

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	53,557	Network Analyst Assistant I	594	1	60,080	1	60,080
							FINANCE					
					1	85,128	Business Operations Mgr.-Health (X)(Y)	9	1	85,128	1	85,128
					1	61,872	Management Accountant - Senior (Y)	4	1	61,871	1	61,871
					2	97,947	Administrative Specialist - Senior (Y)	4	2	97,818	2	97,818
					1	38,474	Accounting Assistant II	445	1	40,836	1	40,836
					1	37,568	Inventory Control Assistant II	335	1	39,875	1	39,875
							HUMAN RESOURCES					
					1	54,589	Health Personnel Officer (X)	7	1	54,964	1	54,964
					1	33,952	Human Resources Analyst-Senior (X)	5	1	28,266		
					1	38,474	Personnel Payroll Assistant II	445	1	40,836	1	40,836
					1	34,767	Accounting Assistant II	445	1	36,902	1	36,902
							CLINIC OPERATIONS					
					1	38,474	Accounting Assistant II (MM)	445	1	40,836	1	40,836
					2	76,948	Accounting Assistant II	445	2	78,563	2	78,563
							BUILDINGS & GROUNDS DIVISION					
					1	65,952	Mechanical Maintenance Supv. (X)(Y)	5	1	65,952	1	65,952
					1	43,575	Heating & Ventilating Mechanic III	262	1	45,994	1	45,994
					1		Custodial Worker II/City Laborer	215	1			
					1	37,568	Delivery Driver	335	1	39,875	1	39,875

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
LABORATORY												
					1	36,766	Custodial Worker II/City Laborer	215	1	39,024	1	39,024
KEENAN HEALTH CENTER												
					2	73,532	Custodial Worker II/ City Laborer	215	2	78,047	2	78,047
SOUTH SIDE HEALTH CENTER												
					2	73,532	Custodial Worker II/ City Laborer	215	2	78,047	2	78,047
NORTHWEST HEALTH CENTER												
					2	73,532	Custodial Worker II/ City Laborer	215	2	78,047	2	78,047
FAMILY & COMMUNITY HEALTH SERVICES DIVISION												
					1	78,239	Family & Community Hlth. Serv. Dir (X)(Y)	12	1	79,083	1	79,083
					1	76,827	Family & Comm. Hlth Oper. Mgr. (X) (Y)	9	1	77,655	1	77,655
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
MATERNAL AND CHILD HEALTH EPIDEMIOLOGY SECTION												
					1	72,969	Epidemiologist (X)(Y)(K)	9	1	60,809	1	60,647
					1	65,952	Vital Statistics Supervisor (X)(Y)	5	1	65,952	1	65,952
							Health Project Assistant (X)(H)(K)	530	1	45,210	1	45,210
					1	38,474	Office Assistant IV	445	1	40,836	1	40,836
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
					1	29,586	Office Assistant II	410	1	29,780	1	29,780



ACCOUNT NUMBER				2009	2010		2011				2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
MATERNAL & CHILD HEALTH												
					1	68,349	School Health Manager (X)(Y)	7	1	70,467	1	70,467
ECOCULTURAL FAMILY INTERVIEW ASSESSMENT GRANT (D)												
					1	52,257	Ecocul. Fam.Interview Prog Coord (D)(X)	5	1	51,387	1	51,387
MILWAUKEE NURSE-FAMILY PARTNERSHIP PROGRAM												
					2	36,710	Public Hlth Nurse (1.00 FTE)(X)(G)					
							Public Hlth Nurse (X)(G)(J)	666	2	112,937	2	112,937
SOUTHSIDE / NORTHWEST HEALTH CENTER												
					1	74,916	Public Health Nurse Supv. (X)(Y)	7	1	74,916	1	74,916
					16	773,105	Public Hlth Nurse(X)(G)(I)(MMM)(O)	666	16	831,032	15	783,179
					2	89,728	Public Health Social Worker (X)	594	2	91,879	2	91,879
					2	88,300	Program Assistant II (X)	530	2	93,950	2	93,950
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
					1	33,014	Office Assistant II	410	1	35,041	1	35,041
					3	103,272	Clinic Assistant (X)(O)	309	3	102,856	2	73,075
							Clinic Assistant (0.5 FTE)(X)(O)	309			1	14,891
					1	34,424	Community Education Asst. (X)	309	1	36,538	1	36,538
COMPREHENSIVE HOME VISITING GRANT (E)												
					1	56,844	MCHVP Program Manager (X)(E)(Y)	7	1	56,888	1	56,888
					1	48,435	Health Project Coord.-MCHVP (X)(E)(Y)	5	1	46,979	1	46,979
					1	47,569	Health Information Specialist (E)	593	1	51,362	1	51,362

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
					2	93,130	Public Health Nurse (X)(E)	666	2	104,321	2	104,321
					1	33,014	Office Assistant II (E)	410	1	35,041	1	35,041
					5	249,681	Public Hlth Nurse (X)(G)(I)(MMM)	666	5	260,459	5	260,459
							PROJECT LAUNCH GRANT (SSS)					
							Public Hlth Nurse Supv (X)(Y)(SSS)(OOO)(J)	7	1	64,041	1	64,041
							Public Health Nurse (X)(G)(SSS)	666	3	148,755	3	148,755
							Hlth Proj Coord-Childhood Wellness (X)(SSS)	4	1	44,194	1	44,194
							CONGENITAL DISORDERS GRANT (O)					
					1	54,589	Public Health Nurse Supervisor (X)(O)	7	1	55,178	1	55,178
							WOMEN'S, INFANT'S & CHILDREN'S					
							NUTRITION PROGRAM GRANT (C)					
					1	69,930	WIC Program Manager (X)(C)(Y)	7	1	70,194	1	70,194
					1	52,516	Nutritionist (X)(C)	594	2	111,484	2	111,484
					1	36,761	Nutritionist (0.7 FTE)(X)(C)					
							Health Project Coordinator-WIC (X) (C)	5	1	58,526	1	58,526
					5	165,846	Clinic Assistant (X)(C)	309	2	66,319	2	66,319
							Clinic Assistant-Bilingual (X)(C)	309	2	65,826	2	65,826
					6	218,274	Dietetic Technician (X)(C)	503	5	198,448	5	198,448
							Dietetic Technician-Bilingual (X)(C)	503	1	33,944	1	33,944
							Office Assistant III (C)(X)	425	1	33,865	1	33,865
					1	33,014	Office Assistant II (C)(X)	410				
							Office Assistant II-Bilingual (C)(X)	410	1	35,041	1	35,041



				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
MILWAUKEE BREAST CANCER AWARENESS PROGRAM												
					1	68,657	Well Women's Prog Mgr (X)(Y)(GG)(JJ)(KK)(NN)	7	1	68,969	1	68,969
					1	33,014	Office Assistant II (JJ)(GG)(KK)(NN)	410	1	35,041	1	35,041
					2	96,209	Public Health Nurse (X)(KK)(G)(GG)(JJ)(NN)	666	2	109,381	2	109,381
MEDICAL ASSISTANCE OUTREACH PROGRAM												
					1	56,594	Medical Asst. Outreach Coord. (X)(Y)	5	1	47,109	1	47,109
					3	105,888	Health Access Assistant II (X)	425				
					1	33,014	Health Access Interpreter (X)	300	1	35,041	1	35,041
					1	50,589	Public Health Educator II (X)(HHH)	593	1	53,697	1	53,697
					5	165,185	Hlth Access Asst. II (X) (HHH)(JJJ)	425	8	294,053	8	294,053
DISEASE CONTROL & ENVIRONMENTAL HEALTH DIVISION												
					1	106,800	Dis Cntrl & Env Health Services Dir (X)(Y)	13	1	107,952	1	107,952
					3	127,935	Envir & Dis Contr Spec (X)(CCC)	547	3	135,794	2	112,584
							Envir & Dis Contr Spec (0.5 FTE)(X)(CCC)	547			1	23,210
					1	44,150	Program Assistant II	530	1	46,975	1	46,975
HOME ENVIRONMENTAL HEALTH												
					1	64,431	Home Environ. Health Mgr. (X)(W)(Y)	9	1	76,288	1	76,288
CHILDHOOD LEAD POISONING PREVENTION PROGRAM (W)												
					1	63,821	Environ. Health Field Supv. (W)(Y)(X)	6	1	63,866	1	63,866
					1	50,589	Public Health Educator II (X)(W)	593	1	53,697	1	53,697
					3	147,634	Lead Risk Assessor II (QQ)(W)(X)	541	3	152,766	3	152,766

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
					1	43,971	Program Assistant II (W)	530	1	45,210	1	45,210
					1	53,941	Lead Program Information Specialist (W)	558	1	57,254	1	57,254
					1	35,296	Office Assistant III (W)	425	1	37,464	1	37,464
					1	35,296	Health Services Assistant II (PP)(W)(X)	425	1	37,464	1	37,464
							CHILDHOOD LEAD DETECTION PROGRAM (Z)					
					1	53,027	Public Health Nurse (X)(G)(Z)	666	1	56,468	1	56,468
					1	51,778	Environmental Hygienist (Z)(X)	555	1	54,958	1	54,958
					1	35,296	Health Services Assistant II (X)(Z)	425	1	37,464	1	37,464
					1	35,251	Office Assistant III (Z)	425	1	36,227	1	36,227
							LEAD POISONING CONTROL PROGRAM (CDBG)					
					1	73,834	Public Health Nurse Supervisor (X)(Y)(TT)	7	1	72,660	1	72,660
					3	158,506	Public Health Nurse (X)(G)(TT)	666	3	169,405	3	169,405
							CDBG LEAD GRANT (TT)					
					1	63,807	Lead Proj. Coordinator (CDBG)(TT)(X)(Y)	5	1	51,272	1	51,272
					5	247,144	Lead Risk Assessor II (TT)(X)	530	5	254,163	5	254,163
					1	53,034	Chemist II (TT)	642	1	56,292	1	56,292
					1	35,296	Office Assistant III (TT)	425	1	36,227	1	36,227
					1	35,251	Health Services Assistant II (X) (TT)	425	1	37,464	1	37,464
					1	29,379	Office Assistant II (TT)	410	1	25,652	1	25,652

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
LEAD HAZARD REDUCTION DEMONSTRATION												
GRANTS (HUD)(QQ)												
					1	65,737	Lead Project Coordinator (X)(Y)(QQ)	5	1	65,952	1	65,952
					2	99,044	Lead Risk Assessor II (X)(QQ)	541	2	105,127	2	105,127
					1	44,150	Program Assistant II (X)(QQ)	530	1	46,975	1	46,975
					1	34,899	Lead Education Assistant (X)(QQ)	503	1	36,170	1	36,170
					1	53,034	Chemist II (QQ)	642	1	56,292	1	56,292
LEAD-BASED PAINT HAZARD CONTROL GRANT (HUD) (PP)												
					1	53,519	Lead Grant Proj. Mgr. (X)(Y)(PP)(Z)(SS)	6				
							Lead Grant Monitor (X)(Y)(PP)(SS)	6	1	50,206	1	50,206
					2	98,112	Lead Risk Assessor II (X) (PP)	541	2	95,977	2	95,977
					1	35,296	Office Assistant IV (PP) (SS)	425	1	36,902	1	36,902
					1	53,034	Chemist II (PP) (SS)	642	1	46,421	1	46,421
HUD HEALTHY HOMES DEMONSTRATION												
GRANT-ECONOMIC STIMULUS FUNDING (SS)												
					1	49,056	Healthy Homes Inspector (X) (SS)	541	1	43,909	1	43,909
CONSUMER ENVIRONMENTAL HEALTH												
					1	74,916	Environmental Health Prog Supv (X)(Y)	7	1	74,916	1	74,916
							Environ Hlth Training & Policy Coord (X)(Y)(B)	4			1	53,032
					1	54,740	Environmental Specialist Supvr. (X)(Y)	4	1	56,218	1	56,218
					1	43,910	Environ. Health Coordinator (X)(Y)	553	1	56,318	1	56,318
					19	879,781	Environmental Health Specialist II (X)	541	19	916,297	19	916,297

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
					1	41,715	Program Assistant I	445	1	41,495	1	41,495
					2	70,592	Office Assistant III	425	2	74,928	2	74,928
							BIOTERRORISM-CDC PUBLIC HEALTH					
							PREPAREDNESS GRANT (A)					
					1	76,641	Infect Dis. Epidemiologist (X)(Y)(A)(EE)(CC)	10	1	76,700	1	76,700
					1	56,628	Pub Hlth Emer Res Pln Coord(X)(Y)(A)(P)	7	1	56,668	1	56,668
					1	58,405	Telecomm. Analyst-Assoc. (A)(X)(Y)	6	1	58,268	1	58,268
							BIOTERRORISM GRANT CRI / PANDEMIC FLU (P)					
					1	44,194	Hlth Proj Coord-Emerg Prep (A)(P)(X)(Y)	4	1	44,194		
							Hlth Proj Coord-Immun (X)(Y)(A)(DD)(P)(Q)	4	1	44,194	1	44,194
							Public Hlth Pandemic Planning Coord(X)(A)(P)	5			1	63,261
							SEXUALLY TRANSMITTED DISEASE CLINIC					
					1	66,290	Commun & Infect. Dis. Prog. Sup. (X)(Y)	7	1	68,080	1	68,080
					5	237,345	Public Health Nurse (X)(G)	666	5	274,028	5	274,028
					1	50,589	Public Health Educator II (X)	593	1	53,697	1	53,697
					1	44,150	Program Assistant II (X)	530	1	46,975	1	46,975
					1	35,296	Office Assistant III (F)	425	1	37,464	1	37,464
					1	19,812	Office Assistant II	410	1	35,041	1	35,041
					2	70,592	Office Assistant III	425	2	71,329	1	37,464
					1	53,034	Microbiologist II (F)	642	1	56,292	1	56,292
					8	321,779	Communicable Disease Spec (X)(F)(AA)	530	8	369,667	8	369,667

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
HIV WOMEN'S PROJECT (L)												
					2	99,805	Public Health Nurse (X)(G)(L)	666	2	108,211	2	108,211
DUAL PROTECTION PARTNERSHIP INITIATIVE GRANT												
					1	63,537	Nurse Practitioner (X)(BBB)(AAA)	670	1	67,624	1	67,624
TUBERCULOSIS CONTROL UNIT												
					1		Commun. & Infect. Dis. Prog. Sup. (X)(Y)	7	1		1	
					3	155,525	Public Health Nurse (X)(G)(BB)	666	3	167,912	3	167,912
					1	30,433	Office Assistant II	410	1	33,156	1	33,156
					1	20,381	Radiologic Technologist (X)	530	1	23,488	1	23,488
					1	32,995	Pub. Hlth Aide Tuberculosis Cntrl (MM)(X)	305	1	35,021	1	35,021
HEPATITIS B IMMUNIZATION GRANT (HH)												
					1	32,327	Health Interpreter Aide (X)(HH)(BB)	300	1	34,313	1	34,313
COMMUNICABLE DISEASE DIVISION												
					6	308,976	Public Hlth Nurse (X)(G)(I)(MMM)	666	6	318,253	6	318,253
SURVNET GRANT (V)												
					1	35,296	Office Assistant III (V)	425	1	37,464	1	37,464
IMMUNIZATION ACTION PLAN GRANT (DD)												
					1	44,210	Hlth Proj Coord-Immun (X)(Y)(A)(DD)(EE)	4				
					1	53,342	Public Health Nurse (X)(G)(DD)(CC)	666	2	114,107	2	114,107



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS		PAY RANGE	REQUESTED BUDGET UNITS	DOLLARS	PROPOSED BUDGET UNITS	DOLLARS
					1	41,715	Program Assistant I (DD)	460	1	44,277	1	44,277
							IMMUNIZATION ACTION GRANT-ARRA SUPPLEMENTAL (YY)					
							Public Health Nurse (X)(G)(YY)	666	1	58,418	1	58,418
							Office Assistant II (YY) (0.5 FTE)	410	1	16,933	1	16,933
							CHILDHOOD IMMUNIZATION DISPARITIES GRANT (YY)					
					1	41,791	Health Information Specialist (X)(YY)	558				
					2	106,054	Public Health Nurse (X)(G)(YY)(DD)	666				
					1	15,522	Office Assistant II (0.5 FTE)(YY)	410				
							SCHOOL READINESS IMMUNIZATION INITIATIVE					
					1	44,150	Health Project Assistant (X)	530	1	46,975	1	46,975
					1	51,064	Public Health Nurse (G)(X)	666	1	54,883	1	54,883
							PUBLIC HEALTH EMERGENCY RESPONSE (PHER) GRANT					
							Hlth Proj Coord-Pandemic Flu Response (X)	4	1	61,872		
							LABORATORY SERVICES DIVISION					
					1	124,824	Public Health Laboratories Dir. (Y)	15	1	124,823	1	124,823
					1	67,632	Lab Information Systems Specialist	646	1	71,785	1	71,785
					1	37,566	Laboratory Assistant II	335	1	39,875	1	39,875
					1	41,715	Program Assistant I	460	1	44,277	1	44,277
					1	33,014	Office Assistant II	410	1	35,041	1	35,041

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
CHEMICAL DIVISION												
					1	61,355	Chemist III	644	1	65,123	1	65,123
VIROLOGICAL DIVISION												
					1	79,831	Chief Molecular Scientist (Y)	12	1	80,692	1	80,692
					1	57,743	Virologist III	644	1	62,344	1	62,344
					2	100,362	Virologist II	642	2	108,150	2	101,797
MICROBIOLOGICAL DIVISION												
					1	103,080	Chief Microbiologist (Y)	12	1	103,077	1	103,077
					1	61,355	Lead Microbiologist	646	1	65,123	1	65,123
					2	108,701	Microbiologist III	644	2	113,654	2	113,654
					4	198,878	Microbiologist II	642	4	225,166	4	225,166
					2	78,621	Medical Laboratory Technician	635	2	85,112	2	85,112
AUXILIARY POSITIONS												
					1	8,500	Custodial Worker II/City Laborer	215	1	8,500	1	8,500
					274	12,977,171	Total Before Adjustments		276	13,798,064	273	13,721,096
Salary & Wage Rate Changes												
				62,756		27,000	Overtime Compensated*			27,000		27,000
						(344,342)	Personnel Cost Adjustment			(359,945)		(435,039)
						(17,000)	Other					
						(102,000)	Furlough Savings			(125,078)		(123,688)

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					274	12,540,829	Gross Salaries & Wages Total		276	13,340,041	273	13,189,369
						(31,867)	Reimbursable Services Deduction			(33,210)		(33,210)
							Capital Improvements Deduction					
						(5,218,259)	Grant and Aids Deduction			(5,667,986)		(5,681,376)
0001	3810	R999	006000	8,545,105	274	7,290,703	NET SALARIES & WAGES TOTAL*		276	7,638,845	273	7,474,783
					146.70		O&M FTE'S		147.21		143.00	
					111.75		NON-O&M FTE'S		115.10		115.80	
(A) To expire 12/31/10 unless the CDC Public Health Preparedness Grant is extended. Partially funds Health Project Coordinator Pandemic Flu Response Public Health Emergency (PHER) Grant.												
(B) Pending classification review by the Department of Employee Relations.												
(C) To expire 12/31/10 unless the Women's Infant's & Children's Grant available from the Wisconsin Dept. of Health and Family Services is extended.												
(D) To expire 8/31/11 unless the Ecocultural Family Interview Assessment Grant from the University of Wisconsin School and Public Health is extended.												

ACCOUNT NUMBER				2009	2010		2011				2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
(E) To expire 12/31/10 unless the Comprehensive Home Visiting grant is extended.												
(F) To expire 12/31/10 unless the Sexually Transmitted Disease Grant, available from the State of Wisconsin Division of Health and Family Services, is extended.												
(G) The Health Department is authorized to underfill up to 10% of the authorized Public Health Nurse positions with Public Health Nurse Interns.												
(H) To expire 12/31/10 unless the Fetal Infant Mortality Review Grant from the City of Racine Health Department is extended.												
(I) To expire 12/31/10 unless the Preventive Health Grant, is extended.												
(J) To expire 12/31/10 unless the Maternal and Child Health Grant is extended. Also partially funds one position each of Nutritionist Coordinator.												
(K) To expire 7/31/11 unless the Public Health Impact Initiative Grant is extended.												

ACCOUNT NUMBER				2009	2010		2011				2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
(L) To expire 7/31/11 unless the HIV Women's Project Grant available from the Medical College of Wisconsin, is extended.												
(O) To expire 6/30/11 unless Congenital Disorders Grant is extended. Also partially funds one position of Public Health Nurse.												
(P) To expire 7/30/11 unless the Bioterrorism-Focus CRI Grant is extended. Also partially funds a position of Public Health Emergency Response Planning Coordinator.												
(R) To Expire 12/31/11 unless the Gorski Flu Grant from the Blood Center of Wisconsin is extended. May partially fund overtime for various positions within the Laboratory Services Division.												
(V) To expire 12/31/10 unless the SURVNET Grant available from the Wisconsin Division of Health and Family Services, is extended.												
(W) To expire 6/30/11 unless the Childhood Lead Poisoning Prevention Grant is extended. Also partially funds one position of Home Environmental Health Manager.												
(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of The Milwaukee Code.												
(Y) Required to file a Statement of Economic Interests in accordance												

ACCOUNT NUMBER				2009	2010		2011			2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	RANGE	UNITS	DOLLARS	UNITS	DOLLARS

with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.

(Z) To expire 12/31/10 unless the Childhood Lead Detection Grant available from the State of Wisconsin Division of Health and Family Services is extended.

(AA) To expire 12/31/10 unless the Tuberculosis (TB) Clinical Services Case Management Grant from the State of Wisconsin Dept of Health Services is extended. One position of Communicable Disease Specialist partially funded by the Tuberculosis (TB) Clinical Services Case Management Grant.

(BB) To expire 9/30/10 unless the Refugee Health Screening Grant is extended. Partially funds Health Interpreter Aide position.

(CC) To expire 6/14/11 unless the Increasing Adolescent Immunization Rates Through School Based Clinics Grant from the Robert Wood Johnson Foundation is extended. Partially funds one position of Public Health Nurse and one position of Infectious Disease Epidemiologist.

(DD) To expire 12/31/10 unless the Immunization Action Plan Grant is extended. Also partially funds one position of Public Health Nurse and one position of Office Assistant II.

ACCOUNT NUMBER				2009	2010		2011				2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							(EE) To expire 2/28/11 unless the Community Health Improvement in Metcalfe Park and Concordia Save Lives Immunize Grant from the Medical College of Wisconsin is extended. Partially funds Infectious Disease Epidemiologist position.					
							(GG) To expire 12/31/12 unless the Breast Cancer Awareness--Milwaukee Foundation Grant from the Milwaukee Foundation is extended.					
							(HH) To expire 12/31/10 unless the Hepatitis B Immunization Program Grant is extended. A portion of the Health Interpreter Aide may be funded by other sources.					
							(JJ) To expire 6/30/11 unless the Well Woman Program Grant available from the State of Wisconsin Department of Health Services, is extended.					
							(KK) To expire 12/31/10 unless the Wisconsin Well Women's Program (WWWP) Breast and Cervical Cancer Control Coordination Grant is extended.					
							(MM) Position offset by Medicaid funding from the State of Wisconsin.					
							(NN) To expire 6/30/11 unless the Wisconsin Well Woman Program Wise Woman Grant, available from the State of Wisconsin					

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS		UNITS	DOLLARS

Department of Health Services is extended.

(PP) To expire 12/31/11 unless the Lead Based Paint Hazard Control Grant from the U.S. Department of Housing and Urban Development (HUD) is extended. Also partially funds one position of Health Services Assistant II within the Childhood Lead Poisoning Prevention Program.

(QQ) To expire 12/31/11 unless the Lead Hazard Reduction Demonstration Grant from the U.S. Department of Housing and Urban Development (HUD) is extended. Also partially funds positions of Lead Risk Assessor II in the Childhood Lead Poisoning Prevention Program.

(SS) To expire 04/15/12 unless the Healthy Homes Demonstration Grant-Economic Stimulus Funding from the U.S. Department of Housing and Urban Development (HUD) is extended. Also partially funds one position of Lead Grant Project Manager, one position of Office Assistant IV and one position of Chemist II within the Lead-Based Paint Hazard Control Grant (HUD)

(TT) To expire 12/31/10 unless the CDBG Lead Grant is extended.

(YY) To expire 02/29/12 unless the Immunization Action Grant-ARRA Supplemental from the State of Wisconsin-Department of Health Services is extended.

(BBB) To expire 12/31/10 unless the Dual Protection Partnership Initiative



				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
							from the State of Wisconsin Division of Public Health Family Planning Program and The Family Health Planning Services is extended.						
							(CCC) To expire 9/30/10 unless the Beach Monitoring Grant is extended. One position partially funded by the Beach Monitoring Grant.						
							(FFF) To expire 6/30/12 unless the Urban Areas Security Initiative Program grant available from the U.S.Dept. of Homeland Security is extended.						
							(HHH) To expire 12/31/10 unless the Medical Assistance (MA) Outreach Forward Health Grant from the State of Wisconsin Department of Health Services is extended. Partially funds one position of Public Health Educator II.						
							(JJJ) To expire 1/30/11 unless the Insure the Uninsured Grant from the Dept. of Health and Human Services-Centers for Medicare and Medicaid Services is extended.						
							(MMM) To expire 12/31/10 unless the Early Identification and Detection of Pregnancy Grant is extended. Partially funds one position of Public Health Nurse.						
							(QQQ) To expire 6/30/10 unless the PlainTalk Milwaukee Initiative 2009-10 - United Way Grant is extended.						

ACCOUNT NUMBER				2009	2010				2011	2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							(RRR) To expire 6/30/11 unless the Sexual Assault Planning Grant from the Office of Justice Assistance is extended.					
							(SSS) To expire 09/30/10 unless the Project LAUNCH Grant is extended.					
							(TTT) To expire 9/30/10 unless the Community Collaborative-Disabled Victims of Sexual Assault and Domestic Violence Grant from IndependenceFirst is extended.					
							(UUU) To expire 11/16/10 unless the Mayors Against Illegal Guns Regional Coordinator Grant from the Joyce Foundation is extended.					
							Various positions to be reimbursed by the Department of Neighborhood Services for lab services.					
							Various positions to be reimbursed by the Department of Public Works- Water Department for Environmental Water Testing.					
0001	3810	R999	006100	3,743,771		2,989,188	ESTIMATED EMPLOYEE FRINGE BENEFITS  (Involves Revenue Offset - No Transfers from this Account)			3,666,646		3,587,896
							OPERATING EXPENDITURES					
0001	3810	R999	630100	420,497		383,937	General Office Expense			383,937		383,937
0001	3810	R999	630500	1,505		1,000	Tools & Machinery Parts			1,000		1,000

HEALTH DEPARTMENT

210.21

3rd Run 9/14/10

				2009	2010							2011		2011
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	DOLLARS	DOLLARS
0001	3810	R999	631000	62		2,000	Construction Supplies			2,000			2,000	
0001	3810	R999	631500	79,357		106,000	Energy			106,000			106,000	106,000
0001	3810	R999	632000	53,423		63,601	Other Operating Supplies			63,601			63,601	63,601
0001	3810	R999	632500	200			Facility Rental							
0001	3810	R999	633000	64,441		99,716	Vehicle Rental			99,716			99,716	90,716
0001	3810	R999	633500	21,192		30,200	Non-Vehicle Equipment Rental			30,200			30,200	30,200
0001	3810	R999	634000	578,140		505,552	Professional Services			505,552			505,552	476,887
0001	3810	R999	634500	76,771		62,750	Information Technology Services			62,750			62,750	62,750
0001	3810	R999	635000	174,483		178,500	Property Services			178,500			178,500	168,500
0001	3810	R999	635500	10,016		30,000	Infrastructure Services			30,000			30,000	30,000
0001	3810	R999	636000	26			Vehicle Repair Services							
0001	3810	R999	636500	113,701		121,192	Other Operating Services			121,192			121,192	121,192
0001	3810	R999	637000				Loans and Grants							
0001	3810	R999	637501	181,952		178,000	Reimburse Other Departments			178,000			178,000	178,000
0001	3810	R999	006300	1,775,768		1,762,448	OPERATING EXPENDITURES TOTAL *			1,762,448			1,762,448	1,714,783
EQUIPMENT PURCHASES														
Additional Equipment														
				5,293		5,000	Center Furnishings			5,000			5,000	5,000
				11,126			Lab Equipment (Various)							
				16,419		5,000	Subtotal - Additional Equipment			5,000			5,000	5,000

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Replacement Equipment					
							Subtotal - Replacement Equipment					
0001	3810	R999	006800	16,419		5,000	EQUIPMENT PURCHASES TOTAL*			5,000		5,000
							SPECIAL FUNDS					
0001	3810	R381	006300	11,950			Add'l Computer Work Stations/Systems Upgrade*					
0001	3810	R391	006300	90,778		95,000	Computer Maintenance/Upgrade*			95,000		95,000
0001	3810	R387	006300	5,974		11,000	Task Force on Domestic Violence & Sexual Assault*			11,000		11,000
0001	3810	R392	006300			75,000	AIDs Prevention*			75,000		75,000
				108,702		181,000	SPECIAL FUNDS TOTAL			181,000		181,000
							HEALTH DEPARTMENT BUDGETARY					
				14,189,765		12,228,339	CONTROL UNIT TOTAL (1BCU=1DU)			13,253,939		12,963,462

\*Appropriation Control Account

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
LIBRARY BUDGETARY CONTROL												
UNIT (SUMMARY 1BCU=3DU)												
SALARIES & WAGES												
				75,470		92,000	Overtime Compensated*			82,000		82,000
				13,077,786		11,492,227	All Other Salaries & Wages			11,943,960		12,012,690
0001	8610	R999	006000	13,153,256		11,584,227	NET SALARIES & WAGES TOTAL *			12,025,960		12,094,690
					368		TOTAL NUMBER OF POSITIONS AUTHORIZED		368		372	
					287.89		O&M FTE'S		288.18		291.18	
					25.37		Non-O&M FTE'S		25.37		25.37	
0001	8610	R999	006100	5,702,602		4,749,532	ESTIMATED EMPLOYEE FRINGE BENEFITS			5,772,461		6,168,292
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	8610	R999	630100	177,372		159,000	General Office Expense			164,000		164,000
0001	8610	R999	630500	14,014		26,000	Tools & Machinery Parts			26,000		26,000
0001	8610	R999	631000	45,266		44,000	Construction Supplies			44,000		44,000
0001	8610	R999	631500	685,518		728,000	Energy			711,040		701,040
0001	8610	R999	632000	278,063		278,000	Other Operating Supplies			319,956		319,956
0001	8610	R999	632500				Facility Rental					
0001	8610	R999	633000	3,415		5,000	Vehicle Rental			5,000		5,000

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	8610	R999	633500	30,937		31,000	Non-Vehicle Equipment Rental			32,000		32,000
0001	8610	R999	634000	34,305		36,000	Professional Services			35,500		35,500
0001	8610	R999	634500	401,667		169,000	Information Technology Services			199,600		199,600
0001	8610	R999	635000	555,621		565,000	Property Services			632,800		657,211
0001	8610	R999	635500	24,719		25,000	Infrastructure Services			25,000		25,000
0001	8610	R999	636000	350		1,000	Vehicle Repair Services			500		500
0001	8610	R999	636500	69,341		71,000	Other Operating Services			96,175		126,175
0001	8610	R999	637000				Loans and Grants					
0001	8610	R999	637501	78,803		99,000	Reimburse Other Departments			79,500		79,500
0001	8610	R999	006300	2,399,391		2,237,000	OPERATING EXPENDITURES TOTAL*			2,371,071		2,415,482
0001	8610	R999	006800	1,776,891		1,562,743	EQUIPMENT PURCHASES TOTAL*			1,587,279		1,587,279
SPECIAL FUNDS TOTAL												
LIBRARY BUDGETARY CONTROL UNIT												
				23,032,140		20,133,502	TOTAL (1BCU=3DU)			21,756,771		22,265,743

\*Appropriation Control Account

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
LIBRARY												
ADMINISTRATIVE SERVICES DECISION UNIT												
SALARIES & WAGES												
					1	129,350	Milwaukee Public Library Director (X) (Y)	17	1	129,350	1	129,350
							Deputy Library Dir. - Public Serv. (X)(Y)	15	1	98,173	1	98,173
					1	46,361	Administrative Assistant IV	550	1	48,133	1	48,133
							Office Assistant IV	445	1	40,836	1	40,836
ADMINISTRATION BUREAU												
PERSONNEL SECTION												
					1	74,922	Library Personnel Officer (X)	7	1	54,348	1	54,348
					1	47,165	Personnel Analyst-Senior	5	1	48,686	1	48,686
					1	41,715	Personnel Payroll Assistant III	460	1	44,277	1	44,277
							Librarian III	557			1	49,214
COMMUNICATION/MARKETING SECTION												
					1	76,667	Marketing & Public Relations Officer (Y)	9	1	76,667	1	76,667
					1	61,871	Administrative Specialist-Senior	4	1	61,871	1	61,871
					1	41,934	Program Assistant II	530	1	43,909	1	43,909
					1	44,336	Printer	260	1	41,828		

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
ADMINISTRATIVE SERVICES DIVISION												
					1	85,130	Library Business Operations Mgr. (X)(Y)	9	1	85,130	1	85,130
BUSINESS SECTION												
					1	61,871	Administrative Specialist Senior (Y)	4	1	61,871	1	61,871
					1	37,655	Office Assistant IV	445	1	39,507	1	39,507
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
					1	28,376	Office Assistant II	410	1	29,780	1	29,780
					1	42,311	Program Assistant II (Y)	530	1	43,909	1	43,909
PAYROLL & ACCOUNTING SECTION												
					1	74,922	General Accounting Manager (Y)	7	1	74,922	1	74,922
					1	41,715	Accounting Assistant III	460	1	39,507	1	39,507
					1	38,473	Personnel Payroll Assistant II	445	1	36,902	1	36,902
					1	36,708	Accounting Assistant I	435	1	38,963	1	38,963
FACILITIES & FLEET SECTION												
							Library Facilities Manager (X) (Y)	7			1	74,922
					1	74,922	Bldg. Maint. Manager (X) (Y)	7	1	74,922		
					1	47,839	Bldg. Maint. Supvr. II (X) (Y)	5	1	47,839	1	47,839
					1	43,856	Bldg. Services Supervisor (C)	2				
					1	54,455	Bldg. Services Supervisor (X)	2	1	54,455	1	54,455
							Bldg. Services Supervisor	2	1	43,856	1	43,856



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
FLEET UNIT												
							Library Driver	247	1	45,397	1	45,397
FACILITIES UNIT												
					1	44,905	Heating & Ventilating Mechanic III	262	1	47,663	1	47,663
					2	85,592	Heating & Ventilating Mechanic II	252	2	90,849	2	90,849
					1	60,362	Electrical Mechanic	978	1	64,584	1	64,584
					1	53,165	Carpenter	986	1	57,928	1	57,928
					1	73,406	Facilities Control Specialist	599	1	77,914	1	77,914
CENTRAL CUSTODIAL UNIT												
					1	37,956	Custodial Worker III	230	1	36,582	1	36,582
					16	581,207	Custodial Worker II - City Laborer	215	16	608,215	16	608,215
NEIGHBORHOOD CUSTODIAL UNIT												
					11	405,483	Custodial Worker II - City Laborer	215	11	425,490	11	425,490
TECHNICAL SERVICES BUREAU												
					2	137,345	Management Librarian (Y)		2	137,350	2	137,350
					1	97,636	Lib. Tech. Serv. Mgr. (Y) (X)	12	1	97,636	1	97,636
					1	53,833	Librarian III	557	1	57,139	1	57,139
BINDERY SECTION												
					1	44,336	Lead Bookbinder	260	1	47,059	1	47,059

				2009			2010					2011			2011
ACCOUNT NUMBER				EXPENDITURE			BUDGET					PAY	REQUESTED BUDGET		PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS			
AUTOMATION SECTION															
					1	53,833	Librarian III	557							
					1	70,986	Network Analyst Senior (X)	591	1	75,346	1	75,346			
					1	83,646	Network Manager (X)(Y)	10	1	83,646	1	83,646			
					1	56,603	Network Analyst Assistant	596	1	60,079	1	60,079			
					1	56,603	Network Analyst Assistant (X)	596	1	60,079	1	60,079			
					1	38,473	Librarian III (X)	557	1	40,836	1	40,836			
ACQUISITIONS SECTION															
					1	44,257	Library Technician IV	530	1	46,975	1	46,975			
SERIALS SECTION															
					1	44,257	Library Technician IV	530	1	46,975	1	46,975			
					1	35,296	Mail Processor	424	1	37,464	1	37,464			
ORIGINAL CATALOGING SECTION															
					3	161,498	Librarian III (B)	557	3	152,960	3	152,960			
COPY CATALOGING & DATABASE MANAGEMENT SECTION															
					1	44,257	Library Technician IV	530	1	46,975	1	46,975			
					4	153,894	Copy Cataloging Technician II (B)	445	4	163,346	4	163,346			
TECHNICAL SERVICES POOL															
					3	105,887	Library Technician III	425	3	112,392	3	112,392			
					11	362,807	Library Technician II	410	11	384,275	11	384,275			

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
INVESTIGATION AND CALL DIRECTOR SECTION												
					1	48,825	Library Security Investigator (X)	545	1	51,824	1	51,824
					1	35,115	Communications Assistant I	415	1	37,271	1	37,271
					1	32,459	Office Assistant II	410	1	33,865	1	33,865
							Library Security Manager (X)	6	1	51,643	1	51,643
					1	51,643	Security Manager (X)	6				
AUXILIARY POSITIONS												
					1		Custodial Worker II-City Laborer	215	1		1	
				4,683,108	98	4,423,415	Total Before Adjustments		100	4,676,862	100	4,684,248
Salary & Wage Rate Change												
				15,598		25,000	Overtime Compensated			18,000		18,000
						(123,734)	Personnel Cost Adjustment			(92,185)		(108,885)
				3,594		5,000	Other (Shift)			3,500		3,500
							Furlough			(72,093)		(72,093)
				4,702,300	98	4,329,681	Gross Salaries & Wages Total		100	4,534,084	100	4,524,770
Reimbursable Services Deduction												
						(17,026)	Capital Improvements Deduction			(17,026)		(17,026)
Grants & Aids Deduction												
						(17,324)	Other					

ACCOUNT NUMBER				2009	2010				2011	2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
						(66,148)	Furlough					
0001	8611	R999	006000	4,702,300	98	4,229,183	NET SALARIES & WAGES TOTAL		100	4,517,058	100	4,507,744
					94.74		O&M FTE'S		96.82		96.82	
					0.20		NON-O&M FTE'S		0.20		0.20	
							(B) Position is funded 90% through revenue offset from the Milwaukee County Federated Library System.					
							(C) Position is funded 100% through revenue offset from lease contracts.					
							(X) Private auto allowance may be paid pursuant to Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	8611	R999	006100	1,998,708		1,733,965	ESTIMATED EMPLOYEE FRINGE BENEFITS  (Involves Revenue Offset-No Transfers from this Account)			2,168,188		2,298,949
							OPERATING EXPENDITURES					
0001	8611	R999	630100	168,883		148,000	General Office Expense			153,000		153,000
0001	8611	R999	630500	14,014		26,000	Tools & Machinery Parts			26,000		26,000
0001	8611	R999	631000	45,266		44,000	Construction Supplies			44,000		44,000

LIBRARY

220.8

3rd Run 9/14/10

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	8611	R999	631500				Energy			12,600		12,600
0001	8611	R999	632000	270,019		278,000	Other Operating Supplies			302,976		302,976
0001	8611	R999	632500				Facility Rental					
0001	8611	R999	633000	2,622		5,000	Vehicle Rental			5,000		5,000
0001	8611	R999	633500	30,937		31,000	Non-Vehicle Equipment Rental			32,000		32,000
0001	8611	R999	634000	34,305		36,000	Professional Services			35,500		35,500
0001	8611	R999	634500	401,667		169,000	Information Technology Services			199,600		199,600
0001	8611	R999	635000	324,700		303,000	Property Services			333,200		333,200
0001	8611	R999	635500				Infrastructure Services					
0001	8611	R999	636000				Vehicle Repair Services			500		500
0001	8611	R999	636500	68,483		70,000	Other Operating Services			95,675		125,675
0001	8611	R999	637000				Loans and Grants					
0001	8611	R999	637501	67,818		91,000	Reimburse Other Departments			77,000		77,000
0001	8611	R999	006300	1,428,714		1,201,000	OPERATING EXPENDITURES TOTAL			1,317,051		1,347,051
EQUIPMENT PURCHASES												
Additional Equipment												
				1,571,004		1,377,143	Library Materials - Books & Other			1,435,000		1,435,000
				5,546	8	30,000	Floor Maintenance Machines		1	3,900	1	3,900
							Miscellaneous		1	3,900	1	3,900
							Technical Tools		1	1,430	1	1,430
				2,477			Other Previous Experience					

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				1,579,027	8	1,407,143	Subtotal - Additional Equipment		3	1,444,230	3	1,444,230
							Replacement Equipment					
				17,681	20	7,000	Computer Monitors		40	10,000	40	10,000
					5	1,000	Computer Peripherals					
				43,173	10	10,000	Computer Printing Equipment		10	10,000	10	10,000
				74,144	184	117,600	Computers		130	87,000	130	87,000
							Lawn Maintenance Equipment		1	1,999	1	1,999
							Miscellaneous		3	10,050	3	10,050
							Office Furniture		1	2,500	1	2,500
				1,447			Other Previous Experience					
				136,445	219	135,600	Subtotal - Replacement Equipment		185	121,549	185	121,549
0001	8611	R999	006800	1,715,472	227	1,542,743	EQUIPMENT PURCHASES TOTAL		188	1,565,779	188	1,565,779
							SPECIAL FUNDS					
							Other Previous Experience*					
							SPECIAL FUNDS TOTAL					
							LIBRARY ADMINISTRATIVE SERVICES					
				9,845,194		8,706,891	DECISION UNIT TOTAL			9,568,076		9,719,523

\*Appropriation Control Account

				2009	2010		2011			2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
LIBRARY											
NEIGHBORHOOD LIBRARY											
SERVICES DECISION UNIT											
SALARIES & WAGES											
NEIGHBORHOOD SERVICES DIVISION											
				1		85,129	Library Public Services Area Mgr. (X)(Y)	11	1	89,812	89,812
				1		38,474	Office Assistant IV	445			
				1		98,173	Deputy Library Dir. - Public Serv. (X)(Y)	15			
NEIGHBORHOOD LIBRARY SERVICES POOL											
				11		590,902	Librarian III	557	12	661,611	612,397
				11		414,395	Library Services Assistant	504	11	425,021	425,021
				3		100,350	Library Circulation Assistant II	424	3	108,872	108,872
				29		910,105	Library Circulation Assistant I	406	29	948,579	948,579
				1		14,587	Library Circulation Assistant I (0.5 FTE)	406	1	15,410	15,410
				33		287,355	Library Circulation Aide (0.56 FTE)	906	33	280,850	280,850
				7		489,857	Library Branch Manager	7	7	468,715	468,715
				8		301,080	Library Reference Assistant	504	7	275,813	275,813
				9		233,743	Librarian II	544	3	139,934	295,292
COMMUNITY OUTREACH & TECHNOLOGY CENTER INITIATIVE (J)											
				1		64,213	Library Branch Manager (J)	7	1	72,064	72,064
				2		97,909	Librarian III (J)	557	2	105,272	105,272

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY RANGE	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS			REQUESTED BUDGET UNITS	DOLLARS	PROPOSED BUDGET UNITS	DOLLARS
					1	38,474	Library Services Assistant (J)	504	1	35,363	1	35,363
					1	37,453	Custodial Worker II-City Laborer (J)	215	1	39,753	1	39,753
					2	62,523	Library Circulation Assistant I (J)	406	2	65,862	2	65,862
					2	17,820	Library Circulation Aide (0.56 FTE) (J)	906	2	17,220	2	17,220
					1	33,803	Library Reference Assistant (J)	504	1	36,395	1	36,395
							AUTOMOTIVE SERVICES UNIT					
					1	42,769	Library Driver	247				
							BLIND & PHYSICALLY HANDICAPPED SERVICES (E)					
					1	44,740	Management Librarian (E)	7				
					1	53,833	Librarian III (E)	557				
					1	33,803	Library Services Assistant (E)	504				
					1	31,340	Office Assistant II (E)	410				
					4	127,635	Library Circulation Assistant I (E)	406				
					1	8,110	Library Circulation Aide (0.56 FTE) (E)	906				
					2	69,247	Audio Machine Technician (E)	425				
					3	113,031	Library Reference Assistant (E)	504				
					1	41,806	Librarian II (E)	544				
							AUXILIARY POSITIONS					
					2		Librarian III	557	2		2	
					1		Library Circulation Assistant I	406	1		1	
					4		Library Circulation Aide (0.56 FTE)	906	4		4	



				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				4,167,081	148	4,482,659	Total Before Adjustments		124	3,786,546	127	3,892,690
							Salary & Wage Rate Change					
				23,994		27,000	Overtime Compensated			26,000		26,000
						(98,805)	Personnel Cost Adjustment			(68,146)		(80,846)
				25,398		29,000	Other (Shift)			20,000		20,000
							Furlough			(53,294)		(53,294)
				4,216,473	148	4,439,854	Gross Salaries & Wages Total		124	3,711,106	127	3,804,550
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
						(875,740)	Grants & Aids Deduction			(371,929)		(371,929)
						(21,251)	Other					
						(53,148)	Furlough					
0001	8612	R999	006000	4,216,473	148	3,489,715	NET SALARIES & WAGES TOTAL		124	3,339,177	127	3,432,621
					95.74		O&M FTE'S		89.99		92.99	
					23.67		NON-O&M FTE'S		9.11		9.11	

(E) Position Authority to expire 6/30/10 unless Blind and  
Physically Handicapped Services Grant is extended.

(J) Position is 100% funded under Community Development Act.

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
(X) Private auto allowance may be paid pursuant to Section 350-183 of the Milwaukee Code.												
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0001	8612	R999	006100	1,901,965		1,430,782	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,602,805		1,750,637
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	8612	R999	630100	8,489		11,000	General Office Expense			11,000		11,000
0001	8612	R999	630500				Tools & Machinery Parts					
0001	8612	R999	631000				Construction Supplies					
0001	8612	R999	631500	336,190		366,800	Energy			346,900		341,900
0001	8612	R999	632000	6,688			Other Operating Supplies			4,590		4,590
0001	8612	R999	632500				Facility Rental					
0001	8612	R999	633000	793			Vehicle Rental					
0001	8612	R999	633500				Non-Vehicle Equipment Rental					
0001	8612	R999	634000				Professional Services					
0001	8612	R999	634500				Information Technology Services					
0001	8612	R999	635000	205,845		237,000	Property Services			272,600		297,011
0001	8612	R999	635500	24,719		25,000	Infrastructure Services			25,000		25,000
0001	8612	R999	636000	350		1,000	Vehicle Repair Services					
0001	8612	R999	636500	835		1,000	Other Operating Services			500		500

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	8612	R999	637000				Loans and Grants					
0001	8612	R999	637501	10,985		8,000	Reimburse Other Departments			2,500		2,500
0001	8612	R999	006300	594,894		649,800	OPERATING EXPENDITURES TOTAL			663,090		682,501
EQUIPMENT PURCHASES												
Additional Equipment												
				6,679			Library Furniture		8	6,400	8	6,400
				2,062			Floor Maintenance Machines					
				8,741			Additional Equipment Subtotal		8	6,400	8	6,400
Replacement Equipment												
				5,707	19	13,000	Library Furniture					
				45,877			Other Previous Experience					
				51,584	19	13,000	Replacement Equipment Subtotal					
0001	8612	R999	006800	60,325	19	13,000	EQUIPMENT PURCHASES TOTAL		8	6,400	8	6,400
SPECIAL FUNDS												
SPECIAL FUNDS TOTAL												

				2009	2010		2011				2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
NEIGHBORHOOD LIBRARY												
				6,773,657		5,583,297	SERVICES DECISION UNIT TOTAL			5,611,472		5,872,159

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
LIBRARY												
CENTRAL LIBRARY DECISION UNIT												
SALARIES & WAGES												
CENTRAL LIBRARY SERVICES BUREAU												
					1	79,685	Library Public Services Area Mgr. (X)(Y)	11	1	80,355	1	80,355
ARTS & MEDIA SECTION												
					1	74,922	Management Librarian	7	1	74,922	1	74,922
HUMANITIES & ARCHIVES SECTION												
					1	85,129	Librarian V	9	1	85,129	1	85,129
					1	38,474	Archives Technician	445				
					1	17,648	Office Assistant III (0.5 FTE)	425	1	18,732	1	18,732
					1	16,507	Library Circulation Asst. I (0.5 FTE)	406	1	13,787	1	13,787
CITY ARCHIVES UNIT												
							Archives Technician	445	1	40,836	1	40,836
BUSINESS, TECHNOLOGY, SCIENCE & PERIODICALS SECTION												
					1	76,754	Librarian V	9	1	62,477	1	62,477
					1	33,013	Office Assistant II	410	1	29,780	1	29,780

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
YOUTH & COMMUNITY OUTREACH SERVICES SECTION												
					1	79,970	Librarian V (X) (Y)	9	1	79,970	1	79,970
					1	46,123	Management Librarian	7	1	61,414	1	61,414
					1	47,938	Library Education Outreach Spec. (X)	557	1	49,214	2	49,214
					1	38,474	Library Services Asst.	504	1	40,836	1	40,836
					2	70,592	Library Circulation Asst. II	424	2	68,753	2	68,753
					1	35,925	Library Reference Assistant	504				
							Library Youth Educator (0.50 FTE)	592	6	120,057	6	120,057
CENTRAL LIBRARY SERVICES POOL												
					24	1,235,909	Librarian III	557	24	1,267,524	24	1,267,524
					1	58,529	Librarian IV	565	1	62,123	1	62,123
					3	108,385	Library Reference Assistant	504	5	191,763	5	191,763
					9	390,206	Librarian II	544	9	415,230	9	415,230
TALKING BOOK AND BRAILLE LIBRARY (D)												
							Management Librarian (D)	7	1	68,342	1	68,342
							Librarian III (D)	557	1	46,607	1	46,607
							Librarian II (D)	544	1	43,653	1	43,653
							Library Services Assistant (D)	504	1	36,395	1	36,395
							Library Reference Assistant (D)	504	3	119,131	3	119,131
							Audio Machine Technician (D)	425	2	72,868	2	72,868
							Office Assistant II (D)	410	1	33,156	1	33,156
							Library Circulation Assistant I (D)	406	4	129,608	4	129,608
							Library Circulation Aide (0.56 FTE) (D)	906	1	8,880	1	8,880

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
CIRCULATION BUREAU												
					1	63,666	Librarian V	9	1	63,666	1	63,666
					1	60,712	Administrative Specialist Sr	4	1	60,712	1	60,712
PUBLIC SERVICES SECTION												
TIER & BOOK HANDLING SECTION												
					1	38,474	Library Circulation Assistant III	445	1	36,902	1	36,902
					1	30,282	Library Circulation Assistant II	424	1	31,882	1	31,882
REGISTRATION/BOOK RETURN SECTION												
					1	38,474	Library Circulation Assistant III	445	1	40,836	1	40,836
					2	69,306	Library Circulation Assistant II	424	2	66,693	2	66,693
CIRCULATION BUREAU POOL												
					32	1,017,809	Library Circulation Assistant I (A)	406	32	1,053,877	32	1,053,877
					17	151,470	Library Circulation Aide (0.56 FTE)	906	17	149,400	17	149,400
INTER LIBRARY SERVICES GRANT (H)												
					1	38,474	Library Reference Assistant (H)	504	1	40,836	1	40,836
					1	15,758	Library Circulation Asst. I (H) (0.50 FTE)	406	1	16,611	1	16,611
AUXILIARY POSITIONS												
					1		Librarian III	557	1		1	

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
					1		Library Circulation Assistant I	406	1		1		
					10		Library Circulation Aide (0.56 FTE)	906	10		10		
				4,181,717	122	4,058,608	Total Before Adjustments		144	4,882,957	145	4,882,957	
							Salary & Wage Rate Change						
				35,878		40,000	Overtime Compensated			38,000		38,000	
						(110,763)	Personnel Cost Adjustment			(85,096)		(100,496)	
				16,888		17,000	Other (Shift)			16,500		16,500	
							Furlough			(66,549)		(66,549)	
				4,234,483	122	4,004,845	Gross Salaries & Wages Total		144	4,785,812	145	4,770,412	
							Reimbursable Services Deduction						
							Capital Improvements Deduction						
						(54,232)	Grants & Aids Deduction			(616,087)		(616,087)	
						(26,070)	Other						
						(59,214)	Furlough						
0001	8613	R999	006000	4,234,483	122	3,865,329	NET SALARIES & WAGES TOTAL		144	4,169,725	145	4,154,325	
					97.41		O&M FTE'S		101.37		101.37		
					1.50		NON-O&M FTE'S		16.06		16.06		

A) Soft red circle one position held by James Nowak



				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
at Pay Range 355.												
(D) Position Authority to expire 6/30/11 unless Talking Book and Braille Library Grant is extended.												
(H) Position authority to expire 6/30/11 unless Interlibrary Services Grant is extended.												
(X) Private auto allowance may be paid pursuant to Section 350-183 of the Milwaukee Code.												
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0001	8613	R999	006100	1,801,929		1,584,785	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,001,468		2,118,706
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	8613	R999	630100				General Office Expense					
0001	8613	R999	630500				Tools & Machinery Parts					
0001	8613	R999	631000				Construction Supplies					
0001	8613	R999	631500	349,328		361,200	Energy			351,540		346,540
0001	8613	R999	632000	1,356			Other Operating Supplies			12,390		12,390
0001	8613	R999	632500				Facility Rental					
0001	8613	R999	633000				Vehicle Rental					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	8613	R999	633500				Non-Vehicle Equipment Rental					
0001	8613	R999	634000				Professional Services					
0001	8613	R999	634500				Information Technology Services					
0001	8613	R999	635000	25,076		25,000	Property Services			27,000		27,000
0001	8613	R999	635500				Infrastructure Services					
0001	8613	R999	636000				Vehicle Repair Services					
0001	8613	R999	636500	23			Other Operating Services					
0001	8613	R999	637000				Loans and Grants					
0001	8613	R999	637501				Reimburse Other Departments					
0001	8613	R999	006300	375,783		386,200	OPERATING EXPENDITURES TOTAL			390,930		385,930
EQUIPMENT PURCHASES												
Additional Equipment												
							Library Furniture		5	12,500	5	12,500
				315	9	7,000	Miscellaneous					
				315	9	7,000	Subtotal - Additional Equipment		5	12,500	5	12,500
Replacement Equipment												
				779			Library Furniture		4	2,600	4	2,600
				779			Subtotal - Replacement Equipment		4	2,600	4	2,600
LIBRARY				220.22				3rd Run 9/14/10				

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	8613	R999	006800	1,094	9	7,000	EQUIPMENT PURCHASES TOTAL		9	15,100	9	15,100
SPECIAL FUNDS												
SPECIAL FUNDS TOTAL												
LIBRARY-CENTRAL LIBRARY												
				6,413,289		5,843,314	DECISION UNIT TOTAL			6,577,223		6,674,061

ACCOUNT NUMBER				2009	2010				2011	2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
MAYOR'S OFFICE												
BUDGETARY CONTROL UNIT (1BCU =1DU)												
SALARIES & WAGES												
					1	147,336	Mayor (Y)	20	1	147,336	1	147,336
					1	107,390	Chief of Staff (Y)	16	1	110,075	1	110,075
ADMINISTRATION												
					1	58,169	Policy Planning Coord. (Y)	13	1	58,739	1	58,739
					1	66,127	Special Assistant to The Mayor (Y)	10	1	66,101	1	66,101
					1	84,209	Mayor's Liaison Officer (Y)	9	1	85,034	1	85,034
					1	72,269	Staff Assistant - Manager (Y)	9	1	72,977	1	72,977
					1	74,922	Staff Assistant to the Mayor-Senior (Y)	7	1	74,922	1	74,922
					1	70,295	Staff Assistant To the Mayor (Y)	6	1	70,295	1	70,295
					1		Staff Assistant To the Mayor (Y)	6	1		1	
					1	42,287	Management Services Spec. (Y)	3	1	42,743	1	42,743
					1	44,257	Program Assistant II	530	1	46,975	1	46,975
					1	31,905	Office Assistant III	425	1	33,865	1	33,865
					2	11,223	College Intern (0.25 FTE)	910	2	12,137	2	12,137
				800,995	14	810,389	Total Before Adjustments		14	821,199	14	821,199
Salary & Wage Rate Changes												
Overtime Compensated*												
						(16,208)	Personnel Cost Adjustment			(16,424)		(24,713)

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
							Other					
						(12,468)	Furlough			(12,634)		(12,634)
					14	781,713	Gross Salaries & Wages Total		14	792,141	14	783,852
						(36,135)	Reimbursable Services Deduction					
							Capital Improvements Deduction					
							Grants and Aids Deduction					
0001	1110	R999	006000	800,995	14	745,578	NET SALARIES & WAGES TOTAL*		14	792,141	14	783,852
					11.00		O&M FTE'S		11.50		11.50	
					0.50		NON-O&M FTE'S					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	1110	R999	006100	328,408		305,687	ESTIMATED EMPLOYEE FRINGE BENEFITS			380,228		376,249
							(Involves Revenue Offset-No Transfers From This Account)					
							OPERATING EXPENDITURES					
0001	1110	R999	630100	9,278		11,000	General Office Expense			11,000		11,000
0001	1110	R999	630500				Tools & Machinery Parts					
0001	1110	R999	631000				Construction Supplies					
0001	1110	R999	631500				Energy					

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		DOLLARS
0001	1110	R999	632000				Other Operating Supplies							
0001	1110	R999	632500				Facility Rental							
0001	1110	R999	633000				Vehicle Rental							
0001	1110	R999	633500	2,223		4,000	Non-Vehicle Equipment Rental			3,600				3,600
0001	1110	R999	634000				Professional Services							
0001	1110	R999	634500				Information Technology Services							
0001	1110	R999	635000				Property Services							
0001	1110	R999	635500				Infrastructure Services							
0001	1110	R999	636000				Vehicle Repair Services							
0001	1110	R999	636500	10,151		13,000	Other Operating Services			12,000				12,000
0001	1110	R999	637000				Loans and Grants							
0001	1110	R999	637501	16,768		16,000	Reimburse Other Departments			16,000				16,000
0001	1110	R999	006300	38,420		44,000	OPERATING EXPENDITURES TOTAL *			42,600				42,600
EQUIPMENT PURCHASES														
Additional Equipment														
Subtotal - Additional Equipment														
Replacement Equipment														
					2	2,000	Computers							
					2	2,000	Printer							

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
						4,000	Subtotal - Replacement Equipment					
0001	1110	R999	006800		4	4,000	EQUIPMENT PURCHASES TOTAL*					
SPECIAL FUNDS												
SPECIAL FUNDS TOTAL												
MAYOR'S OFFICE BUDGETARY												
				1,167,823		1,099,265	CONTROL UNIT TOTAL (1BCU =1DU)			1,214,969		1,202,701
*Appropriation Control Account												

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
MUNICIPAL COURT												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
COURTROOM PROCEEDINGS												
					3	399,147	Municipal Judge (Y)	16	3	399,147	3	399,147
					1	51,778	Municipal Court Clerk II	555	1	54,958	1	54,958
					8	377,456	Municipal Court Clerk I	540	8	387,158	8	387,158
					5	33,173	Municipal Court Commissioner (Y)	950	5	35,213	5	35,213
MANAGEMENT & ADMINISTRATION												
					1	117,118	Chief Court Administrator (Y)	14	1	117,118	1	117,118
					1	90,728	Assistant Court Administrator	10	1	72,000	1	72,000
					1	45,901	Legal Office Assistant IV	475	1	40,589	1	40,589
					1	38,474	Court Services Assistant IV	445	1	40,836	1	40,836
					4	138,739	Court Services Assistant III	425	4	144,197	4	144,197
					1	38,474	Court Services Assistant IV (A)	445	1	40,836	1	40,836
					1	38,474	Accounting Assistant II	445	1	40,836	1	40,836
					2	108,910	Administrative Specialist	2				
							Administrative Assistant III	530	1	41,495	1	41,495
							Administrative Services Supervisor	5	1	56,533	1	56,533
					1	88,506	Network Manager	10	1	87,978	1	87,978
					1	53,171	Network Analyst-Associate	598	1	58,181	1	58,181
					1	38,588	Programmer I	515	1	39,507	1	39,507



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
CASH CONTROL & ACCOUNTING												
					1	65,957	Management Accounting Specialist	5	1	65,956	1	65,956
					3	113,375	Accounting Assistant II	445	3	120,268	3	120,268
					1	41,715	Accounting Assistant III	460	1	41,495	1	41,495
RECORDS AND CASE PREPARATION												
					1	38,474	Court Services Assistant IV	445	1	40,836	1	40,836
					1	33,922	Court Services Assistant III	425	1	32,667	1	32,667
					6	187,201	Court Services Assistant II	410	6	188,807	6	188,807
					45	2,139,281	Total Before Adjustments		45	2,146,611	45	2,146,611
Salary & Wage Rate Changes												
						10,000	Overtime Compensated*			10,000		10,000
						(63,235)	Personnel Cost Adjustment			(42,401)		(63,867)
						(10,500)	Other			8,626		8,626
						(30,600)	Furlough			(31,995)		(31,995)
				2,161,429	45	2,044,946	Gross Salaries & Wages Total		45	2,090,841	45	2,069,375
Reimbursable Services Deduction												
						(38,588)	Capital Improvements Deduction					
Grant and Aids Deduction												
0001	1320	R999	006000	2,161,429	45	2,006,358	NET SALARIES & WAGES TOTAL*		45	2,090,841	45	2,069,375

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS		DOLLARS						
					39.38		O&M FTE'S		40.38		40.38	
					1.00		NON-O&M FTE'S					
							(A) One position to require English-Spanish Interpreter skills.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	1320	R999	006100	922,893		822,607	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,003,604		993,300
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	1320	R999	630100	223,719		264,451	General Office Expense			202,500		202,500
0001	1320	R999	630500				Tools & Machinery Parts					
0001	1320	R999	631000				Construction Supplies					
0001	1320	R999	631500				Energy					
0001	1320	R999	632000	610		2,000	Other Operating Supplies			1,500		1,500
0001	1320	R999	632500				Facility Rental					
0001	1320	R999	633000				Vehicle Rental					
0001	1320	R999	633500	4,770		5,000	Non-Vehicle Equipment Rental			5,000		5,000
0001	1320	R999	634000	76,218		87,020	Professional Services			87,000		87,000
0001	1320	R999	634500	64,902		76,000	Information Technology Services			82,500		82,500
0001	1320	R999	635000	45,865		50,000	Property Services			50,000		50,000
0001	1320	R999	635500				Infrastructure Services					

				2009	2010	2011		2011				
ACCOUNT NUMBER				EXPENDITURE	BUDGET	PAY	REQUESTED BUDGET	PROPOSED BUDGET				
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1320	R999	636000				Vehicle Repair Services					
0001	1320	R999	636500	14,474		10,000	Other Operating Services			17,000		17,000
0001	1320	R999	637000				Loans and Grants					
0001	1320	R999	637501	32,666		18,000	Reimburse Other Departments			23,000		23,000
0001	1320	R999	006300	463,224		512,471	OPERATING EXPENDITURES TOTAL*			468,500		468,500
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
				20,714		3,000	Office Furniture			3,000		3,000
				20,714		3,000	Subtotal - Replacement Equipment			3,000		3,000
0001	1320	R999	006800	20,714		3,000	EQUIPMENT PURCHASES TOTAL*			3,000		3,000
SPECIAL FUNDS												
0001	1320	R132	006300	381		10,000	Minor Projects*			10,000		10,000
0001	1320	R134	006300	29,743		25,000	Court Hardware Replacement Project*			25,000		25,000
0001	1320	R135	006300	235			Parking Citation Electronic Case Transfer*					

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				30,359		35,000	SPECIAL FUNDS TOTAL			35,000		35,000
							MUNICIPAL COURT BUDGETARY					
				3,598,619		3,379,436	CONTROL UNIT TOTAL (1BCU=1 DU)			3,600,945		3,569,175
							*Appropriation Control Account					

ACCOUNT NUMBER				2009	2010				2011	2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF NEIGHBORHOOD SERVICES BUDGETARY CONTROL												
UNIT (1 BCU=1DU)												
SALARIES & WAGES												
OFFICE OF THE COMMISSIONER												
					1	137,397	Commissioner - Bldg. Insp. (X) (Y)	18	1	133,885	1	133,885
					1	91,252	Neighborhood Services Ops. Mgr. (X)(Y)	14	1	88,920	1	88,920
					1	38,474	Administrative Assistant II	445	1	40,837	1	40,837
INFORMATION TECHNOLOGY DIVISION												
					1	90,728	Network Manager	10	1	90,728	1	90,728
					1	77,148	Network Administrator	8	1	75,089	1	75,089
					1	44,257	Program Assistant II	530	1	46,975	1	46,975
SUPPORT SERVICES DIVISION												
					1	66,025	Business Operations Mgr.-Neigh. Services	9	1	64,638	1	64,638
ADMINISTRATIVE SERVICES SECTION												
					1	65,957	Public Information Coordinator (X)					
							Certification & Communication Coordinator (X)	5	1	65,957	1	65,957
					1	42,742	Office Supervisor II	2	1	44,238	1	44,238
					1	54,455	Admin. Specialist (X)	2	1	54,455	1	54,455
					1	44,257	Program Assistant II	530	1	46,975	1	46,975
					1	40,539	Personnel Payroll Assistant II	445	1	43,029	1	43,029

				2009	2010		2011				2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					2	80,189	Accounting Assistant II	445	2	85,114	2	85,114
					2	70,592	Office Assistant III	425	2	72,868	2	72,868
					1	31,006	Office Assistant II	410	1	32,446	1	32,446
					2	31,948	Office Assistant II (0.5 FTE)	410	2	33,865	2	33,865
					1		Graduate Intern (0.58 FTE) (X)	927	1		1	
							BOARDS & COMMISSIONS					
					7	21,000	Member, Stds and Appeals Comm. (Y)	36	7	21,000	7	21,000
							CONSTRUCTION TRADES DIVISION					
					1	90,976	Bldg. Constr. Insp. Div. Mgr. (X)(Y)	12	1	88,446	1	88,446
							CONSTRUCTION SECTION					
					1	79,692	Bldg. Constr. Insp. Supervisor (X)	9	1	77,655	1	77,655
					11	647,587	Building Construction Inspector II (X)	589	11	690,296	11	690,296
					3	179,498	Boiler Inspector II (X)	589	3	190,525	3	190,525
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
					1	33,014	Office Assistant II	410	1	28,516	1	28,516
							ELECTRICAL INSPECTION SECTION					
					1	80,830	Elect. Insp. Supervisor (X)	9	1	80,067	1	80,067
					9	521,441	Electrical Inspector II (X)	589	9	549,695	9	558,095
					3	172,512	Elevator Inspector II (X)	589	3	186,735	4	253,950
					1		Office Assistant II	410	1		1	
					1	36,296	Office Assistant III	425	1	37,464	1	37,464

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
PLUMBING INSPECTION SECTION												
					1	71,524	Plumbing Inspection Supervisor (X)	9	1	70,848	1	70,848
					11	659,827	Plumbing Inspector II	788	11	704,563	11	704,563
					3	173,517	Sprinkler Inspector II (X)	589	3	177,880	3	177,880
					1		Office Assistant II	410	1		1	
					1	35,296	Office Assistant III	425	1	33,865	1	33,865
CROSS CONNECTION SECTION												
					1	80,436	Plumbing Inspection Supervisor (X)	9	1	77,655	1	77,655
					6	393,078	Plumbing Inspector II	788	6	376,174	6	376,174
					1	40,754	Office Assistant III	425	1	37,464	1	37,464
					1	37,156	Office Assistant II	410	1	31,734	1	31,734
COMMERCIAL INSPECTION DIVISION												
					1	95,699	Building Codes Enforcement Mgr. (X) (Y)	11	1	95,246	1	95,246
COMMERCIAL INSPECTION SECTION												
					2	129,475	Building Codes Enforcement Supv. (X)	7	2	128,926	2	128,926
					16	676,628	Code Enforcement Inspector II (X)	541	16	682,035	16	768,789
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
					1	12,800	Office Assistant II (0.5 FTE)	410	1	14,890	1	14,890
CONDEMNATION INSPECTION SECTION												
					1	74,441	Bldg. Construction Inspection Supv. (X)	9	1	73,049	1	73,049

				2009		2010				2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
					3	179,762	Building Construction Inspector II (X)	589	3	190,525	3	190,525	
					3	164,080	Special Enforcement Inspector	572	3	176,364	3	176,364	
					2	70,592	Office Assistant III	425	2	74,928	2	74,928	
							RESIDENTIAL INSPECTION DIVISION						
					1	89,971	Building Codes Enforcement Mgr. (X) (Y)	10	1	87,978	1	87,978	
							CODE ENFORCEMENT SECTION						
					2	136,453	Building Codes Enforcement Supv. (X)	7	2	136,649	2	136,649	
					4	218,924	Special Enforcement Inspector (X)	572	4	231,726	6	319,226	
					24	910,702	Code Enforcement Inspector II (X)	541	24	955,211	22	875,611	
					1	43,617	Program Assistant II	530	1	45,211	1	45,211	
					1	38,474	Office Assistant IV	445	1	40,837	1	40,837	
					4	119,832	Customer Service Rep. II	435	4	155,852	4	155,852	
					1	26,472	Customer Service Rep. I	425	1	37,464	1	37,464	
							VACANT BUILDING REGISTRATION PROGRAM						
					4	153,249	Code Enforcement Inspector II (X)	541	4	165,984	4	165,984	
					1	32,688	Office Assistant III	425	1	33,865	1	33,865	
							Office Assistant III (C) (X)	425			1	34,050	
							RESIDENTIAL RENTAL INSPECTION PROGRAM						
					6		Code Enforcement Inspector II (X)	541	4	173,509	4	86,755	



				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
COURT SECTION												
					1	79,981	Bldg. Codes Court Administrator (X) (Y)	8	1	71,763	1	71,763
					2	106,757	Bldg. Code Enforcement Insp. (X)	553				
							Special Enforcement Inspector	572	2	115,863	2	115,863
					1	37,703	Office Assistant IV	445	1	39,508	1	39,508
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
					1		Office Assistant II	410	1		1	
GRANT PROGRAMS												
RECEIVERSHIP & NSP-2												
					1	1	Admin. Specialist-Sr.(0.5 FTE) (A) (X)	4	1		1	
					1	65,010	Special Enforcement Inspector (A) (X)	572	1	58,788	1	58,788
							Program Assistant II (C)	530	1	43,909	1	43,909
TARGETED ENFORCEMENT (A)												
					2	151,444	Building Codes Enforcement Supv. (A)(X)	7	2	136,685	2	136,685
					4	259,406	Special Enforcement Inspector (A) (X)	572	4	215,421	4	215,421
					1	43,087	Customer Service Rep. II (A) (X)	435	1	38,963	1	38,963
					7	94,462	Code Enforce. Intern (0.5 FTE) (A) (X)	529				
							Code Enforcement Inspector II (A) (X) (Z)	541	9	235,944	9	235,944
					1	20,953	Office Assistant II (0.50 FTE) (A)	410	1	17,521	1	17,521
					1	76,092	Property Mgmt. Prog. Coordinator (A) (X)	7	1	74,916	1	74,916
					2	44,461	Program Assistant II (0.5 FTE) (A) (X)	530	2	43,909	2	43,909

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
NEIGHBORHOOD IMPROVEMENT PROGRAM (NIP)													
					1	81,447	Neighborhood Improv. Proj. Mgr. (A) (X)	8	1	79,829	1	79,829	
					1		Housing Rehab. Coordinator (A) (X)	5	1		1		
					4	241,328	Neighborhood Improve. Proj. Insp. (A) (X)	549	6	326,966	6	326,966	
					1	49,865	Administrative Specialist Sr. (A) (X)	4	1	46,977	1	46,977	
					1	39,143	Office Assistant III (A)	425	1	35,404	1	35,404	
NUISANCE & ENVIRONMENTAL HEALTH DIVISION													
					1	84,436	Env. Code Enforcement Manager (X) (Y)	10	1	82,759	1	82,759	
NUISANCE CONTROL SECTION													
					1	57,928	Nuisance Control Supv. (X) (Y)	6	1	60,131	1	60,131	
					1	66,383	Env. Code Enforcement Supv. (X) (Y)	7	1	65,293	1	65,293	
					18	614,057	Nuisance Control Off. II	516	18	641,337	18	641,337	
					1		Nuisance Control Off. I (0.5 FTE) (A)	500	1		1		
					2	68,492	Office Assistant III	425	2	72,137	2	72,137	
					1	24,760	Office Assistant II	410	1	35,041	1	35,041	
ENVIRONMENTAL HEALTH SECTION													
					5	255,411	Environmental Hygienist	555	5	262,467	5	262,467	
					1	35,733	Office Assistant IV	445	1	37,727	1	37,727	
OPERATION IMMEDIATE CLEAN-UP (A)													
					2	39,106	Nuisance Control Officer II (A) (X)	516					
					1	19,553	Nuisance Ctrl. Off. I (0.5 FTE) (A)	500					

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Nuisance Control Officer II (0.5 FTE) (A) (X)	516	5	88,410	5	88,410
							AUXILIARY POSITIONS					
					2		Code Enforcement Inspector II (X)	541	2		2	
					2		Building Construction Inspector II (X)	589	2		2	
					1		Nuisance Control Off. II	516	1		1	
					2		Special Enforcement Inspector (X)	572	2		2	
					240	10,298,146	Total Before Adjustments		245	11,020,910	247	11,138,475
							Salary & Wage Rate Change					
							Overtime Compensated*					
						(164,065)	Personnel Cost Adjustment			(178,507)		(266,422)
						(95,800)	Other					
						(126,000)	Furlough			(133,827)		(133,827)
					240	9,912,281	Gross Salaries & Wages Total		245	10,708,576	247	10,738,226
						(551,424)	Reimbursable Services Deduction			(523,027)		(523,027)
							Capital Improvements Deduction					
						(1,357,550)	Grants & Aids Deduction			(1,572,516)		(1,606,566)
0001	3600	R999	006000	8,697,060	240	8,003,307	NET SALARIES & WAGES TOTAL*		245	8,613,033	247	8,608,633
					162.50		O&M FTE'S		168.00		169.00	

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					34.50		NON-O&M FTE'S		43.50		44.50	
							(A) To Expire 12/31/10 Unless CDA Program is extended.					
							(C) Position subject to the availability of NSP Grant funding					
							(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
							(Z) Initially underfilled at Code Enforcement Intern level (PR 529)					
0001	3600	R999	006100	4,087,530		3,281,357	ESTIMATED EMPLOYEE FRINGE BENEFITS			4,134,256		4,132,144
							(Involves Revenue Offset - No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	3600	R999	630100	151,329		254,500	General Office Expense			263,500		259,585
0001	3600	R999	630500	417		1,000	Tools & Machinery Parts			1,000		1,000
0001	3600	R999	631000				Construction Supplies					
0001	3600	R999	631500				Energy					
0001	3600	R999	632000	17,640		23,050	Other Operating Supplies			23,050		23,050
0001	3600	R999	632500				Facility Rental					
0001	3600	R999	633000	184,875		318,600	Vehicle Rental			380,000		323,600

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	3600	R999	633500	12,619		14,000	Non-Vehicle Equipment Rental			14,000		14,000
0001	3600	R999	634000	83,875		89,000	Professional Services			89,000		89,000
0001	3600	R999	634500	108,775		101,000	Information Technology Services			114,150		114,150
0001	3600	R999	635000	351		86,210	Property Services			86,000		86,000
0001	3600	R999	635500				Infrastructure Services					
0001	3600	R999	636000				Vehicle Repair Services					
0001	3600	R999	636500	34,932		40,300	Other Operating Services			40,300		55,300
0001	3600	R999	637000				Loans and Grants					
0001	3600	R999	637501	226,245			Reimburse Other Departments					
0001	3600	R999	006300	821,058		927,660	OPERATING EXPENDITURES TOTAL*			1,011,000		965,685
EQUIPMENT PURCHASES												
Additional Equipment												
						15,400	Network Hardware and Software					
						15,400	Subtotal - Additional Equipment					
							Replacement Equipment			60,000		50,000
				62,760			Subtotal - Replacement Equipment			60,000		50,000
0001	3600	R999	006800	62,760		15,400	EQUIPMENT PURCHASES TOTAL*			60,000		50,000

				2009	2010					2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
SPECIAL FUNDS												
0001	3600	R383	006300	29,760		30,000	Community Sanitation Fund*			30,000		30,000
0001	3600	R384	006300	1,663,768		1,700,000	Animal Pound Contract*			1,760,000		1,734,000
0001	3600	R365	006300	162,447		160,000	Anderson Lake Tower*			165,000		165,000
				1,855,975		1,890,000	SPECIAL FUNDS TOTAL			1,955,000		1,929,000
DEPARTMENT OF NEIGHBORHOOD SERVICES BUDGETARY CONTROL												
				15,524,383		14,117,724	UNIT TOTAL (1BCU=1DU)			15,773,289		15,685,462
*Appropriation Control Account												

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
POLICE DEPARTMENT												
BUDGETARY CONTROL UNIT												
(SUMMARY 1BCU=2DU)												
SALARIES & WAGES												
				10,391,185		12,141,881	Overtime Compensated*			12,941,881		11,822,761
						2,636,447	Grant Compensated Overtime			2,096,853		2,096,853
				157,222,301		138,549,009	All Other Salaries & Wages			138,664,436		141,053,091
0001	3310	R999	006000	167,613,486		153,327,337	NET SALARIES & WAGES TOTAL *			153,703,170		154,972,705
					2,907		TOTAL NUMBER OF POSITIONS AUTHORIZED		2,902		2,902	
					2687.45		O&M FTE'S		2687.45		2675.79	
					65.06		NON-O&M FTE'S		65.06		82.78	
0001	3310	R999	006100	55,462,831		49,064,748	ESTIMATED EMPLOYEE FRINGE BENEFITS			58,407,204		58,889,628
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	3310	R999	630100	698,565		710,900	General Office Expense			717,900		717,900
0001	3310	R999	630500	167,119		125,600	Tools & Machinery Parts			125,600		125,600
0001	3310	R999	631000	191,944		199,700	Construction Supplies			199,700		199,700
0001	3310	R999	631500	2,936,596		3,360,182	Energy			3,885,750		3,498,762

POLICE DEPARTMENT

260.1

3rd Run 9/14/10

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
0001	3310	R999	632000	1,248,207		1,093,465	Other Operating Supplies			1,166,017		1,166,017		
0001	3310	R999	632500				Facility Rental							
0001	3310	R999	633000				Vehicle Rental							
0001	3310	R999	633500	498,393		476,100	Non-Vehicle Equipment Rental			476,100		476,100		
0001	3310	R999	634000	523,900		451,200	Professional Services			434,790		434,790		
0001	3310	R999	634500	943,337		1,154,400	Information Technology Services			1,224,034		1,224,034		
0001	3310	R999	635000	863,840		969,300	Property Services			1,021,846		1,021,846		
0001	3310	R999	635500				Infrastructure Services							
0001	3310	R999	636000	159,430		231,500	Vehicle Repair Services			231,500		231,500		
0001	3310	R999	636500	1,968,041		2,359,000	Other Operating Services			2,620,976		2,620,976		
0001	3310	R999	637000				Loans and Grants							
0001	3310	R999	637501	1,680,089		1,613,000	Reimburse Other Departments			1,613,000		1,613,000		
0001	3310	R999	006300	11,879,461		12,744,347	OPERATING EXPENDITURES TOTAL*			13,717,213		13,330,225		
0001	3310	R999	006800	2,391,096		1,737,654	EQUIPMENT PURCHASES TOTAL*			1,737,000		1,737,000		
SPECIAL FUNDS														
POLICE DEPARTMENT BUDGETARY														
				237,346,874		216,874,086	CONTROL UNIT TOTAL (1BCU=2DU)			227,564,587		228,929,558		

\*Appropriation Control Account



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
POLICE DEPARTMENT ADMINISTRATION/ SERVICES DECISION UNIT												
OFFICE OF THE CHIEF OF POLICE												
SALARIES & WAGES												
OFFICE OF THE CHIEF												
					1	147,336	Chief of Police (Y)	18	1	147,336	1	147,336
					1	78,471	Chief of Staff - Police	13	1	89,000	1	89,000
					1	50,242	Administrative Assistant IV	550	1	53,328	1	53,328
					1	61,187	Police Officer	801	1	61,539	1	61,539
					1	79,836	Staff Assistant - Sr.	8	1	77,420	1	77,420
					1	38,482	Administrative Assistant II	445	1	39,072	1	39,072
MEDIA & COMMUNICATIONS												
					1	70,848	Public Relations Manager	9	1	70,848	1	70,848
					1	64,405	Police Sergeant	831	1	64,265	1	70,497
BUDGET & FINANCE DIVISION												
					1	96,706	Police Budget & Admin. Manager	11	1	96,706	1	96,706
					1	81,291	Finance & Planning Manager	11	1	81,291	1	81,291
					1	66,105	Accountant III	6	1	66,105	1	66,105
					1	43,252	Accountant I	545	1	42,594	1	42,594
					2	75,266	Accounting Assistant II	445	2	76,198	2	76,198
					2	61,820	Office Assistant II	410	2	61,398	2	61,398

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
OFFICE OF MANAGEMENT & PLANNING												
					1	75,441	Lieutenant of Police	836				
							Police Lieutenant	836	1	74,941	1	82,192
					3	193,215	Police Sergeant	831	3	192,795	3	211,492
					1	70,303	Detective	808	1	69,920	1	69,920
					1	34,953	Office Assistant III	425	1	35,085	1	35,085
					2	122,374	Police Officer	801	2	123,078	2	123,078
PROFESSIONAL STANDARDS BUREAU												
OFFICE OF ASSISTANT CHIEF												
					1	104,310	Assistant Chief of Police	16	1	112,475	1	112,475
					1	50,242	Administrative Assistant IV	550	1	53,328	1	53,328
FIELD INSPECTION DIVISION												
					1	95,268	Deputy Inspector of Police	842	1	95,268	1	104,457
					2	166,864	Captain of Police	839	2	164,192	2	180,058
PROFESSIONAL PERFORMANCE DIVISION												
					1	95,268	Deputy Inspector of Police	842	1	95,268	1	104,457
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					1	75,205	Lieutenant of Detectives	836				
					2	150,882	Lieutenant of Police	836				
							Police Lieutenant	836	3	224,823	3	246,575
					12	772,860	Police Sergeant	831	12	771,180	12	845,969

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
					13	913,939	Detective	808	13	908,960	13	908,960
					1	82,289	Police Audio Visual Specialist	813	1	82,289	1	82,289
					1	38,205	Office Assistant IV	445	1	38,692	1	38,692
					2	69,906	Office Assistant III	425	2	70,170	2	70,170
					5	154,550	Office Assistant II	410	5	153,495	5	153,495
					4	244,748	Police Officer	801	4	246,156	4	246,156
							TRAINING DIVISION					
					1	95,268	Deputy Inspector of Police	842	1	95,268	1	104,457
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					1	75,441	Lieutenant of Police	836				
							Police Lieutenant	836	1	74,941	2	164,383
					7	450,835	Police Sergeant	831	7	449,855	7	493,482
					20	1,223,740	Police Officer	801	20	1,230,780	20	1,230,780
					1	70,303	Detective	808	1	69,920	1	69,920
					1	36,718	Accounting Assistant I	435	1	36,718	1	36,718
					1	38,482	Administrative Assistant II	445	1	39,072	1	39,072
					1	30,910	Office Assistant II	410	1	30,699	1	30,699
							AUDIO VISUAL SECTION					
					1	35,962	Audiovisual Specialist II	505	1	36,362	1	36,362
							EXECUTIVE PROTECTION UNIT					
					1	74,004	Admin. Lieutenant of Police (D)	836	1	75,441	1	82,739
					5	305,935	Police Officer	801	5	307,695	5	307,695

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
LICENSE INVESTIGATION UNIT												
					1	64,405	Police Sergeant	831	1	64,265	1	70,497
					6	367,122	Police Officer	801	6	369,234	6	369,234
ADMINISTRATION BUREAU												
					1	104,310	Assistant Chief of Police	16	1	112,475	1	112,475
					1	95,268	Deputy Inspector of Police	842	1	95,268	1	104,457
					1	61,187	Police Officer	801	1	61,539	1	61,539
					1	38,482	Administrative Assistant II	445	1	39,072	1	39,072
OFFICE OF POLICE INFORMATION SYSTEMS												
					1	83,653	Police Information Systems Director	14	1	83,653	1	83,653
					1	34,953	Office Assistant III	425	1	35,085	1	35,085
OPEN RECORDS SECTION												
					5	305,935	Police Officer	801	5	307,695	5	307,695
					2	61,820	Office Assistant II	410	2	61,398	2	61,398
					1	38,205	Office Assistant IV	445	1	38,692	1	38,692
RECORDS MANAGEMENT SECTION												
					2	103,760	Office Supervisor II	2	2	103,760	2	103,760
					1	64,405	Police Sergeant	831	1	64,265	1	70,497
					2	122,374	Police Officer	801	2	123,078	2	123,078
					4	152,820	Office Assistant IV	445	4	154,768	4	154,768

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	
				DOLLARS				RANGE	UNITS	DOLLARS	UNITS DOLLARS
					4	139,812	Office Assistant III	425	4	140,340	4 140,340
					25	772,750	Office Assistant II	410	23	706,077	23 706,077
					1	59,997	Administrative Specialist-Sr.	4	1	59,997	1 59,997
					1	41,715	Office Coordinator	460	1	41,715	1 41,715
					13	398,554	Transcriptionist II	410	13	381,524	13 381,524
					3	106,440	Transcriptionist III	425	3	107,511	3 107,511
					1	35,891	Microfilm Technician I	325	1	35,891	1 35,891
							TRAFFIC SECTION				
					1	64,405	Police Sergeant	831	1	64,265	1 70,497
					1	61,187	Police Officer	801	1	61,539	1 61,539
					4	139,812	Office Assistant III	425	4	140,340	4 140,340
					6	185,460	Office Assistant II	410	6	184,194	6 184,194
							TECHNICAL COMMUNICATIONS DIVISION				
					1	83,432	Captain of Police	839	1	82,096	1 90,029
					2	150,882	Lieutenant of Police	836			
							Police Lieutenant	836	2	149,882	2 164,383
					1	70,275	Telecommunications Supervisor	6	1	70,275	1 70,275
					6	396,030	Police Alarm Operator (G)	804	5	330,025	5 330,025
					9	579,645	Police Sergeant	831	9	578,385	9 634,476
					8	489,496	Police Officer	801	8	492,312	8 492,312
					52	1,811,628	Police Telecommunicator	425	52	1,812,928	52 1,812,928
					6	224,232	Police Telecommunicator-Lead	441	6	223,890	6 223,890
					10	90,000	Police Telecommunicator Seasonal	928	10	90,000	10 90,000

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
					1	34,953	Office Assistant III	425	1	35,085	1	35,085	
					2	70,592	Mail Processor	424	2	70,592	2	70,592	
					1	54,887	Telecommunications Specialist	5	1	54,887	1	54,887	
					53	2,358,818	Police Dispatcher (G)	478	54	2,409,750	54	2,409,750	
					1	70,467	Electronic Technician Supervisor	7	1	70,467	1	70,467	
					1	60,809	Communications Systems Manager	9	1	60,809	1	60,809	
					10	567,230	Electronic Technician	290	10	563,530	10	563,530	
					2	74,538	Electronic Technician Assistant	235	2	74,910	2	74,910	
					1	38,205	Office Assistant IV	445	1	38,692	1	38,692	
							INFORMATION TECHNOLOGY DIVISION						
					1	83,432	Captain of Police	839	1	82,096	1	90,029	
					1	64,405	Police Sergeant	831	1	64,265	1	70,497	
					2	122,374	Police Officer	801	2	123,078	2	123,078	
					9	362,574	Helpdesk Specialist II	525	9	374,904	9	374,904	
					1	36,718	Accounting Assistant I	435	1	36,718	1	36,718	
					1	77,848	Data Services Manager	10	1	77,848	1	77,848	
					1	80,266	Network Manager	10	1	80,266	1	80,266	
					5	277,822	Network Coordinator - Sr.	6	5	286,840	5	286,840	
					1	56,888	Data Communications Specialist	7	1	56,888	1	56,888	
					1	72,827	System Security Administrator	8	1	72,827	1	72,827	
					1	63,366	Programmer Analyst	598	1	67,258	1	67,258	
					1	88,230	Information Systems Manager-MPD	11	1	88,230	1	88,230	
					1	60,619	Systems Analyst-Sr.	8	1	60,619	1	60,619	
					1		Network Manager Assistant	8	1		1		

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
					1		Wireless Interface Manager	6	1		1		
					1		Systems Analyst-Project Leader	11	1		1		
					1	58,682	Video Electronic Technician	290	1	58,682	1	58,682	
							HUMAN RESOURCES DIVISION						
					1	96,706	Police Personnel Admin.	11	1	96,706	1	96,706	
					1	38,205	Office Assistant IV	445	1	38,692	1	38,692	
					1	34,953	Office Assistant III	425	1	35,085	1	35,085	
					2	61,820	Office Assistant II	410	2	61,398	2	61,398	
					1	70,295	Personnel Officer	6	1	70,295	1	70,295	
					2	105,458	Personnel Analyst Senior	5	2	105,458	2	105,458	
					2	128,810	Police Sergeant	831	2	128,530	2	140,995	
					2	122,374	Police Officer	801	2	123,078	2	123,078	
							MEDICAL SECTION						
					1	75,441	Admin. Lieutenant of Police (M)	836	1	75,441	1	82,739	
							Human Resources Analyst - Sr.	5	1	47,109	1	47,109	
					1	38,205	Office Assistant IV	445	1	38,692	1	38,692	
					1	34953	Office Assistant III	425	1	35,085	1	35,085	
					1	30,910	Office Assistant II	410	1	30,699	1	30,699	
							BACKGROUND INVESTIGATION UNIT						
					1	64,405	Police Sergeant	831	1	64,265	1	70,497	
					2	122,374	Police Officer	801	2	123,078	2	123,078	
					1	70,303	Detective	808	1	69,920	1	69,920	

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	34,953	Office Assistant III	425	1	35,085	1	35,085
							PAYROLL SECTION					
					1	50,175	Police Payroll Supervisor	6	1	50,075	1	50,075
					2	75,266	Personnel Payroll Assistant II	445	2	79,432	2	79,432
					1	36,126	Personnel Payroll Assistant I	435	1	37,727	1	37,727
					1	40,953	Personnel Payroll Assistant III	460	1	42,660	1	42,660
					4	128,396	Data Entry Operator II	415				
							INTEGRATED JUSTICE SERVICES DIVISION					
							PROPERTY CONTROL SECTION					
					1	64,405	Police Sergeant	831	1	64,265	1	70,497
					14	856,618	Police Officer	801	14	861,546	14	861,546
					1	34,953	Office Assistant III	425	1	35,085	1	35,085
					1	75,441	Lieutenant of Police	836				
							Police Lieutenant	836	1	74,941	1	82,192
					1	38,484	Teller	445	1	38,484	1	38,484
							COURT ADMINISTRATION SECTION					
					1	64,405	Police Sergeant	831	1	64,265	1	70,497
					2	132,010	Court Liaison Officer	804	2	132,012	2	132,012
					20	1,223,740	Police Officer	801	20	1,230,780.00	20	1,230,780.00
					1	34,953	Office Assistant III	425	1	35085	1	35085
					1	30,910	Office Assistant II	410	1	30699	1	30699



				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
IDENTIFICATION DIVISION														
					1	83,432	Captain of Police	839	1	82,096	1	90,029		
					6	428,550	Police Identification Supervisor	835	6	427,218	6	468,583		
					37	2,424,092	Identification Technician	804	37	2,426,201	37	2,426,201		
					1	75,263	Chief Document Examiner	812	1	75,263	1	75,263		
					2	137,066	Document Examiner	808	2	141,018	2	141,018		
					2	141,018	Forensic Video Examiner	808	2	141,018	2	141,018		
					4	282,036	Latent Print Examiner	808	4	276,800	4	276,800		
					1	36,718	Administrative Assistant I	435	1	36,718	1	36,718		
					5	154,550	Office Assistant II	410	5	153,495	5	153,495		
					1	66,005	Identification Systems Spec.	812	1	75,263	1	75,263		
					3	183,561	Police Officer	801	3	184,617	3	184,617		
PRISONER PROCESSING SECTION														
					1	75,441	Lieutenant of Police	836						
							Police Lieutenant	836	1	74,941	1	82,192		
					8	515,240	Police Sergeant	831	8	514,120	8	563,979		
					51	3,120,537	Police Officer	801	51	3,138,489	51	3,138,489		
SAFETY DIVISION														
					2	123,742	Safety Specialist-Senior	4						
					207	853,910	School Crossing Guard	929	207	846,580	207	846,580		
					10	40,050	School Crossing Guard (V)	929	10	40,900	10	40,900		
					28	115,505	School Crossing Guard (Aux.)	929	28	114,520	28	114,520		
					3	17,420	School Crossing Guard - Operator	929	3	20,210	3	20,210		



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
ASSIGNED AS NEEDED WITHIN DECISION UNIT												
					36	1,036,800	Police Aide	480	36	1,037,772	36	1,037,772
					18	282,568	Police Serv. Spec. (0.5 FTE)(C)	939	18	273,228	18	273,228
					13	252,415	Police Serv.Spec.Investigator(0.5 FTE)(C)	465	13	252,415	13	252,415
					10		Police Serv.Spec. Investigator - PPD	465	10		10	
					1,010	37,573,771	Total Before Adjustments		1,003	37,460,623	1,004	38,061,708
							Salary & Wage Rate Change					
				895,806		2,450,401	Overtime Compensated			2,450,401		2,317,635
						(4,398,769)	Personnel Cost Adjustment			(3,125,300)		(3,494,935)
						1,077,370	Other			1,398,708		1,398,708
						(298,000)	Furlough			(298,000)		(280,000)
					1,010	36,404,773	Gross Salaries & Wages Total		1,003	37,886,432	1,004	38,003,116
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
							Grants & Aids Deduction					(40,900)
0001	3311	R999	006000	37,875,716	1,010	36,404,773	NET SALARIES & WAGES TOTAL		1,003	37,886,432	1,004	37,962,216
					762.44		O&M FTE'S		762.44		754.68	
					5.31		NON-O&M FTE'S		5.31		5.31	

ACCOUNT NUMBER				2009	2010		2011			2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	RANGE	UNITS	DOLLARS	UNITS	DOLLARS

(C) Administrative Positions to Allow Reallocation of Sworn

Personnel on a One For One Basis, to Patrol Related Activities.

(G) Police Dispatchers to be administratively reclassified to Police Alarm

Operator, as Police Dispatcher positions are vacated, to a maximum of 15 positions. These positions will be earmarked for promotional opportunities for officers currently eligible for the rank of Police Alarm Operator, according to the specifications of settlement case No. 98-CV-009353, effective October 1, 2004. At the conclusion of the settlement, Police Alarm Operators to be administratively reclassified to Police Dispatchers upon becoming vacant.

(M) Any civilianization or change to this position only to

occur through attrition.

(U) To expire 09/30/10 unless the Homeland Security/UASI Critical

Infrastructure Grant is extended.

(V) Positions to expire 12/31/10 unless the I-94 N-S Corridor

Reconstruction grant is extended.

(Y) Required to file a statement of economic interests in accordance

with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
0001	3311	R999	006100	12,046,027		11,649,527	ESTIMATED EMPLOYEE FRINGE BENEFITS			14,396,844		14,425,642		
							(Involves Revenue Offset-No Transfers from this Account)							
							OPERATING EXPENDITURES							
0001	3311	R999	630100	682,551		695,400	General Office Expense			699,775		699,775		
0001	3311	R999	630500	167,119		125,600	Tools & Machinery Parts			125,600		125,600		
0001	3311	R999	631000	183,315		198,200	Construction Supplies			198,250		198,250		
0001	3311	R999	631500	2,933,923		3,347,382	Energy			3,872,650		3,485,662		
0001	3311	R999	632000	1,214,544		1,037,704	Other Operating Supplies			1,117,464		1,117,464		
0001	3311	R999	632500				Facility Rental							
0001	3311	R999	633000				Vehicle Rental							
0001	3311	R999	633500	372,396		351,100	Non-Vehicle Equipment Rental			351,100		351,100		
0001	3311	R999	634000	472,715		406,100	Professional Services			386,640		386,640		
0001	3311	R999	634500	939,938		1,149,800	Information Technology Services			1,219,759		1,219,759		
0001	3311	R999	635000	833,794		943,500	Property Services			993,314		993,314		
0001	3311	R999	635500				Infrastructure Services							
0001	3311	R999	636000	120,103		169,500	Vehicle Repair Services			171,500		171,500		
0001	3311	R999	636500	1,873,053		2,200,100	Other Operating Services			2,465,026		2,465,026		
0001	3311	R999	637000				Loans and Grants							
0001	3311	R999	637501	1,680,089		1,613,000	Reimburse Other Departments			1,613,000		1,613,000		
0001	3311	R999	006300	11,473,540		12,237,386	OPERATING EXPENDITURES TOTAL			13,214,078		12,827,090		
							EQUIPMENT PURCHASES							

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
				1,600,808	55	1,085,485	Autos		49	1,109,000	49	1,109,000
				32,957	35	41,000	Light Bars		44	51,000	44	51,000
				64,037	10	30,000	Data switches		10	30,000	10	30,000
				19,171			Office Furniture & Equipment					
				264,093		200,169	PC Hardware -Various			200,000		200,000
				1,044	72	5,000	Shotgun Lock heads		48	3,000	48	3,000
				10,470	72	16,000	Shotgun Racks		48	11,000	48	11,000
				26,950	74	36,000	Siren		51	32,000	51	32,000
				15,731		13,000	Software			15,000		15,000
					10	1,000	Strobe Lights					
				21,240	58	32,000	Vehicle Partitions		40	22,000	40	22,000
				9,539	72	10,000	Siren Speaker		51	7,000	51	7,000
				85,688	4	81,000	Prisoner Conveyance Vehicle		4	81,000	4	81,000
					4	34,000	Prisoner Inserts		4	34,000	4	34,000
				10,060	5	9,000	Radar units		5	9,000	5	9,000
				14,993	5	15,000	Laser Speed Units		3	9,000	3	9,000
				18,240	58	16,000	Rear Seats		40	12,000	40	12,000
					1	2,000	Rear Storage Box		1	2,000	1	2,000
				6,325	58	7,000	Window Armor		40	5,000	40	5,000
				10,160	4	3,000	LED lights		5	4,000	5	4,000

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				3,919			Electric pallet truck					
				9,226			Security Equipment					
				2,224,651	597	1,636,654	Subtotal - Replacement Equipment		443	1,636,000	443	1,636,000
0001	3311	R999	006800	2,224,651	597	1,636,654	EQUIPMENT PURCHASES TOTAL		443	1,636,000	443	1,636,000
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							POLICE DEPARTMENT ADMINISTRATION/					
				63,619,934		61,928,340	SERVICES DECISION UNIT TOTAL			67,133,354		66,850,948
							*Appropriation Control Account					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
POLICE DEPARTMENT												
OPERATIONS DECISION UNIT												
SALARIES & WAGES												
NEIGHBORHOOD POLICING BUREAU												
					1	104,310	Assistant Chief of Police	16	1	112,475	1	112,475
					1	94,485	Inspector of Police	12	1	87,061	1	87,061
					1	38,482	Administrative Assistant II	445	1	39,072	1	39,072
TACTICAL PLANNING & LOGISTICS												
					1	61,187	Police Officer	801	1	61,539	1	61,539
					1	75,441	Lieutenant of Police	836				
							Police Lieutenant	836	1	74,941	1	82,192
DISTRICT 1												
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					3	226,323	Lieutenant of Police	836				
							Police Lieutenant	836	3	224,823	3	246,575
					13	837,265	Police Sergeant	831	13	835,445	13	916,466
					100	6,118,700	Police Officer	801	50	3,076,950	50	3,076,950
							Police Officer (P)	801	50	3,076,950	50	3,076,950
					2	122,374	Community Liaison Police Officer	801	2	123,078	2	123,078
					6	191,262	Police District Office Assistant	410	6	189,522	6	189,522



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
DISTRICT 2 AND WEED & SEED INITIATIVE												
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					3	226,323	Lieutenant of Police	836				
							Police Lieutenant	836	3	224,823	3	246,575
					17	1,094,885	Police Sergeant	831	17	1,092,505	17	1,198,456
					160	9,789,920	Police Officer	801	160	9,846,240	160	9,846,240
					2	122,374	Community Liaison Police Officer	801	2	123,078	2	123,078
					6	367,122	Police Officer (S)	801	6	369,234	6	369,234
					9	286,893	Police District Office Assistant	410	9	284,283	9	284,283
DISTRICT 3												
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					3	226,323	Lieutenant of Police	836				
							Police Lieutenant	836	4	299,764	4	328,767
					20	1,288,100	Police Sergeant	831	20	1,285,300	20	1,409,948
					176	10,768,912	Police Officer	801	176	10,830,864	176	10,830,864
					2	122,374	Community Liaison Police Officer	801	2	123,078	2	123,078
					9	286,893	Police District Office Assistant	410	9	284,283	9	284,283
					1	75,205	Lieutenant of Detectives	836				
					8	562,424	Detective	808	8	559,360	8	559,360
DISTRICT 4												
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					3	226,323	Lieutenant of Police	836				
							Police Lieutenant	836	3	224,823	3	246,575

				2009	2010		LINE DESCRIPTION	2011			2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					16	1,030,480	Police Sergeant	831	16	1,028,240	16	1,127,958
					135	8,260,245	Police Officer	801	135	8,307,765	135	8,307,765
					2	122,374	Community Liaison Police Officer	801	2	123,078	2	123,078
					9	286,893	Police District Office Assistant	410	9	284,283	9	284,283
							DISTRICT 5					
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					3	226,323	Lieutenant of Police	836				
							Police Lieutenant	836	3	224,823	3	246,575
					18	1,159,290	Police Sergeant	831	18	1,156,770	18	1,268,953
					176	10,768,912	Police Officer	801	176	10,830,864	176	10,830,864
					2	122,374	Community Liaison Police Officer	801	2	123,078	2	123,078
					9	286,893	Police District Office Assistant	410	9	284,283	9	284,283
							DISTRICT 6					
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					3	226,323	Lieutenant of Police	836				
							Police Lieutenant	836	3	224,823	3	246,575
					17	1,094,885	Police Sergeant	831	17	1,092,505	17	1,198,456
					92	5,629,204	Police Officer	801	92	5,661,588	92	5,661,588
					2	122,374	Community Liaison Police Officer	801	2	123,078	2	123,078
					9	286,893	Police District Office Assistant	410	9	284,283	9	284,283
							DISTRICT 7					
					1	83,432	Captain of Police	839	1	82,096	1	90,029

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
					3	226,323	Lieutenant of Police	836				
							Police Lieutenant	836	3	224,823	3	246,575
					16	1,030,480	Police Sergeant	831	16	1,028,240	16	1,127,958
					177	10,830,099	Police Officer	801	177	10,892,403	177	10,892,403
					2	122,374	Community Liaison Police Officer	801	2	123,078	2	123,078
					9	286,893	Police District Office Assistant	410	9	284,283	9	284,283
							NEIGHBORHOOD TASK FORCE					
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					3	226,323	Lieutenant of Police	836				
							Police Lieutenant	836	3	224,823	3	246,575
					1	64,405	Police Sergeant	831	1	64,265		
					5	154,550	Office Assistant II	410	5	153,495	5	153,495
					4	244,748	Police Officer	801	4	246,156	4	246,156
					1	28,800	Police Aide	480	1	28,827	1	28,827
							Police Officer (F)	801			6	369,234
							CANINE UNIT					
					4	244,748	Police Officer	801	4	246,156	4	246,156
							FUGITIVE APPREHENSION UNIT					
					19	1,162,553	Police Officer	801	19	1,169,241	19	1,169,241
							MARINE UNIT					
					1	64,405	Police Sergeant	831	1	64,265	1	70,497

POLICE DEPARTMENT

260.21

3rd Run 9/14/10

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
					12	734,244	Police Officer	801	12	738,468	12	738,468
							MOTORCYCLE UNIT					
					6	386,430	Police Sergeant	831	6	385,590	6	422,984
					42	2,569,854	Police Officer	801	42	2,584,638	42	2,584,638
							MOUNTED PATROL					
					1	64,405	Police Sergeant	831	1	64,265	1	70,497
					5	305,935	Police Officer	801	5	307,695	5	307,695
							STREET CRIMES UNIT					
					6	386,430	Police Sergeant	831	6	385,590	6	422,984
					18	1,101,366	Police Officer	801	18	1,107,702	18	1,107,702
							TACTICAL ENFORCEMENT					
					9	579,645	Police Sergeant	831	9	578,385	9	634,476
					34	2,080,358	Police Officer	801	34	2,092,326	34	2,092,326
							COMMUNITY SERVICES DIVISION					
					1	64,405	Police Sergeant	831	1	64,265	1	70,497
					3	183,561	Police Officer (LL)	801	3	184,617	3	184,617
					10	611,870	Police Officer (L)	801	10	615,390	10	615,390
					1	38,205	Office Assistant IV	445	1	38,692	1	38,692

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
				DOLLARS	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
CRIMINAL INVESTIGATION BUREAU												
					1	104,310	Assistant Chief of Police	16	1	112,475	1	112,475
					1	94,482	Inspector of Police	12	1	87,061	1	87,061
					1	38,482	Administrative Assistant II	445	1	39,072	1	39,072
INTELLIGENCE FUSION CENTER												
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					2	150,410	Lieutenant of Detectives	836				
							Police Lieutenant	836	2	149,882	1	82,192
							Police Lieutenant (C)	836			1	82,192
					6	421,818	Detective	808	6	419,520	16	1,118,720
					7	428,309	Police Officer	801	7	430,773	7	430,773
							Police Officer (C)	801			2	123,078
							Police Sergeant	831			1	70,497
							Crime Analyst	598	2	108,426	2	108,426
					1	68,717	Crime & Intelligence Specialist (J)	9				
					2	133,302	Crime & Intelligence Specialist	9	1	68,717	1	68,717
					1	30,910	Office Assistant II	410	1	30,699	2	61,398
							Police Services Specialist - Investigator CC)	465			2	77,666
							Data Base Specialist/Analyst (W)	534	1	41,158		
INVESTIGATIVE MANAGEMENT DIVISION												
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					4	300,820	Lieutenant of Detectives	836				
							Police Lieutenant	836	4	299,764	1	82,192

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	64,405	Police Sergeant	831	1	64,265		
							Detective	808			3	209,760
							Police Officer	801			3	184,617
					1	51,880	Office Supervisor II	2	1	51,880	1	51,880
					2	76,410	Office Assistant IV	445	2	77,384	2	77,384
					6	209,718	Office Assistant III	425	6	210,510	4	140,340
					18	556,380	Office Assistant II	410	18	552,582	7	214,893
							Police Services Specialist - Investigator	465			2	77,666
							Administrative Assistant I	435			1	36,718
							NEIGHBORHOOD INVESTIGATIONS DIVISION					
					2	166,864	Captain of Police	839	2	164,192		
					6	451,230	Lieutenant of Detectives	836				
							Police Lieutenant	836	6	449,646		
					48	3,374,544	Detective	808	48	3,356,160		
					6	367,122	Police Officer	801	6	369,234		
							NARCOTICS					
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					4	300,820	Lieutenant of Detectives	836				
							Police Lieutenant	836	4	299,764	2	164,383
					1	75,205	Lieutenant of Detectives (N)	836				
							Police Lieutenant (N)	836	1	74,941	1	82,192
							Police Lieutenant (K)	836			1	82,192
					48	3,374,544	Detective	808	48	3,356,160	15	1,048,800

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
					1	70,303	Detective (N)	808	1	69,920	1	69,920
					1	70,303	Detective (G)					
							Detective (K)	808			11	769,120
					1	83,432	Captain of Police (U)	839	1	82,096		
					6	185,460	Office Assistant II	410	6	184,194		
					1	36,718	Administrative Assistant I	435	1	36,718		
					1	61,187	Police Officer (N)	801	1	61,539	1	61,539
							Police Officer (K)	801			4	246,156
							SENSITIVE CRIMES DIVISION					
					1	83,432	Captain of Police	839	1	82,096	1	90,029
					4	300,820	Lieutenant of Detectives	836				
							Police Lieutenant	836	4	299,764	3	246,575
					2	128,810	Police Sergeant	831	2	128,530	3	211,492
					21	1,476,363	Detective	808	21	1,468,320	16	1,118,720
					6	367,122	Police Officer (F)	801	6	369,234		
					25	1,529,675	Police Officer	801	25	1,538,475	26	1,600,014
					1	43,854	Administrative Services Specialist (A)	1				
							Administrative Services Specialist	1	1	45,000	1	45,000
					3	92,730	Office Assistant II	410	3	92,097	3	92,097
					1	34,953	Office Assistant III	425	1	35,085		
							Police Services Specialist - Investigator	465			2	77,666
							Data Base Specialist/Analyst (W)	534			1	41,158

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
VIOLENT CRIMES DIVISION													
					1	83,432	Captain of Police	839	1	82,096			
					11	827,255	Lieutenant of Detectives	836					
							Police Lieutenant	836	11	824,351			
					86	6,046,058	Detective	808	86	6,013,120			
					1	61,187	Police Officer	801	1	61,539			
					1	30,910	Office Assistant II (T)	410	1	30,699			
URBAN AREAS SECURITY INITIATIVE													
					1	75,205	Lieutenant of Detectives (C)	836					
							Police Lieutenant (C)	836	1	74,941			
					2	122,374	Police Officer (C)	801	2	123,078			
							Police Services Specialist - Investigator CC)	465	2	77,666			
METROPOLITAN DIVISION													
							Captain of Police	839			1	90,029	
							Police Lieutenant	836			8	657,533	
							Detective	808			51	3,565,920	
							Police Officer	801			9	553,851	
							Police Services Specialist - Investigator (CC)	465			4	155,332	
							Office Assistant II (T)	410			1	30,699	
							Office Assistant II	410			2	61,398	
NORTH													
							Captain of Police	839			1	90,029	



ACCOUNT NUMBER				2009	2010		2011			2011		
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Police Lieutenant	836			5	410,960
							Detective	808			24	1,678,080
							SOUTH					
							Captain of Police	839			1	90,029
							Police Lieutenant	836			5	410,960
							Detective	808			28	1,957,760
							Police Services Specialist - Investigator	465			1	38,833
							CENTRAL					
							Captain of Police	839			1	90,029
							Police Lieutenant	836			5	410,960
							Detective	808			33	2,307,360
							ASSIGNED AS NEEDED WITHIN DECISION UNIT					
					1	75,205	Lieutenant of Detectives (K)	836				
							Police Lieutenant (K)	836	1	74,941		
					11	773,333	Detective (K)	808	11	769,120		
					4	244,748	Police Officer (K)	801	4	246,156		
					4	281,212	Detective	808	4	279,680	27	1,887,840
					19	1,162,553	Police Officer	801	19	1,169,241	13	800,007
					19	1,162,553	Police Officer (E)	801	19	1,169,241	19	1,169,241
					30	864,000	Police Aide	480	30	864,810	30	864,810
					17	660,161	Police Services Specialist - Investigator	465	17	660,161	8	310,664
							Office Assistant II	410			14	429,786

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
							Office Assistant III	425			3	105,255	
					1,897	115,524,554	Total Before Adjustments		1,899	115,827,859	1,898	117,211,336	
							Salary & Wage Rate Change						
				9,495,379		9,691,480	Overtime Compensated			10,491,480		9,505,126	
						2,636,447	Grant overtime Compensated*			2,096,853		2,096,853	
						(9,044,851)	Personnel Cost Adjustment			(9,896,784)		(10,242,784)	
						4,548,374	Other			4,429,243		4,429,243	
						(877,000)	Furlough			(877,000)			
					1,897	122,479,004	Gross Salaries & Wages Total		1,899	122,071,651	1,898	122,999,774	
							Reimbursable Services Deduction						
							Capital Improvements Deduction						
						(5,556,440)	Grants & Aids Deduction			(6,254,913)		(5,989,286)	
0001	3312	R999	006000	129,737,770	1,897	116,922,564	NET SALARIES & WAGES TOTAL		1,899	115,816,738	1,898	117,010,489	
					1925.01		O&M FTE'S		1925.01		1921.11		
					59.75		NON-O&M FTE'S		59.75		77.47		

(A) Domestic Violence Liaison Project Grant. Position authority to expire 06/30/10 unless grant is extended.

ACCOUNT NUMBER				2009	2010		2011			2011		
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
(C) To expire 06/30/11 unless the Urban Areas Security Initiative Program Grant, available from the U.S. Department of Homeland Security, is extended.												
(D) Incumbents assigned to the Mayor's office, who may be subsequently reassigned for whatever reason, shall revert to the position title and ranking which they held at the time of appointment.												
(CC) Two new PSSSI positions for the UASI grant starting in 2011												
(E) Twenty-seven positions to be utilized for foot beat patrol to combat drug trafficking and prostitution. Thirty-two positions to be used for district patrol as needed.												
(F) Truancy Abatement Grant: Six positions to be reimbursed by the Milwaukee School Board under the Truancy Abatement Grant Program; position authority to expire 6/30/10 unless grant is extended.												
(G) Human Trafficking Grant. Position authority expires 02/28/10.												
(J) Safe Streets Initiative grant Position authority to expire 09/30/09 unless the grant is extended.												

ACCOUNT NUMBER				2009	2010		2011				2011	
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
(K) High Intensity Drug Trafficking Area (HIDTA) Grant: Position authority to expire 12/31/10 if HIDTA funding and the HIDTA Project are discontinued.												
(L) Security Resource Officers (SROs). MPS funds 5 positions.												
(LL) Security Resource Officers (SROs). MPS funds 1.3 positions.												
(N) Milwaukee Metropolitan Drug Enforcement Grant. Position authority to expire 12/31/10 unless grant is extended.												
(P) COPS Hiring Recovery Program (CHRP) grant. 50 grant funded police officer positions to expire 06/30/12 and maintained for a period of not less than 12 months following the end of the grant unless the grant is extended.												
(S) Beat Patrol Grant: To expire 12/31/10 unless the Beat Patrol Program Grant, available from the State of Wisconsin, Office of Justice Assistance is extended.												
(T) University of Wisconsin Medical School Grant. Position authority for one Office Assistant II to expire 12/31/10 unless the grant is extended (Homicide Review).												
(U) To expire 12/31/10 unless Homeland Security/UASI Critical Infrastructure Grant is extended.												

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	UNITS	REQUESTED BUDGET	UNITS	PROPOSED BUDGET
				DOLLARS		DOLLARS				DOLLARS		DOLLARS
(W) To expire 08/31/11 unless the COPS Sexual Predator grant is extended.												
0001	3312	R999	006100	43,416,804		37,415,221	ESTIMATED EMPLOYEE FRINGE BENEFITS			44,010,360		44,463,986
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	3312	R999	630100	16,014		15,500	General Office Expense			18,125		18,125
0001	3312	R999	630500				Tools & Machinery Parts					
0001	3312	R999	631000	8,629		1,500	Construction Supplies			1,450		1,450
0001	3312	R999	631500	2,673		12,800	Energy			13,100		13,100
0001	3312	R999	632000	33,663		55,761	Other Operating Supplies			48,553		48,553
0001	3312	R999	632500				Facility Rental					
0001	3312	R999	633000				Vehicle Rental					
0001	3312	R999	633500	125,997		125,000	Non-Vehicle Equipment Rental			125,000		125,000
0001	3312	R999	634000	51,185		45,100	Professional Services			48,150		48,150
0001	3312	R999	634500	3,399		4,600	Information Technology Services			4,275		4,275
0001	3312	R999	635000	30,046		25,800	Property Services			28,532		28,532
0001	3312	R999	635500				Infrastructure Services					
0001	3312	R999	636000	39,327		62,000	Vehicle Repair Services			60,000		60,000
0001	3312	R999	636500	94,988		158,900	Other Operating Services			155,950		155,950
0001	3312	R999	637000				Loans and Grants					
0001	3312	R999	637501				Reimburse Other Departments					

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	3312	R999	006300	405,921		506,961	OPERATING EXPENDITURES TOTAL			503,135		503,135
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
				166,445	8	96,000	Motorcycle		10	96,000	10	96,000
					1	5,000	Ballistic Shield					
							Tactical Equipment			5,000		5,000
				166,445	9	101,000	Subtotal - Replacement Equipment		10	101,000	10	101,000
0001	3312	R999	006800	166,445	9	101,000	EQUIPMENT PURCHASES TOTAL		10	101,000	10	101,000
SPECIAL FUNDS												
SPECIAL FUNDS TOTAL												
POLICE DEPARTMENT-OPERATIONS												
				173,726,940		154,945,746	DECISION UNIT TOTAL			160,431,233		162,078,610

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
PORT OF MILWAUKEE												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
					7		Harbor Commissioner (Y)	SP	7		7	
					1	119,077	Municipal Port Director (Y)	17	1	117,674	1	117,674
					1	41,453	Deputy Port Director (Y)	12	1	73,627	1	73,627
GENERAL OFFICE												
MARKETING SECTION												
					1	79,701	Port Marketing Manager (X)	11	1	77,845	1	77,845
					1	45,242	Market Analyst	592	1	48,021	1	48,021
					1	73,720	Trade Development Rep.-Sr	7	1	72,003	1	72,003
					1	15,111	Graduate Assistant	930				
FINANCE SECTION												
					1	80,690	Port Finance Officer (Y)	9	1	79,834	1	79,834
					1	45,901	Accounting Program Assistant III	475	1	48,721	1	48,721
ADMINISTRATIVE SECTION												
					1	44,257	Administrative Assistant III (Y)	530	1	46,975	1	46,975
ENGINEERING DIVISION												
					1	103,077	Management Civil Engineer - Senior (Y)	12	1	103,077	1	103,077

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DESIGN SECTION												
					1	72,671	Civil Engineer III (X)	628	1	77,134	1	77,134
					1	32,463	Engineer Tech II	602	1	32,290	1	32,290
FIELD SECTION												
					1	63,981	Civil Engineer II	626	1	67,910	1	67,910
OPERATIONS DIVISION												
					1	80,454	Port Operations Manager (X) (Y)	12	1	73,627	1	73,627
					1	62,316	Port Facilities Supervisor (X)	8	1	60,442	1	60,442
CARGO HANDLING-MAINT. AND REPAIR SECTION												
					2	111,779	Harbor Crane Operator	958	2	118,643	2	118,643
					1	47,341	Port Mechanic	280	1	50,254	1	50,254
					6	161,562	Port Maintenance Technician	276	6	179,488	6	179,488
AUXILIARY POSITIONS												
					2		Inspector Docks & Dredging	535	2		2	
					1		Trade Development Rep.-Sr	7	1		1	
					1		Management Civil Engineer - Senior	12	1		1	
					1		Civil Engineer III	628	1		1	
					1		Port Operations Manager (X) (Y)	12	1		1	
					37	1,280,796	Total Before Adjustments		36	1,327,565	36	1,327,565



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Salary & Wage Rate Changes					
						15,000	Overtime Compensated*			15,000		15,000
						(24,337)	Personnel Cost Adjustment			(26,550)		(39,827)
						(15,000)	Other					
						(18,000)	Furlough			(20,424)		(20,424)
					37	1,238,459	Gross Salaries & Wages Total		36	1,295,591	36	1,282,314
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
							Grants and Aids Deduction					
0480	4280	R999	006000	1,211,486	37	1,238,459	NET SALARIES & WAGES TOTAL*		36	1,295,591	36	1,282,314
					21.00		O&M FTE'S		21.00		21.00	
							NON-O&M FTE'S					
							(X) Private Auto Allowance May Be Paid Pursuant to Section					
							350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with					
							the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0480	4280	R999	006180	590,062		507,768	ESTIMATED EMPLOYEE FRINGE BENEFITS			621,884		615,511
							(Involves Revenue Offset-No Transfers from this Account)					

				2009	2010		2011					2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
OPERATING EXPENDITURES														
0480	4280	R999	630100	11,992		18,000	General Office Expense			18,000		18,000		
0480	4280	R999	630500	5,577		10,000	Tools & Machinery Parts			10,000		10,000		
0480	4280	R999	631000	15,007		15,000	Construction Supplies			15,000		15,000		
0480	4280	R999	631500	58,979		75,000	Energy			75,000		75,000		
0480	4280	R999	632000	9,820		65,000	Other Operating Supplies			30,000		30,000		
0480	4280	R999	632500				Facility Rental							
0480	4280	R999	633000	10,289		4,000	Vehicle Rental			10,500		10,500		
0480	4280	R999	633500	3,985		3,000	Non-Vehicle Equipment Rental			7,500		7,500		
0480	4280	R999	634000	153,064		210,000	Professional Services			250,000		250,000		
0480	4280	R999	634500	6,598		15,000	Information Technology Services			50,000		50,000		
0480	4280	R999	635000	147,762		175,000	Property Services			175,000		175,000		
0480	4280	R999	635500	136,088		200,000	Infrastructure Services			200,000		200,000		
0480	4280	R999	636000	4,095		10,000	Vehicle Repair Services			10,000		10,000		
0480	4280	R999	636500	74,809		350,000	Other Operating Services			300,000		300,000		
0480	4280	R999	637000				Loans and Grants							
0480	4280	R999	637501	64,279		60,000	Reimburse Other Departments			75,000		75,000		
0480	4280	R999	006300	702,344		1,210,000	OPERATING EXPENDITURES TOTAL*			1,226,000		1,226,000		
EQUIPMENT PURCHASES														
Additional Equipment														
Subtotal - Additional Equipment														

ACCOUNT NUMBER				2009	2010		2011	2011				
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Replacement Equipment					
							Subtotal - Replacement Equipment					
0480	4280	R999	006800				EQUIPMENT PURCHASES TOTAL *					
							SPECIAL FUNDS					
0480	4280	R421	006900	1,210,000		1,400,000	Summerfest Revenue Transfer to Gen. Fund*			1,337,300		1,337,300
0480	4280	R422	006300	95,000		75,000	Major Maintenance-Terminals & Piers*			100,000		100,000
0480	4280	R423	006800	46,572		50,000	Major Rehab. & Upgrades - Equipment*			50,000		50,000
0480	4280	R425	006300	75,744		50,000	Environmental Cleanup Fund*			100,000		100,000
0480	4280	R426	006300	5,414		50,000	Harbor Maintenance Dredging*			50,000		50,000
0480	4280	R429	006300	61,649		100,000	Equipment Rehab. and Upgrade*			100,000		75,000
0480	4280	R420	006300				Dockwall and Breakwater Rehabilitation*			50,000		100,000
0480	4280	R419	006300			50,000	Energy Efficiency Upgrade*			50,000		
0480	4280	R418	006300	11,491		84,000	Leasehold Demolition*			80,000		40,000
0480	4280	R417	006300	21,388		75,000	Sewer System Upgrade*			75,000		30,000
				1,527,258		1,934,000	SPECIAL FUNDS TOTAL			1,992,300		1,882,300
							PORT OF MILWAUKEE BUDGETARY					
				4,031,150		4,890,227	CONTROL UNIT TOTAL (1BCU=1DU)			5,135,775		5,006,125

\*Appropriation Control Account

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF PUBLIC WORKS												
SUMMARY (3 BCU'S)												
SALARIES & WAGES												
				4,267,471		3,681,807	Overtime Compensated			3,863,842		3,522,050
				54,042,085		45,371,579	All Other Salaries & Wages			49,399,075		45,623,050
				58,309,556		49,053,386	NET SALARIES & WAGES TOTAL			53,262,917		49,145,100
					2,337		TOTAL NUMBER OF POSITIONS AUTHORIZED		2,340		2,315	
					976.17		O&M FTE'S		991.03		946.41	
					404.72		NON-O&M FTE'S		397.15		402.28	
				25,414,825		20,111,741	ESTIMATED EMPLOYEE FRINGE BENEFITS			25,566,199		23,589,647
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
				196,060		225,000	General Office Expense			254,000		254,000
				3,189,259		2,965,628	Tools & Machinery Parts			3,054,500		3,050,000
				3,134,534		2,696,663	Construction Supplies			2,902,000		2,734,100
				6,028,458		6,538,051	Energy			7,127,000		6,795,150
				3,024,775		2,967,500	Other Operating Supplies			3,044,000		3,031,500
				6,250		10,000	Facility Rental			10,000		8,000
				993,455		1,047,000	Vehicle Rental			1,037,000		1,035,000

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				121,702		149,000	Non-Vehicle Equipment Rental			149,000		149,000
				277,983		265,000	Professional Services			276,420		276,420
				422,440		266,000	Information Technology Services			381,670		381,670
				2,164,380		1,570,000	Property Services			2,085,000		2,035,000
				290,236		280,000	Infrastructure Services			325,000		325,000
				600,861		700,000	Vehicle Repair Services			718,500		718,500
				10,791,157		12,620,698	Other Operating Services			14,509,420		12,235,585
			7				Loans and Grants					
				4,751,185		4,733,000	Reimburse Other Departments			5,088,200		5,232,929
				35,992,742		37,033,540	OPERATING EXPENDITURES TOTAL			40,961,710		38,261,854
				2,004,678		1,739,000	EQUIPMENT PURCHASES TOTAL			2,685,150		1,743,150
				738,858		887,000	SPECIAL FUNDS TOTAL			912,000		887,000
							DEPARTMENT OF PUBLIC WORKS					
				122,460,659		108,824,667	SUMMARY (3 BCU'S)			123,387,976		113,626,751

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-ADMINISTRATIVE SERVICES DIVISION												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
OFFICE OF THE COMMISSIONER												
					1	146,974	Commissioner-Public Works (Y) (X)	19	1	147,316	1	147,316
					1	117,118	Coordination Manager (Y)	14	1	117,118	1	117,118
					1	103,077	Public Works Personnel Administrator	12	1	103,077	1	103,077
					1	54,455	Office Supervisor II	2	1	48,384	1	48,384
					1	38,474	Administrative Assistant II	445	1	40,836	1	40,836
ADMINISTRATIVE SERVICES												
					1	95,030	Administrative Services Director (Y) (X)	16	1	95,030	1	95,030
FINANCE & PLANNING SECTION												
					1	69,089	Finance & Planning Manager	11	1	69,089	1	69,089
					1	79,836	Public Works Inventory and Purch Mgr.	8	1	79,836	1	79,836
					3	220,810	Business Operations Manager	8	3	220,951	2	155,951
					1	70,295	Management and Accounting Officer	6	1	70,295	1	70,295
					1	58,348	Inventory and Purchasing Coordinator	5	1	63,726	1	63,726
					1	61,871	Management Accountant-Senior	4	1	61,871	1	61,871
					1	54,996	Business Services Specialist	546	1	58,374	1	58,374
					1	50,242	Human Resources Assistant	550	1	53,328	1	53,328
					1	50,242	Program Assistant III	550	1	53,328	1	53,328
					10	422,022	Personnel Payroll Assistant III	460	10	439,215	10	439,215

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
					5	190,036	Accounting Assistant II	445	5	188,312	4	151,410
							DPW CALL CENTER					
					1	39,404	Customer Services Supervisor	5	1	54,065	1	54,065
					1	30,404	Communications Assistant IV	455	1	36,374	1	36,374
					3	83,592	Communications Assistant III	445	3	108,129	3	108,129
							CONTRACT ADMINISTRATION					
					1	70,295	Contract Compliance Officer	6	1	70,295	1	70,295
					1	38,473	Office Assistant IV	445	1	38,595	1	38,595
							PERMITS & COMMUNICATIONS					
					1	85,129	Permits and Communications Mgr. (X) (Y)	9	1	85,129	1	85,129
					1	63,892	Permits and Communications Specialist	5	1	63,954	1	63,954
							SAFETY SECTION					
					1	67,192	Safety Supervisor	6	1	67,192	1	67,192
					3	170,472	Safety Specialist - Sr.	4	3	184,076	3	184,076
					1	34,767	Office Assistant IV	445	1	36,374	1	36,374
					2	103,556	Driver Training Instructor	555	2	109,917	2	109,917
							TECHNOLOGY SUPPORT SERVICES					
					1	73,626	Network Planning Manager (Y)	12	1	89,851	1	89,851
					1	85,490	Telecommunications Analyst-Proj. Ldr (Y)	11	1	69,090	1	69,090
					1	90,728	Telecommunications Engineer (Y)	10	1	90,728	1	90,728

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					2	142,338	Telecommunications Analyst -Sr	8	2	142,338	2	142,338
					1	70,295	Network Coordinator-Senior	6	1	70,295	1	70,295
					1	64,053	Telecommunications Analyst- Associate	6	1	64,115	1	64,115
					1	66,105	Systems Analyst-Associate	6	1	66,105	1	66,105
					1	66,407	Comm. Facilities Coord.	607	1	70,485	1	70,485
					1	46,843	Network Specialist	594	1	48,336	1	48,336
					1	45,695	Data Base Specialist	534	1	48,502	1	48,502
					2	126,732	Network Analyst -Associate	598	2	134,516	2	134,516
					1	52,169	Engineering Systems Specialist	595	1	55,374	1	55,374
							AUXILIARY POSITIONS					
					4		Driver Training Instructor	555	4	102,350	4	122,350
					4		Auxiliary Position Total		4		4	
				2,807,254	66	3,600,572	Total Before Adjustments		66	3,816,271	64	3,734,369
							Salary & Wage Rate Changes					
				2,400		61,200	Overtime Compensated*			61,200		21,200
						(73,216)	Personnel Cost Adjustment			(74,278)		(112,031)
						(13,538)	Other					
						(56,320)	Furlough			(57,137)		(57,137)
				2,809,654	66	3,518,698	Gross Salaries & Wages Total		66	3,746,056	64	3,586,401



				2009	2010					2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
						(568,381)	Reimbursable Services Deduction			(645,522)		(645,522)
						(75,342)	Capital Improvements Deduction			(78,019)		(78,019)
							Grants & Aids Deduction					
0001	5140	R999	006000	2,809,654	66	2,874,975	NET SALARIES & WAGES TOTAL*		66	3,022,516	64	2,862,861
					51.69		O&M FTE'S		53.94		51.94	
					9.06		NON-O&M FTE'S		9.06		9.06	
							(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	5140	R999	006100	1,221,722		1,178,594	ESTIMATED EMPLOYEE FRINGE BENEFITS  (Involves Revenue Offset - No Transfers from this Account)			1,450,807		1,374,173
							OPERATING EXPENDITURES					
0001	5140	R999	630100	36,214		44,000	General Office Expense			44,000		44,000
0001	5140	R999	630500				Tools & Machinery Parts					
0001	5140	R999	631000				Construction Supplies					
0001	5140	R999	631500				Energy					
0001	5140	R999	632000	10,377		20,000	Other Operating Supplies			20,000		20,000
0001	5140	R999	632500				Facility Rental					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5140	R999	633000				Vehicle Rental					
0001	5140	R999	633500	9,737		12,000	Non-Vehicle Equipment Rental			12,000		12,000
0001	5140	R999	634000	129,752		114,000	Professional Services			117,420		117,420
0001	5140	R999	634500	223,405		89,000	Information Technology Services			91,670		91,670
0001	5140	R999	635000				Property Services					
0001	5140	R999	635500				Infrastructure Services					
0001	5140	R999	636000				Vehicle Repair Services					
0001	5140	R999	636500	127,412		114,000	Other Operating Services			117,420		117,420
0001	5140	R999	637000				Loans and Grants					
0001	5140	R999	637501	99,398		158,000	Reimburse Other Departments			158,000		178,000
0001	5140	R999	006300	636,295		551,000	OPERATING EXPENDITURES TOTAL*			560,510		580,510
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
				38,694	22	30,000	Computers	22		30,000		30,000
				306			Other Previous Experience					
				39,000	22	30,000	Subtotal - Replacement Equipment			30,000		30,000

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5140	R999	006800	39,000	22	30,000	EQUIPMENT PURCHASES TOTAL*			30,000		30,000
							SPECIAL FUNDS					
							SPECIAL FUND TOTAL					
							DPW-ADMINISTRATIVE SERVICES DIVISION					
				4,706,671		4,634,569	BUDGETARY CONTROL UNIT TOTAL			5,063,833		4,847,544
							(1 BCU=1 DU)					
							*Appropriation Control Account					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION												
BUDGETARY CONTROL UNIT												
(SUMMARY 1BCU=6DU)												
SALARIES & WAGES												
				582,272		830,557	Overtime Compensated*			848,729		770,153
				14,534,951		14,444,258	All Other Salaries & Wages			16,546,320		15,319,069
0001	5230	R999	006000	15,117,223		15,274,815	NET SALARIES & WAGES TOTAL *			17,395,049		16,089,222
					807		TOTAL NUMBER OF POSITIONS AUTHORIZED		809		804	
					300.34		O&M FTE'S		315.62		296.60	
					296.20		NON-O&M FTE'S		287.97		301.99	
0001	5230	R999	006100	6,109,823		6,262,673	ESTIMATED EMPLOYEE FRINGE BENEFITS			8,349,624		7,722,826
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	5230	R999	630100	73,675		104,000	General Office Expense			133,000		133,000
0001	5230	R999	630500	160,518		140,627	Tools & Machinery Parts			151,500		147,000
0001	5230	R999	631000	2,760,059		2,576,663	Construction Supplies			2,802,000		2,634,100
0001	5230	R999	631500	137,209		2,099,000	Energy			2,105,000		2,007,000
0001	5230	R999	632000	454,771		594,500	Other Operating Supplies			622,000		609,500
0001	5230	R999	632500			10,000	Facility Rental			10,000		8,000

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5230	R999	633000	67,225		92,000	Vehicle Rental			82,000		80,000
0001	5230	R999	633500	21,917		52,000	Non-Vehicle Equipment Rental			52,000		52,000
0001	5230	R999	634000	63,833		101,000	Professional Services			99,000		99,000
0001	5230	R999	634500	53,745		73,000	Information Technology Services			90,000		90,000
0001	5230	R999	635000	72,313		1,385,000	Property Services			1,900,000		1,850,000
0001	5230	R999	635500	212,473		195,000	Infrastructure Services			240,000		240,000
0001	5230	R999	636000	364			Vehicle Repair Services			500		500
0001	5230	R999	636500	139,104		212,210	Other Operating Services			211,000		211,000
0001	5230	R999	637000				Loans and Grants					
0001	5230	R999	637501	4,132,755		4,305,000	Reimburse Other Departments			4,660,200		4,784,929
0001	5230	R999	006300	8,349,961		11,940,000	OPERATING EXPENDITURES TOTAL*			13,158,200		12,946,029
0001	5230	R999	006800	101,148		167,000	EQUIPMENT PURCHASES TOTAL*			254,500		167,000
						12,000	SPECIAL FUNDS TOTAL			12,000		12,000
							DPW-INFRASTRUCTURE SERVICES DIVISION					
				29,678,155		33,656,488	BUDGETARY CONTROL UNIT TOTAL (1BCU=6DU)			39,169,373		36,937,077

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010			2011	2011			
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION												
ADMINISTRATION DECISION UNIT												
SALARIES & WAGES												
				1		139,530	City Engineer (X) (Y)	18	1	137,886	1	137,886
ADMINISTRATION AND TRANSPORTATION SECTION												
				1		133,049	Admin. and Trans. Design Mgr. (X)(Y)	16	1	133,049	1	133,049
CITY ENGINEER'S SECRETARY												
				1		44,257	Administrative Assistant III	530	1	46,975	1	46,975
BUSINESS OPERATIONS												
							Business Operations Manager	8			1	65,000
				1		70,295	Management and Accounting Officer	6	1	56,500	1	56,500
				1		47,988	Administrative Specialist-Senior	4	1	47,591	1	47,591
				1		60,285	Accountant II	594	1	63,988	1	63,988
				1		37,056	Accounting Assistant II	445	1	38,595	1	38,595
WORD PROCESSING												
				2		70,592	Office Assistant III	425	2	74,928	2	74,928
				1		29,018	Office Assistant II	410	1	30,457	1	30,457

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		DOLLARS
							AUXILIARY							
					1		Engineer-In-Charge	14	1		1			
				440,532	11	632,070	Total Before Adjustments		11	629,969	12	694,969		
							Salary & Wage Rate Change							
				898		6,244	Overtime Compensated			6,576		2,785		
							Personnel Cost Adjustment							(4,000)
							(17,024) Other							
							(5,817) Furlough			(9,450)		(9,450)		
				441,430	11	615,473	Gross Salaries & Wages Total		11	627,095	12	684,304		
							(95,527) Reimbursable Services Deduction			(77,500)		(97,500)		
							(103,437) Capital Improvements Deduction			(143,160)		(238,160)		
							Grants & Aids Deduction							
0001	5231	R999	006000	441,430	11	416,509	NET SALARIES & WAGES TOTAL		11	406,435	12	348,644		
					5.70		O&M FTE'S		6.00		5.08			
					4.30		NON-O&M FTE'S		4.00		5.92			
							(X) Private Auto Allowance May Be Paid Pursuant to							
							Section 350-183 of the Milwaukee Code.							

				2009	2010			2011	2011
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE UNITS DOLLARS	UNITS DOLLARS
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.									
0001	5231	R999	006100	190,418		170,769	ESTIMATED EMPLOYEE FRINGE BENEFITS		195,089 167,349
(Involves Revenue Offset-No Transfers from this Account)									
OPERATING EXPENDITURES									
0001	5231	R999	630100	8,434		15,000	General Office Expense		12,000 12,000
0001	5231	R999	630500				Tools & Machinery Parts		
0001	5231	R999	631000	83			Construction Supplies		
0001	5231	R999	631500				Energy		
0001	5231	R999	632000	74			Other Operating Supplies		
0001	5231	R999	632500				Facility Rental		
0001	5231	R999	633000				Vehicle Rental		
0001	5231	R999	633500	502		1,000	Non-Vehicle Equipment Rental		1,000 1,000
0001	5231	R999	634000	220		1,000	Professional Services		1,000 1,000
0001	5231	R999	634500	38,383		37,000	Information Technology Services		39,000 39,000
0001	5231	R999	635000				Property Services		
0001	5231	R999	635500				Infrastructure Services		
0001	5231	R999	636000				Vehicle Repair Services		
0001	5231	R999	636500	2,691		5,000	Other Operating Services		5,000 5,000
0001	5231	R999	637000				Loans and Grants		
0001	5231	R999	637501	132,461		133,000	Reimburse Other Departments		134,000 134,000
0001	5231	R999	006300	182,848		192,000	OPERATING EXPENDITURES TOTAL		192,000 192,000



ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
					1	2,000	Computer, Micro			8,000		2,000
					4,236	1	2,000	Subtotal - Replacement Equipment		8,000		2,000
0001	5231	R999	006800	4,236	1	2,000	EQUIPMENT PURCHASES TOTAL			8,000		2,000
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DPW-INFRASTRUCTURE SERVICES DIVISION-					
					818,932	781,278	ADMINISTRATION DECISION UNIT TOTAL			801,524		709,993

ACCOUNT NUMBER				2009	2010		2011				2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION-												
TRANSPORTATION DECISION UNIT												
SALARIES & WAGES												
PROJECT PROGRAMMING												
					1	103,077	Management Civil Engineer-Senior (X)	12	1	103,057	1	103,057
ESTIMATES												
					1	72,671	Civil Engineer III	628	1	77,134	1	77,134
					1	72,671	Engineer Technician VI	628	1	77,134	1	77,134
					4	220,404	Engineer Technician IV	620	4	231,659	4	231,659
					1	38,474	Office Assistant IV	445	1	40,836	1	40,836
ASSESSMENTS												
					2	121,072	Assessment Technician II	622	2	122,473	2	122,473
MAJOR PROJECTS												
					1	99,481	Management Civil Engineer-Senior (X)	12	1	94,024	1	94,024
					3	218,013	Civil Engineer III	628	3	231,402	3	231,402
					6	372,935	Civil Engineer II	626	6	395,784	6	395,784
AUXILIARY POSITIONS												
					1		Civil Engineer II	626	1		1	
					1		Engineering Intern	930	1		1	

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
TRAFFIC & LIGHTING DESIGN												
					1	107,542	Traffic Control Engineer V (X)	13	1	106,526	1	106,526
					1	72,671	Traffic Control Engineer III	628	1	77,134	1	77,134
					1	72,671	Electrical Engineer III	628	1	77,134	1	77,134
					1	63,981	Electrical Engineer II	626	1	67,910	1	67,910
					1	63,981	Traffic Control Engineer II	626	1	67,190	1	67,190
					3	218,013	Engineering Technician VI	628	3	231,402	3	231,402
					3	189,629	Engineering Technician V	622	3	194,644	3	194,644
					3	164,529	Engineering Technician IV	620	3	166,165	3	166,165
					2	110,626	Engineering Drafting Technician IV	604	2	117,422	2	117,422
AUXILIARY POSITIONS												
					2		Traffic Control Engineer II	626	2		2	
					1		Civil Engineer II	626	1		1	
DEVELOPMENT, PLANNING, RESEARCH, & PMS												
					1	92,078	Civil Engineer V (X)	13	1	91,424	1	91,424
					1	82,551	Civil Engineer IV	630	1	87,622	1	87,622
					3	218,013	Civil Engineer III	628	3	224,753	3	224,753
					1	52,612	Civil Engineer II	626	1	59,429	1	59,429
					1	56,333	Engineering Technician IV	620	1	59,792	1	59,792
					1	72,671	Traffic Control Engineer III	628	1	77,134	1	77,134
					1	49,234	Bicycle & Pedestrian Coordinator	604	1	51,595	1	51,595

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		DOLLARS
AUXILIARY POSITIONS														
					1		Engineering Intern	930	1		1			
					4	128,000	Traffic Control Assistant (X)	926	4	128,000	4	128,000		128,000
CENTRAL DRAFTING AND RECORDS														
					1	103,077	Management Civil Engineer-Senior (X)	12	1	103,077	1	103,077		103,077
					1	72,671	Engineering Technician VI	628	1	77,134	1	77,134		77,134
					3	187,614	Engineering Drafting Technician V	606	3	199,137	3	199,137		199,137
					9	481,631	Engineering Drafting Technician IV	604	9	500,937	9	500,937		500,937
					10	418,775	Engineering Drafting Technician II	602	10	425,574	10	425,574		425,574
					1	36,708	Duplicating Equipment Operator II	330	1	36,708	1	36,708		36,708
AUXILIARY POSITIONS														
					1		Engineering Drafting Technician II	602	1		1			
				1,615,087	81	4,434,409	Total Before Adjustments		81	4,601,346	81	4,601,346		4,601,346
Salary & Wage Rate Change														
				33,509		21,121	Overtime Compensated			22,153		20,553		
						(90,637)	Personnel Cost Adjustment			(86,677)		(104,652)		
						(12,378)	Other							
						(20,446)	Furlough			(69,020)		(69,020)		
				1,648,596	81	4,332,069	Gross Salaries & Wages Total		81	4,467,802	81	4,448,227		

				2009	2010					2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
						(242,593)	Reimbursable Services Deduction			(207,977)		(207,977)
						(2,497,663)	Capital Improvements Deduction			(2,539,572)		(2,664,572)
						(17,103)	Grants & Aids Deduction			(9,428)		(9,428)
0001	5233	R999	006000	1,648,596	81	1,574,710	NET SALARIES & WAGES TOTAL		81	1,710,825	81	1,566,250
					18.88		O&M FTE'S		21.62		19.66	
					41.64		NON-O&M FTE'S		40.08		42.04	
							(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.					
0001	5233	R999	006100	713,999		645,631	ESTIMATED EMPLOYEE FRINGE BENEFITS			821,196		751,800
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	5233	R999	630100	18,220		16,000	General Office Expense			28,000		28,000
0001	5233	R999	630500				Tools & Machinery Parts					
0001	5233	R999	631000	2,937		3,000	Construction Supplies			3,000		3,000
0001	5233	R999	631500				Energy					
0001	5233	R999	632000	120			Other Operating Supplies					
0001	5233	R999	632500				Facility Rental					
0001	5233	R999	633000				Vehicle Rental					
0001	5233	R999	633500	2,331		4,000	Non-Vehicle Equipment Rental			4,000		4,000
0001	5233	R999	634000	65		4,000	Professional Services			2,000		2,000

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	PAY	UNITS	DOLLARS	UNITS	DOLLARS	DOLLARS	DOLLARS
0001	5233	R999	634500	400		1,000	Information Technology Services			1,000				1,000
0001	5233	R999	635000				Property Services							
0001	5233	R999	635500				Infrastructure Services							
0001	5233	R999	636000				Vehicle Repair Services							
0001	5233	R999	636500	3,431		5,000	Other Operating Services			5,000				5,000
0001	5233	R999	637000				Loans and Grants							
0001	5233	R999	637501	10,780		17,000	Reimburse Other Departments			17,000				17,000
0001	5233	R999	006300	38,284		50,000	OPERATING EXPENDITURES TOTAL			60,000				60,000
EQUIPMENT PURCHASES														
Additional Equipment														
Subtotal - Additional Equipment														
Replacement Equipment														
					24	30,000	Computer, Graphics (CADD)		25	35,000	24	30,000		
					1	1,300	Desk top Computer		1	1,500	1	1,300		
Other Previous Experience														
				21,687	25	31,300	Subtotal - Replacement Equipment		26	36,500	25	31,300		
0001	5233	R999	006800	21,687	25	31,300	EQUIPMENT PURCHASES TOTAL		26	36,500	25	31,300		

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DPW-INFRASTRUCTURE SERVICES DIVISION-					
							TRANSPORTATION DECISION UNIT					
				2,422,566		2,301,641	TOTAL			2,628,521		2,409,350

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION-												
FIELD OPERATIONS - CONSTRUCTION												
DECISION UNIT												
SALARIES & WAGES												
					1	133,023	Infrastructure Operations Mgr. (X)(Y)	16	1	133,023	1	133,023
CONTRACT ADMINISTRATION												
					1	65,957	Field Operations Inspection Specialist	5	1	65,957	1	65,957
					1	55,313	Sidewalk Repair Specialist	555	1	57,055	1	57,055
					5	258,039	Public Works Inspector II (X)	540	5	276,095	5	276,095
					1	45,695	Program Assistant I	460	1	48,502	1	48,502
					1	38,474	Administrative Assistant II	445	1	40,836	1	40,836
					1	35,296	Office Assistant III	425	1	37,464	1	37,464
CONSTRUCTION MANAGEMENT												
					1	108,230	Civil Engineer V (X)	13	1	108,230	1	108,230
					4	327,100	Management Civil Engineer Senior (X)	12	4	331,757	4	331,757
					3	218,013	Civil Engineer III	628	3	231,401	3	231,401
					1	63,981	Civil Engineer II (X)	626	1	67,910	1	67,910
					1	60,888	Water Construction Coordinator (X)	606	1	66,379	1	66,379
					39	1,595,664	Public Works Inspector II (X)	540	39	1,704,845	39	1,704,845
					6	49,037	Engineering Inspection Assistant (X)	927	6	52,697	6	52,697
					1	53,976	Construction Materials Inspector	549	1	58,671	1	58,671



				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
AUXILIARY POSITIONS													
					1		Civil Engineer III (X)	628	1		1		
					2		Public Works Inspector II (X)	540	2		2		
DESIGN AND FIELD ENGINEERING													
					1	108,230	Civil Engineer V (X)	13	1	108,230	1	108,230	
					2	145,342	Engineering Technician VI	628	2	154,267	2	154,267	
					10	627,645	Engineering Technician V	622	10	643,243	10	643,243	
					12	661,505	Engineering Technician IV	620	12	692,027	12	692,027	
					11	439,197	Engineering Technician II	602	11	450,406	11	450,406	
					9	113,912	Engineering Technician II (0.33 FTE)	602	9	121,610	9	121,610	
AUXILIARY POSITIONS													
					1		Engineering Technician V	622	1		1		
					1		Engineering Technician IV	620	1		1		
					2		Engineering Technician II	602	2		2		
				899,752	119	5,204,517	Total Before Adjustments		119	5,450,605	119	5,450,605	
Salary & Wage Rate Change													
				25,619		50,000	Overtime Compensated			50,000		41,750	
						(157,548)	Personnel Cost Adjustment			(109,000)		(120,898)	
						(10,130)	Other						
						(10,628)	Furlough			(81,759)		(81,759)	

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				925,371	119	5,076,211	Gross Salaries & Wages Total		119	5,309,846	119	5,289,698
						(300,200)	Reimbursable Services Deduction			(166,000)		(166,000)
						(4,029,491)	Capital Improvements Deduction			(4,063,000)		(4,123,000)
							Grants & Aids Deduction					
0001	5234	R999	006000	925,371	119	746,520	NET SALARIES & WAGES TOTAL		119	1,080,846	119	1,000,698
					16.38		O&M FTE'S		22.30		21.17	
					76.17		NON-O&M FTE'S		72.54		73.67	
							(X) Private Auto allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	5234	R999	006100	349,308		306,073	ESTIMATED EMPLOYEE FRINGE BENEFITS  (Involves Revenue Offset-No Transfers from this Account)			518,806		480,335
							OPERATING EXPENDITURES					
0001	5234	R999	630100	18,902		17,000	General Office Expense			17,000		17,000
0001	5234	R999	630500	297		2,000	Tools & Machinery Parts			2,000		2,000
0001	5234	R999	631000	4,422		8,000	Construction Supplies			8,000		8,000
0001	5234	R999	631500				Energy					

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		DOLLARS
0001	5234	R999	632000			2,000	Other Operating Supplies			2,000				2,000
0001	5234	R999	632500				Facility Rental							
0001	5234	R999	633000	907		2,000	Vehicle Rental			2,000				2,000
0001	5234	R999	633500	4,547		6,000	Non-Vehicle Equipment Rental			6,000				6,000
0001	5234	R999	634000	16,615		21,000	Professional Services			21,000				21,000
0001	5234	R999	634500			5,000	Information Technology Services			5,000				5,000
0001	5234	R999	635000				Property Services							
0001	5234	R999	635500	532			Infrastructure Services							
0001	5234	R999	636000				Vehicle Repair Services							
0001	5234	R999	636500	7,719		11,000	Other Operating Services			11,000				11,000
0001	5234	R999	637000				Loans and Grants							
0001	5234	R999	637501	1,441		5,000	Reimburse Other Departments			5,000				5,000
0001	5234	R999	006300	55,382		79,000	OPERATING EXPENDITURES TOTAL			79,000				79,000
EQUIPMENT PURCHASES														
Additional Equipment														
Subtotal - Additional Equipment														
Replacement Equipment														
					1	1,700	Computers		20	30,000	1			1,700
					4	8,000	Survey Equipment		4	8,000	4			8,000

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				16,774	5	9,700	Subtotal - Replacement Equipment		24	38,000	5	9,700
							Other Previous Experience					
0001	5234	R999	006800	16,774	5	9,700	EQUIPMENT PURCHASES TOTAL		24	38,000	5	9,700
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DPW-INFRASTRUCTURE SERVICES DIVISION-					
							FIELD OPERATIONS-CONSTRUCTION					
				1,346,835		1,141,293	DECISION UNIT TOTAL			1,716,652		1,569,733

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION-												
FIELD OPERATIONS - STREETS & BRIDGES												
DECISION UNIT												
SALARIES & WAGES												
					1	109,984	Street & Bridges Services Manager (X)	13	1	109,864	1	109,864
STREET MAINTENANCE												
					2	162,150	Street Repair District Manager	10	2	162,150	2	162,150
					3	199,269	Street Operations Supervisor	5	3	189,170	3	189,170
					5	309,355	Street Repair Supervisor	4	5	287,304	5	287,304
					42	1,129,261	Infrastructure Repair Worker	235	42	1,234,166	42	1,234,166
					15	596,726	Infrastructure Repair Crew Leader	252	15	674,911	15	674,911
					7	365,456	Cement Finisher	982	7	399,819	7	399,819
					8	117,492	Cement Finisher Helper	238	8	135,821	8	135,821
					33	607,101	City Laborer	220	33	661,428	33	661,428
AUXILIARY POSITIONS												
					1		Street Repair District Manager-Sr.	10	1		1	
					1		Street Repair Supervisor	4	1		1	
					12		Infrastructure Repair Worker	235	12		12	
					3		Infrastructure Repair Crew Leader	252	3		3	
					1		Cement Finisher	982	1		1	
					2		Cement Finisher Helper	238	2		2	
					15		City Laborer (Regular)	220	15		15	

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					4		Operation Driver/Worker	750	4		4	
							PLANT & EQUIPMENT					
					1	78,955	Plant & Equip. Rpr. Supervisor	8	1	78,955	1	78,955
					1	41,715	Program Assistant I	460	1	44,277	1	44,277
					3	133,008	Lead Equipment Mechanic	260	3	141,177	3	141,177
					1	42,796	Plant Mechanic III	252	1	45,425		
							Infrastructure Repair Crew Leader	252			1	45,425
					1	43,265	Equipment Mechanic IV	254	1	45,922	1	45,922
					2	81,608	Equipment Mechanic II	245	2	83,834	2	83,834
					1	38,921	Equipment Mechanic I	235	1	40,957	1	40,957
					3	116,763	Infrastructure Repair Worker	235	3	123,933	3	123,933
							AUXILIARY PERSONNEL					
					1		Asphalt Plant Oper. Eng.	960	1		1	
					1		Office Assistant III	425	1		1	
					1		Lead Equipment Mechanic	260	1		1	
					1		Plant Mechanic III	252	1		1	
					1		Equipment Mechanic II	245	1		1	
					1		Asphalt Plant Operator	238	1		1	
					1		Equipment Mechanic I	235	1		1	
							STORES UNIT					
					1	65,564	Inventory Services Manager	7	1	65,564	1	65,564
					1	42,566	Inventory Manager (X)	4	1	45,180	1	45,180

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	41,715	Inventory Assistant V	355	1	44,277	1	44,277
					8	324,312	Inventory Assistant IV	350	8	344,224	8	344,224
					2	79,652	Inventory Assistant III	347	2	84,544	2	84,544
					6	227,736	Inventory Assistant II	338	6	241,722	6	241,722
							AUXILIARY PERSONNEL					
					1		Inventory Services Manager	6	1		1	
					1		Inventory Supervisor	3	1		1	
					1		Inventory Assistant V	355	1		1	
					1		Inventory Assistant IV	350	1		1	
					1		Inventory Assistant III	347	1		1	
					2		Inventory Assistant II	338	2		2	
							STRUCTURAL DESIGN					
					1	103,077	Structural Design Manager (X)	12	1	103,077	1	103,077
					1	82,551	Civil Engineer IV	680	1	87,622	1	87,622
					2	145,342	Civil Engineer III	628	2	154,268	2	154,268
					4	210,025	Civil Engineer II	626	4	215,392	4	215,392
					1	55,313	Engineering Drafting Technician IV	604	1	58,711	1	58,711
							BRIDGE OPERATIONS/MAINTENANCE					
					1	96,722	Bridge Maintenance Manager (X)	11	1	96,722	1	96,722
					1	65,957	Bridge Operator Supervisor	5	1	56,533	1	56,533
					5	212,910	Bridge Operator-Lead Worker	710	5	224,662	5	224,662
					23	860,757	Bridge Operator	704	23	910,236	23	910,236

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	58,781	Carpenter Supervisor	991	1	64,147		
							Carpentry Manager	7			1	64,147
					3	159,495	Carpenter	986	3	173,784	10	579,280
					1	52,208	Cement Finisher	982	1	57,117	1	57,117
					2	114,484	Electrical Mechanic	978	2	122,928	2	122,928
					2	85,592	Infrastructure Repair Crew Leader	252	2	90,850	2	90,850
					1	38,921	Infrastructure Repair Worker	235	1	41,311	1	41,311
					3	69,701	City Laborer	220	3	73,984	3	73,984
					1	59,467	Ironworker Supervisor	992	1	64,230	1	64,230
					5	277,575	Ironworker	990	5	301,390	5	301,390
					1	54,163	Painter Leadworker, Bridge and Iron	987	1	58,781	1	58,781
					5	257,295	Painter, Bridge and Iron	984	5	282,255	5	282,255
					2	106,371	Painter Leadworker, House	983	2	116,959	2	116,959
					2	99,965	Painter	981	2	109,948	2	109,948
							AUXILIARY POSITIONS					
					1		Bridge Operator Supervisor	5	1		1	
					1		Bridge Operator-Leadworker	710	1		1	
					2		Bridge Operator	704	2		2	
					1		Carpenter Supervisor	991	1		1	
					1		Carpenter	986	1		1	
					1		Cement Finisher	982	1		1	
					1		Infrastructure Repair Crew leader	252	1		1	
					2		City Laborer (Regular)	220	2		2	
					1		Ironworker Supervisor	992	1		1	



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1		Ironworker	990	1		1	
					1		Painter Leadworker, Bridge and Iron	987	1		1	
					1		Painter, Bridge and Iron	984	1		1	
				6,986,241	283	8,222,042	Total Before Adjustments		283	8,749,531	290	9,155,027
							Salary & Wage Rate Change					
				188,601		250,000	Overtime Compensated			250,000		276,650
						(174,249)	Personnel Cost Adjustment			(174,990)		(256,718)
						(15,581)	Other					(22,675)
							AMR Deduction					(140,000)
						(84,245)	Furlough			(131,243)		(131,243)
				7,174,842	283	8,197,967	Gross Salaries & Wages Total		283	8,693,298	290	8,881,041
						(918,000)	Reimbursable Services Deduction			(811,111)		(1,197,498)
						(1,018,600)	Capital Improvements Deduction			(971,098)		(1,103,538)
							Grants & Aids Deduction					
0001	5235	R999	006000	7,174,842	283	6,261,367	NET SALARIES & WAGES TOTAL		283	6,911,089	290	6,580,005
					130.60		O&M FTE'S		133.43		130.41	
					38.19		NON-O&M FTE'S		35.36		45.38	

(X) Private Auto allowance May Be Paid Pursuant to Section 350-183

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
of the Milwaukee Code.														
0001	5235	R999	006100	3,046,640		2,567,160	ESTIMATED EMPLOYEE FRINGE BENEFITS			3,317,323		3,158,402		
(Involves Revenue Offset-No Transfers from this Account)														
OPERATING EXPENDITURES														
0001	5235	R999	630100	16,572		20,000	General Office Expense			20,000		20,000		
0001	5235	R999	630500	131,275		85,127	Tools & Machinery Parts			94,500		90,000		
0001	5235	R999	631000	1,864,641		1,371,663	Construction Supplies			1,535,000		1,482,300		
0001	5235	R999	631500	124,498		135,000	Energy			130,000		130,000		
0001	5235	R999	632000	214,121		215,000	Other Operating Supplies			215,000		215,000		
0001	5235	R999	632500				Facility Rental							
0001	5235	R999	633000	66,318		80,000	Vehicle Rental			70,000		70,000		
0001	5235	R999	633500	6,294		7,000	Non-Vehicle Equipment Rental			7,000		8,000		
0001	5235	R999	634000	33,872		15,000	Professional Services			30,000		39,000		
0001	5235	R999	634500	14,962			Information Technology Services			15,000		15,000		
0001	5235	R999	635000	28,436		15,000	Property Services			30,000		98,000		
0001	5235	R999	635500	209,052		145,000	Infrastructure Services			210,000		210,000		
0001	5235	R999	636000	364			Vehicle Repair Services			500		500		
0001	5235	R999	636500	63,200		66,210	Other Operating Services			65,000		65,000		
0001	5235	R999	637000				Loans and Grants							
0001	5235	R999	637501	58,240		40,000	Reimburse Other Departments			60,000		62,000		
0001	5235	R999	006300	2,831,845		2,195,000	OPERATING EXPENDITURES TOTAL			2,482,000		2,504,800		

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
					3	8,250	Snowthrower/Snowblower			8,250		8,250
					2	3,000	Concrete Saw			3,000		3,000
					4	4,800	Computer/ CPU & Monitor		20	30,800	4	4,800
				23,191	9	16,050	Subtotal - Replacement Equipment		20	42,050	4	16,050
0001	5235	R999	006800	23,191	9	16,050	EQUIPMENT PURCHASES TOTAL		20	42,050	4	16,050
SPECIAL FUNDS												
SPECIAL FUNDS TOTAL												
DPW-INFRASTRUCTURE SERVICES DIVISION-												
FIELD OPERATIONS-STREET & BRIDGES												
				13,076,518		11,039,577	DECISION UNIT TOTAL			12,752,462		12,259,257

ACCOUNT NUMBER				2009	2010				2011	2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION-												
FIELD OPERATIONS - ELECTRICAL SERVICES												
DECISION UNIT												
SALARIES & WAGES												
					1	106,028	Electrical Services Operations Mgr. (X)	13	1	106,028	1	106,028
SIGNAL SHOP												
					1	90,728	Electrical Services Manager	10	1	90,728	1	90,728
					13	759,031	Electrical Mechanic	978	13	799,032	13	799,032
					7	311,150	Electrical Worker	974	7	330,512	7	330,512
					2	75,910	Laborer, Electrical Services (A)	230	2	80,574	2	80,574
					10	92,072	Laborer, Electrical Services (0.67 FTE)	230	10	217,550	10	217,550
					2	50,538	City Laborer (0.67 FTE)	220	2	42,615	2	42,615
STREET LIGHTING												
					1	96,722	Electrical Services Manager, Sr. (X)	11	1	96,722	1	96,722
					2	164,904	Electrical Services Manager	10	2	164,904	2	164,904
					1	38,474	Office Assistant IV	445	1	40,836	1	40,836
					48	2,801,198	Electrical Mechanic	978	48	2,950,272	48	2,950,272
					21	933,459	Electrical Worker	974	21	991,536	21	991,536
					13	494,436	Special Laborer, Electrical Services	245	13	563,030	13	563,030
					4	113,172	Special Laborer, Elec. Serv. (0.67 FTE)	245	4	93,550	4	93,550
					3	122,412	Utility Worker	245	3	129,930	3	129,930
					22	797,057	Laborer, Electrical Services	230	22	886,314	22	886,314

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
					11	306,676	Laborer, Electrical Services (0.67 FTE)	230	11	279,189	11	279,189	
					2	74,350	City Laborer	220	2	78,916	2	78,916	
					2	108,035	Directional Boring Machine Oper/Wrk	960	2	114,650	2	114,650	
							SIGN & PAINT SHOPS						
					1	79,825	Electrical Services Supervisor I	8	1	79,825	1	79,825	
					5	204,018	Traffic Sign Worker II	245	5	216,550	5	216,550	
					1	51,833	Painter Leadworker, Bridge & Iron	987	1	56,826	1	56,826	
					5	144,948	Painter	981	5	184,163	5	184,163	
					2	50,480	Laborer, Electrical Services	230	2	53,985	2	53,985	
							MACHINE SHOP						
					1	54,773	Machinist II	698	1	58,137	1	58,137	
					4	211,728	Electrical Services Mach. I	696	4	224,732	4	224,732	
					1	52,932	Elec. Services Blacksmith	696	1	56,183	1	56,183	
					2	95,306	Electrical Services Welder	694	2	101,160	2	101,160	
					2	77,842	Equipment Mechanic I	230	2	86,622	2	86,622	
							AUXILIARY PERSONNEL						
					1		Electrical Services Manager	10	1		1		
					3		Electrical Mechanic	978	3		3		
					2		Electrical Worker	974	2		2		
					1		Painter	981	1		1		
					1		Traffic Sign Worker II	245	1		1		
					3		Special Laborer, Electrical Services	245	3		3		

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS		RANGE	REQUESTED BUDGET UNITS	DOLLARS	PROPOSED BUDGET UNITS	DOLLARS
					5		Laborer, Electrical Services	230	5		5	
				4,593,339	206	8,560,037	Total Before Adjustments		206	9,175,071	206	9,175,071
							Salary & Wage Rate Change					
				333,645		284,000	Overtime Compensated			300,000		278,315
						(262,261)	Personnel Cost Adjustment			(183,500)		(227,974)
						(14,887)	Other					(27,325)
							AMR Deduction					(262,000)
						(48,864)	Furlough			(137,626)		(137,626)
				4,926,984	206	8,518,025	Gross Salaries & Wages Total		206	9,153,945	206	8,798,461
						(1,560,000)	Reimbursable Services Deduction			(1,440,000)		(1,440,000)
						(3,265,000)	Capital Improvements Deduction			(3,450,000)		(3,650,000)
							Grants & Aids Deduction					
001	5237	R999	006000	4,926,984	206	3,693,025	NET SALARIES & WAGES TOTAL		206	4,263,945	206	3,708,461
					74.68		O&M FTE'S		79.27		75.30	
					96.97		NON-O&M FTE'S		96.99		100.96	

(A) One position to be hard red-circled at step 5 of Pay Range 235.

(X) Private Auto Allowance May Be Paid Pursuant to

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
Section 350-183 of the Milwaukee Code.												
001	5237	R999	006100	1,809,458		1,514,140	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,046,694		1,780,061
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	5237	R999	630100	11,547		16,000	General Office Expense			16,000		16,000
0001	5237	R999	630500	28,946		28,500	Tools & Machinery Parts			30,000		30,000
0001	5237	R999	631000	887,976		854,000	Construction Supplies			916,000		870,800
0001	5237	R999	631500	12,711			Energy					
0001	5237	R999	632000	240,456		237,500	Other Operating Supplies			255,000		242,500
0001	5237	R999	632500				Facility Rental					
0001	5237	R999	633000				Vehicle Rental					
0001	5237	R999	633500	8,243		12,000	Non-Vehicle Equipment Rental			12,000		12,000
0001	5237	R999	634000	13,061		15,000	Professional Services			15,000		15,000
0001	5237	R999	634500				Information Technology Services					
0001	5237	R999	635000	43,877		70,000	Property Services			70,000		70,000
0001	5237	R999	635500	2,889		10,000	Infrastructure Services			10,000		10,000
0001	5237	R999	636000				Vehicle Repair Services					
0001	5237	R999	636500	62,063		80,000	Other Operating Services			80,000		80,000
0001	5237	R999	637000				Loans and Grants					
0001	5237	R999	637501	3,929,833		3,960,000	Reimburse Other Departments			4,344,200		4,468,929
0001	5237	R999	006300	5,241,602		5,283,000	OPERATING EXPENDITURES TOTAL			5,748,200		5,815,229

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
					12	36,000	Computer, Graphics (CADD)		30	45,000	12	36,000
						19,450	Replacement Tools - Misc.			19,450		19,450
				35,260	12	55,450	Subtotal - Replacement Equipment		30	64,450	12	55,450
0001	5237	R999	006800	35,260	12	55,450	EQUIPMENT PURCHASES TOTAL		30	64,450	12	55,450
SPECIAL FUNDS												
SPECIAL FUNDS TOTAL												
DPW-INFRASTRUCTURE SERVICES DIVISION-												
FIELD OPERATIONS - ELECTRICAL SERVICES												
				12,013,304		10,545,615	DECISION UNIT TOTAL			12,123,289		11,359,201



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION												
FACILITIES DEVELOPMENT & MANAGEMENT SECTION												
SALARIES & WAGES												
					1	133,049	Buildings & Fleet Superintendent (X)(Y)	16	1	133,049		
							Facilities Director (X)(Y)	16			1	133,049
GENERAL OFFICE												
					1	44,267	Program Assistant II	530	2	86,069	2	86,069
							Program Assistant I	460	1	44,277	1	44,277
INFORMATION & SECURITY												
					1	58,796	Security Operations Manager	8	1	58,796	1	58,796
					5	144,278	Communications Assistant IV	455	5	204,182	5	204,182
OPERATIONS AND MAINT. UNIT												
					1	83,409	Facilities Manager (X)(Y)	14	1	83,409	1	83,409
CUSTODIAL SERVICES												
					1	61,871	Building Services Supervisor II	4	1	61,860	1	61,860
					4	151,820	Custodial Worker III	230	4	153,176	4	153,176
					16	586,294	Custodial Worker II/City Laborer	215	16	624,379	15	585,355
MECHANICAL SERVICES												
					1	83,203	Operations & Maintenance Manager	10	1	82,223	1	82,223

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	
				DOLLARS				RANGE	UNITS	DOLLARS	UNITS DOLLARS
					1	69,649	Facilities Maintenance Coordinator (X)	627	1	73,926	1 73,926
					1	60,974	Facilities Construction Project Coord.(X)	627	1	64,719	1 64,719
					1	49,258	Engineering Tech IV	620	1	52,283	1 52,283
					1	73,406	Facilities Control Specialist	599	1	77,914	1 77,914
					2	93,094	Maintenance Technician III	268	2	85,499	2 85,499
					5	221,950	Maintenance Technician II	258	5	227,280	4 180,232
							ELECTRICAL SERVICES				
					2	181,456	Electrical Services Supervisor II (X)	10	2	181,456	2 181,456
					19	1,093,873	Electrical Mechanic	978	19	1,174,056	18 1,112,592
					3	131,968	Electrical Worker	974	3	141,648	3 141,648
					2	75,910	Laborer/Electrical Services	230	2	80,573	2 80,573
					1	38,474	Accounting Assistant II	445	1	40,836	1 40,836
					1	40,804	Special Laborer E.S.	245	1	43,310	1 43,310
							CONSTRUCTION & REPAIRS				
					1	61,797	Carpenter Supervisor	991	1	64,147	
					7	372,648	Carpenter	986	7	405,496	
					2	121,270	Bricklayer, Buildings	989	2	136,656	2 136,656
							LABOR POOL				
					2	78,746	Bridge Laborer II	238	2	77,435	1 35,644
					1	41,274	Infrastructure Repair Crew Leader	252	1	45,425	1 45,425

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
AUXILIARY PERSONNEL												
					1		Custodial Worker II-City Laborer	215	1		1	
					10		General Auxiliary Positions		10		10	
					11		AUXILIARY PERSONNEL		11		11	
ARCHITECTURAL PLANNING & DESIGN UNIT												
					1	103,077	Architecture Project Manager (X)	12	1	103,077	1	88,352
					1	82,551	Architect IV	630	1	87,622	1	87,622
					1	72,670	Architect III	628	1	77,134	1	77,134
					2	127,961	Architectural Designer II	626	2	135,820	1	67,910
					1	72,671	Recreational Facilities Coordinator	607	1	60,954		
							Facilities Project Coordinator	607			1	60,954
MECHANICAL PLANNING & DESIGN UNIT												
					1	82,656	Mechanical Engineer IV (X)	12	1	83,558	1	83,558
					1	63,981	Mechanical Engineer II	626	1	67,910	1	67,910
DRAFTING SERVICE UNIT												
					1	55,313	Engineering Drafting Technician IV	604	1	58,711	1	58,711
					1	43,350	Engineering Drafting Tech II	602	1	46,013	1	46,013
CONSTRUCTION MANAGEMENT UNIT												
					3	152,480	Bridges & Public Buildings Inspector (X)	545	3	162,391	3	162,391

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					107	5,010,248	Total Before Adjustments		109	5,387,269	96	4,645,664
							Salary & Wage Rate Change					
						219,192	Overtime Compensated			220,000		150,100
						(115,000)	Personnel Cost Adjustment			(105,920)		(137,848)
						(42,000)	Other					
							AMR Deduction					(39,000)
						(76,000)	Furlough			(79,440)		(79,440)
					107	4,996,440	Gross Salaries & Wages Total		109	5,421,909	96	4,539,476
						(826,147)	Reimbursable Services Deduction			(900,000)		(693,613)
						(1,587,609)	Capital Improvements Deduction			(1,500,000)		(900,699)
							Grants & Aids Deduction					(60,000)
0001	5239	R999	006000		107	2,582,684	NET SALARIES & WAGES TOTAL		109	3,021,909	96	2,885,164
					54.10		O&M FTE'S		53.00		44.98	
					38.93		NON-O&M FTE'S		39.00		34.02	

(X) Private Automobile allowance may be paid pursuant to  
section 350-183 of the Milwaukee Code.

(Y) Required to file a statement of economic interests in accordance with  
the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.

ACCOUNT NUMBER				2009	2010		2011	2011			
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	BUDGET	LINE DESCRIPTION	PAY	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS	UNITS	DOLLARS	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5239	R999	006100			1,058,900	ESTIMATED EMPLOYEE FRINGE BENEFITS		1,450,516		1,384,879
							(Involves Revenue Offset-No Transfers from this Account)				
							OPERATING EXPENDITURES				
0001	5239	R999	630100			20,000	General Office Expense		40,000		40,000
0001	5239	R999	630500			25,000	Tools & Machinery Parts		25,000		25,000
0001	5239	R999	631000			340,000	Construction Supplies		340,000		270,000
0001	5239	R999	631500			1,964,000	Energy		1,975,000		1,877,000
0001	5239	R999	632000			140,000	Other Operating Supplies		150,000		150,000
0001	5239	R999	632500			10,000	Facility Rental		10,000		8,000
0001	5239	R999	633000			10,000	Vehicle Rental		10,000		8,000
0001	5239	R999	633500			22,000	Non-Vehicle Equipment Rental		22,000		21,000
0001	5239	R999	634000			45,000	Professional Services		30,000		21,000
0001	5239	R999	634500			30,000	Information Technology Services		30,000		30,000
0001	5239	R999	635000			1,300,000	Property Services		1,800,000		1,682,000
0001	5239	R999	635500			40,000	Infrastructure Services		20,000		20,000
0001	5239	R999	636000				Vehicle Repair Services				
0001	5239	R999	636500			45,000	Other Operating Services		45,000		45,000
0001	5239	R999	637000				Loans and Grants				
0001	5239	R999	637501			150,000	Reimburse Other Departments		100,000		98,000
0001	5239	R999	006300			4,141,000	OPERATING EXPENDITURES TOTAL		4,597,000		4,295,000

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
					8	12,500	Computers		17	25,500	8	12,500
					1	15,000	Hand Tools (1 lot)		1	15,000	1	15,000
					1	25,000	Custodial Equipment (1 lot)		1	25,000	1	25,000
					10	52,500	Subtotal - Replacement Equipment		19	65,500	10	52,500
0001	5239	R999	006800		10	52,500	EQUIPMENT PURCHASES TOTAL		19	65,500	10	52,500
SPECIAL FUNDS												
0001	5239	R550	006300			12,000	City Hall Renewable Energy Program*			12,000		12,000
						12,000	SPECIAL FUNDS TOTAL			12,000		12,000
DPW-OPERATIONS DIVISION-FACILITIES												
DEVELOPMENT & MANAGEMENT												
						7,847,084	SECTION TOTAL			9,146,925		8,629,543

\*Appropriation Control Account

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-OPERATIONS DIVISION												
BUDGETARY CONTROL UNIT												
(SUMMARY 1BCU=5DU)												
SALARIES & WAGES												
				3,682,799		2,790,050	Overtime Compensated*			2,953,913		2,730,697
				36,699,880		28,113,546	All Other Salaries & Wages			29,891,439		27,462,320
0001	5450	R999	006000	40,382,679		30,903,596	NET SALARIES & WAGES TOTAL*			32,845,352		30,193,017
					1,464		TOTAL NUMBER OF POSITIONS AUTHORIZED		1,465		1,447	
					624.14		O&M FTE'S		621.47		597.87	
					99.46		NON-O&M FTE'S		100.12		91.23	
0001	5450	R999	006100	18,083,280		12,670,474	ESTIMATED EMPLOYEE FRINGE BENEFITS			15,765,768		14,492,648
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	5450	R999	630100	86,171		77,000	General Office Expense			77,000		77,000
0001	5450	R999	630500	3,028,741		2,825,001	Tools & Machinery Parts			2,903,000		2,903,000
0001	5450	R999	631000	374,475		120,000	Construction Supplies			100,000		100,000
0001	5450	R999	631500	5,891,249		4,439,051	Energy			5,022,000		4,788,150
0001	5450	R999	632000	2,559,627		2,353,000	Other Operating Supplies			2,402,000		2,402,000
0001	5450	R999	632500	6,250			Facility Rental					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5450	R999	633000	926,230		955,000	Vehicle Rental			955,000		955,000
0001	5450	R999	633500	90,048		85,000	Non-Vehicle Equipment Rental			85,000		85,000
0001	5450	R999	634000	84,398		50,000	Professional Services			60,000		60,000
0001	5450	R999	634500	145,290		104,000	Information Technology Services			200,000		200,000
0001	5450	R999	635000	2,092,067		185,000	Property Services			185,000		185,000
0001	5450	R999	635500	77,763		85,000	Infrastructure Services			85,000		85,000
0001	5450	R999	636000	600,497		700,000	Vehicle Repair Services			718,000		718,000
0001	5450	R999	636500	10,524,641		12,294,488	Other Operating Services			14,181,000		11,907,165
0001	5450	R999	637000	7			Loans and Grants					
0001	5450	R999	637501	519,032		270,000	Reimburse Other Departments			270,000		270,000
0001	5450	R999	006300	27,006,486		24,542,540	OPERATING EXPENDITURES TOTAL*			27,243,000		24,735,315
0001	5450	R999	006800	1,864,530		1,542,000	EQUIPMENT PURCHASES TOTAL*			2,400,650		1,546,150
				738,859		875,000	SPECIAL FUNDS TOTAL			900,000		875,000
DPW-OPERATIONS DIVISION												
BUDGETARY CONTROL UNIT												
				88,075,833		70,533,610	TOTAL (1BCU=5DU)			79,154,770		71,842,130

\*Appropriation Control Account



				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-OPERATIONS DIVISION												
ADMINISTRATION SECTION												
SALARIES & WAGES												
					1	142,362	Operations Division Director (X)(Y)	18	1	146,776	1	146,776
							Environmental Policy Analyst	6			1	58,495
					1	82,906	Administrative Services Manager (X)	11	1	69,090	1	69,090
GENERAL OFFICE												
					2	88,407	Program Assistant II	530	1	44,150	1	44,150
					2	81,907	Program Assistant I	460	1	44,277	1	44,277
					1	38,473	Accounting Assistant II	445	1	38,232	1	38,232
				410,073	7	434,055	Total Before Adjustments		5	342,525	6	401,020
Salary & Wage Rate Change												
				2,724		9,000	Overtime Compensated			6,000		5,400
						(7,500)	Personnel Cost Adjustment					(12,031)
Other												
						(6,700)	Furlough			(5,138)		(6,015)
				412,797	7	428,855	Gross Salaries & Wages Total		5	343,387	6	388,374
Reimbursable Services Deduction												
										(66,049)		(66,049)

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Capital Improvements Deduction					
							Grants & Aids Deduction					
0001	5451	R999	006000	412,797	7	428,855	NET SALARIES & WAGES TOTAL		5	277,338	6	322,325
					7.00		O&M FTE'S		4.33		5.33	
							NON-O&M FTE'S		0.66		0.66	
							(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	5451	R999	006100	174,810		175,831	ESTIMATED EMPLOYEE FRINGE BENEFITS  (Involves Revenue Offset-No Transfers from this Account)			133,122		154,716
							OPERATING EXPENDITURES					
0001	5451	R999	630100			10,000	General Office Expense			10,000		10,000
0001	5451	R999	630500				Tools & Machinery Parts					
0001	5451	R999	631000				Construction Supplies					
0001	5451	R999	631500				Energy					
0001	5451	R999	632000				Other Operating Supplies					
0001	5451	R999	632500				Facility Rental					
0001	5451	R999	633000				Vehicle Rental					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5451	R999	633500				Non-Vehicle Equipment Rental					
0001	5451	R999	634000				Professional Services					
0001	5451	R999	634500	23,315		9,000	Information Technology Services			11,000		11,000
0001	5451	R999	635000				Property Services					
0001	5451	R999	635500				Infrastructure Services					
0001	5451	R999	636000				Vehicle Repair Services					
0001	5451	R999	636500	10,576		10,000	Other Operating Services			10,000		10,000
0001	5451	R999	637000				Loans and Grants					
0001	5451	R999	637501			35,000	Reimburse Other Departments			35,000		35,000
0001	5451	R999	006300	33,891		64,000	OPERATING EXPENDITURES TOTAL			66,000		66,000
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
Subtotal - Replacement Equipment												
0001	5451	R999	006800				EQUIPMENT PURCHASES TOTAL					
SPECIAL FUNDS												

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
SPECIAL FUNDS TOTAL												
DPW-OPERATIONS DIVISION												
				621,498		668,686	ADMINISTRATION SECTION TOTAL			476,460		543,041

				2009	2010						2011	2011				
ACCOUNT NUMBER				EXPENDITURE		BUDGET						PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION		RANGE	UNITS	DOLLARS	UNITS	DOLLARS			
DPW-OPERATIONS DIVISION																
FLEET SERVICES SECTION																
SALARIES & WAGES																
					1	93,383	Fleet Operations Manager (X) (Y)		13	1	90,575	1	90,575			
					1	83,669	Quality Assurance Coordinator(X)		8	1	83,669	1	83,669			
					1	44,257	Program Assistant II		530	1	46,975	1	46,975			
					3	244,477	Fleet Repair Supervisor III		7	3	235,554	3	235,554			
					3	194,779	Fleet Repair Supervisor II		5	3	192,313	3	192,313			
					1	56,011	Automotive Machinist		285	1	59,451	1	59,451			
					1	45,777	Automotive Mechanic Lead Worker		265	1	48,589	1	48,589			
					4	191,276	Field Service Mechanic		270	4	203,026	4	203,026			
					5	224,308	Auto Maintenance Mechanic		260	5	234,407	5	234,407			
					1	44,336	Fleet Equipment Inspector		260	1	47,059	1	47,059			
					33	1,472,464	Vehicle Serv. Technician-Heavy		260	33	1,510,098	33	1,510,098			
					19	839,075	Vehicle Service Technician		254	19	893,583	19	893,583			
					1	46,754	Automotive Electrician		260	1	47,947	1	47,947			
					5	196,866	Heavy Equipment Lubricator (B)		238	5	207,667	5	207,667			
					1	39,373	Special Fleet Services Laborer		238	1	41,791	1	41,791			
					4	170,677	Garage Attendant		220	4	158,661	4	158,661			
					2	75,946	Office Assistant II (A)		410	2	71,294	2	71,294			
					1	42,503	Fleet Equipment Service Writer		254	1	44,305	1	44,305			
					3	141,407	Auto Body Repair/Painting Tech.		268	3	150,092	3	150,092			
					1	47,349	Fluid Power Systems Technician		262	1	50,257	1	50,257			

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
FLEET STORE ROOMS												
					1	70,295	Equipment Inventory Manager	6	1	61,266	1	61,266
					1	42,940	Inventory Assistant V	360	1	45,577	1	45,577
					7	275,528	Equipment Parts Assistant	345	7	293,042	7	293,042
					1	40,539	Lead Equipment Parts Assistant	350	1	43,028	1	43,028
					1	35,296	Office Assistant III	425	1	35,404	1	35,404
TIRE SHOP												
					3	113,325	Tire Repair Worker I	235	3	119,493	3	119,493
					2	81,608	Tire Repair Worker II	245	2	86,620	2	86,620
					1	47,346	Tire Repair Worker III	270	1	50,254	1	50,254
AUXILIARY POSITIONS												
					1		Auto. Maintenance Mechanic	260	1		1	
					5		Vehicle Service Technician	254	5		5	
					2		Automotive Mechanic Lead Worker	265	2		2	
					4		Field Service Mechanic	270	4		4	
					5		Vehicle Service Technician - Heavy	260	5		5	
					1		Fleet Repair Supervisor I	3	1		1	
					3		Fleet Repair Supervisor II	5	3		3	
					1		Fleet Repair Supervisor III	7	1		1	
					1		Special Fleet Services Laborer	238	1		1	
					1		Tire Repair Worker I	235	1		1	
					24		Total Auxiliary		24		24	

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
				4,841,661	132	5,001,564	Total Before Adjustments		132	5,151,997	132	5,151,997	
							Salary & Wage Rate Change						
				508,269		242,500	Overtime Compensated			257,050		245,050	
						(130,000)	Personnel Cost Adjustment			(103,040)		(154,560)	
						35,000	Other					(196,000)	
						(77,000)	Furlough			(77,280)		(77,280)	
							AMR Deduction					(231,343)	
				5,349,930	132	5,072,064	Gross Salaries & Wages Total		132	5,228,727	132	4,737,864	
						(780,000)	Reimbursable Services Deduction			(584,000)		(584,000)	
							Capital Improvements Deduction						
							Grants & Aids Deduction						
0001	5452	R999	006000	5,349,930	132	4,292,064	NET SALARIES & WAGES TOTAL		132	4,644,727	132	4,153,864	
					94.00		O&M FTE'S		94.00		89.00		
					14.00		NON-O&M FTE'S		14.00		10.50		

(A) One position to be hard red-circled at Step 4 of Pay Range 445.

(B) One position to be hard red-circled at Step 5 of Pay Range 345.

(X) Private Auto Allowance May Be Paid Pursuant to

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
Section 350-183 of the Milwaukee Code.												
(Y) Required to file a statement of economic interests in accordance												
with the Milwaukee code of Ordinances Chapter 303 - Code of Ethics.												
0001	5452	R999	006100	2,316,320		1,759,746	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,229,469		1,993,855
(Involves Revenue Offset-No Transfers from this Account)												
OPERATING EXPENDITURES												
0001	5452	R999	630100	39,975		25,000	General Office Expense			25,000		25,000
0001	5452	R999	630500	2,884,645		2,715,001	Tools & Machinery Parts			2,783,000		2,783,000
0001	5452	R999	631000	49,983		50,000	Construction Supplies			50,000		50,000
0001	5452	R999	631500	313,227		250,000	Energy			278,000		278,000
0001	5452	R999	632000	78,890		80,000	Other Operating Supplies			80,000		80,000
0001	5452	R999	632500				Facility Rental					
0001	5452	R999	633000	1,279			Vehicle Rental					
0001	5452	R999	633500	44,255		45,000	Non-Vehicle Equipment Rental			45,000		45,000
0001	5452	R999	634000	18,662		20,000	Professional Services			20,000		20,000
0001	5452	R999	634500	53,703		60,000	Information Technology Services			120,000		120,000
0001	5452	R999	635000	55,803		80,000	Property Services			80,000		80,000
0001	5452	R999	635500				Infrastructure Services					
0001	5452	R999	636000	600,217		700,000	Vehicle Repair Services			718,000		718,000
0001	5452	R999	636500	34,454		15,000	Other Operating Services			15,000		15,000
0001	5452	R999	637000				Loans and Grants					
0001	5452	R999	637501	1,468		5,000	Reimburse Other Departments			5,000		5,000



				2009	2010		2011				2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5452	R999	006300	4,176,561		4,045,001	OPERATING EXPENDITURES TOTAL			4,219,000		4,219,000
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
					2	28,000	Cars, Compact		4	86,000	2	30,000
							Chipper, Brush		1	40,650	1	40,650
					1	2,000	Compactor, Vibratory		3	7,500	3	7,500
					1	16,000	Roller, Vibratory		2	16,000	2	16,000
					1	29,000	Endloader, skid steer w/trailer		1	35,000	1	35,000
					3	60,000	Truck, Pickup, 4400 lb 4x2		2	34,000	2	34,000
					1	25,000	Truck, Pickup, 8600 lb. 4x2		2	48,000	2	48,000
					2	80,000	Truck, Pickup, 9200lb w/plow		1	33,500	1	33,500
					1	29,000	Truck, Platform, 11,000 lb					
					2	48,000	Truck, Van, Cargo, 5600 lb		2	48,000	2	48,000
					2	54,000	Truck, Van, Cargo, 9500 lb		3	78,000	3	78,000
					10	15,000	Computer Hardware		30	45,000	10	15,000
					1	6,000	Engine Diagnostic Analyzer					
					1	5,000	Scanner					
							Car, SUV Small - Hybrid		1	30,000		

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Car, Small - Hybrid		22	416,000		
							Compressor, Trailer Mounted		1	17,000		
							Saw, Concrete or Asphalt		1	14,500		
							Sealant Melter		1	31,000		
							Stump Cutter		2	80,000		
							Tar Kettle		2	17,000		
							Truck, Carryall		1	34,500		
				644,755	28	397,000	Subtotal - Replacement Equipment		82	1,111,650	29	385,650
0001	5452	R999	006800	644,755	28	397,000	EQUIPMENT PURCHASES TOTAL		82	1,111,650	29	385,650
SPECIAL FUNDS												
SPECIAL FUNDS TOTAL												
DPW-OPERATIONS DIVISION												
				12,487,566		10,493,811	FLEET SERVICES SECTION TOTAL			12,204,846		10,752,369

				2009	2010						2011	2011				
ACCOUNT NUMBER				EXPENDITURE		BUDGET						PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION		RANGE	UNITS	DOLLARS	UNITS	DOLLARS			
DPW-OPERATIONS DIVISION																
FLEET OPERATIONS/DISPATCH SECTION																
SALARIES & WAGES																
					1	89,216	Operations & Dispatch Manager(X)		9	1	89,216	1	89,216			
					1	73,669	Equip. Operations & Training Manager		6	1	73,669	1	73,669			
					2	124,033	Equipment Operations Supervisor I		4	2	122,926	2	122,926			
					3	121,456	Communication Assistant IV		455	3	123,946	3	123,946			
					2	76,947	Communication Assistant III		445	2	81,673	2	81,673			
					3	119,478	Garage Custodian		240	3	122,802	3	122,802			
					3	164,481	Crane Operator		962	3	180,930	3	174,350			
					12	511,207	Tractor,Bulldozer,Endloader or Grad Oper.		960	12	562,332	12	562,332			
					5	311,790	Tractor Operator (Under 40HP)		956	5	342,970	5	330,497			
					6	328,973	Grad All Operator		962	6	361,872	6	348,711			
					60	2,611,301	Operations Driver/Worker		750	60	2,887,500	58	2,761,500			
AUXILIARY POSITIONS																
					1		Equipment Operations Supervisor II		6	1		1				
					1		Equipment Operations Supervisor I		4	1		1				
					10		Tractor,Bulldozer,Endloader,or Grad Oper.		960	10		10				
					25		City Laborer (Regular)		220	25		25				
					3		Garage Custodian		240	3		3				
					3		Crane Operator		962	3		3				
					3		Grad All Operator		962	3		3				
					10		Tractor Operator (Under 40 HP)		956	10		10				

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
					46		Truck Driver (Winter Relief)	943	46		46		
					9		Equipment Operator (Winter Relief)	944	9		9		
					3		Equipment Operator Supv. (Winter Relief)	945	3		3		
					1		Communications Assistant IV	455	1		1		
					2		Communications Assistant III	445	2		2		
					200		Snow Driver	955	200		200		
					40		Snow Operator Light	957	40		40		
					30		Snow Operator Heavy	961	30		30		
					50		Operations Driver/Worker	750	50		52		
					437	101,295	Total Auxiliary		437		439		
				6,017,609	535	4,633,846	Total Before Adjustments		535	4,949,836	535	4,791,622	
							Salary & Wage Rate Change						
				1,092,031		757,285	Overtime Compensated			802,722		762,722	
						(234,550)	Personnel Cost Adjustment			(98,997)		(143,749)	
						35,000	Other						
						(83,000)	Furlough			(74,248)		(71,874)	
				7,109,640	535	5,108,581	Gross Salaries & Wages Total		535	5,579,313	535	5,338,721	
						(37,812)	Reimbursable Services Deduction			(30,000)			
							Capital Improvements Deduction						
						(48,030)	Grants & Aids Deduction						

				2009	2010						2011	2011				
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION					RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5453	R999	006000	7,109,640	535	5,022,739	NET SALARIES & WAGES TOTAL						535	5,549,313	535	5,338,721
					93.42		O&M FTE'S						93.42		93.42	
					1.75		NON-O&M FTE'S						1.75			
0001	5453	R999	006100	3,148,281		2,059,322	ESTIMATED EMPLOYEE FRINGE BENEFITS							2,663,670		2,562,586
							(Involves Revenue Offset-No Transfers from this Account)									
							OPERATING EXPENDITURES									
0001	5453	R999	630100	221		5,000	General Office Expense							5,000		5,000
0001	5453	R999	630500	120			Tools & Machinery Parts									
0001	5453	R999	631000	155			Construction Supplies									
0001	5453	R999	631500	3,756,961		4,175,051	Energy							4,730,000		4,496,150
0001	5453	R999	632000	12,619		15,000	Other Operating Supplies							15,000		15,000
0001	5453	R999	632500				Facility Rental									
0001	5453	R999	633000	877,475		930,000	Vehicle Rental							930,000		930,000
0001	5453	R999	633500	19,008		30,000	Non-Vehicle Equipment Rental							30,000		30,000
0001	5453	R999	634000	20,702		10,000	Professional Services							10,000		10,000
0001	5453	R999	634500	1,438		10,000	Information Technology Services							18,000		18,000
0001	5453	R999	635000	24,931		35,000	Property Services							35,000		35,000
0001	5453	R999	635500	100			Infrastructure Services									
0001	5453	R999	636000	280			Vehicle Repair Services									
0001	5453	R999	636500	22,024		20,000	Other Operating Services							20,000		20,000
0001	5453	R999	637000				Loans and Grants									

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5453	R999	637501	67,433		40,000	Reimburse Other Departments			40,000		40,000
0001	5453	R999	006300	4,803,467		5,270,051	OPERATING EXPENDITURES TOTAL			5,833,000		5,599,150
							EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
				278			Subtotal - Replacement Equipment					
0001	5453	R999	006800	278			EQUIPMENT PURCHASES TOTAL					
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DPW-OPERATIONS DIVISION-FLEET					
				15,061,666		12,352,112	OPERATIONS/DISPATCH SECTION TOTAL			14,045,983		13,500,457

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							DPW-OPERATIONS DIVISION-FACILITIES					
							DEVELOPMENT & MANAGEMENT SECTION					
							SALARIES & WAGES					
							Buildings & Fleet Superintendent (X)(Y)	16				
							GENERAL OFFICE					
							Program Assistant II	530				
							Network Analyst Associate	598				
							INFORMATION & SECURITY					
							Security Operations Manager	8				
							Communications Assistant IV	455				
							OPERATIONS AND MAINT. UNIT					
							Facilities Manager (X)(Y)	14				
							CUSTODIAL SERVICES					
							Building Services Supervisor II	4				
							Custodial Worker III	230				
							Custodial Worker II/City Laborer	215				
							MECHANICAL SERVICES					
							Operations & Maintenance Manager	10				
							Facilities Maintenance Coordinator (X)	627				

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS		DOLLARS			UNITS	DOLLARS		DOLLARS
							Facilities Construction Project Coord.(X)	627				
							Engineering Tech IV	620				
							Facilities Control Specialist	599				
							Maintenance Technician III	268				
							Maintenance Technician II	258				
							ELECTRICAL SERVICES					
							Electrical Services Supervisor II (X)	10				
							Electrical Mechanic	978				
							Electrical Worker	974				
							Laborer/Electrical Services	230				
							Accounting Assistant II	445				
							Special Laborer E.S.	245				
							CONSTRUCTION & REPAIRS					
							Carpenter Supervisor	991				
							Carpenter	986				
							Bricklayer, Buildings	989				
							LABOR POOL					
							Bridge Laborer II	238				
							Infrastructure Repair Crew Leader	252				
							AUXILIARY PERSONNEL					
							Custodial Worker II-City Laborer	215				



ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							General Auxiliary Positions					
							TOTAL AUXILIARY PERSONNEL					
							ARCHITECTURAL PLANNING &					
							DESIGN UNIT					
							Architecture Project Manager (X)	12				
							Architect IV	630				
							Architect III	628				
							Architectural Designer II	626				
							Recreational Facilities Coordinator	607				
							MECHANICAL PLANNING & DESIGN UNIT					
							Mechanical Engineer IV (X)	12				
							Mechanical Engineer II	626				
							Methods & Standards Engineer	628				
							DRAFTING SERVICE UNIT					
							Engineering Drafting Technician IV	604				
							Engineering Drafting Tech II	602				
							CONSTRUCTION MANAGEMENT UNIT					
							Bridges & Public Buildings Inspector (X)	545				
				3,769,309			Total Before Adjustments					

				2009		2010			2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS DOLLARS
							Salary & Wage Rate Change				
				160,784			Overtime Compensated				
							Personnel Cost Adjustment				
							Other				
							Furlough				
				3,930,093			Gross Salaries & Wages Total				
							Reimbursable Services Deduction				
							Capital Improvements Deduction				
							Grants & Aids Deduction				
0001	5455	R999	006000	3,930,093			NET SALARIES & WAGES TOTAL				
							O&M FTE'S				
							NON-O&M FTE'S				
							(X) Private Automobile allowance may be paid pursuant to				
							section 350-183 of the Milwaukee Code.				
							(Y) Required to file a statement of economic interests in accordance with				
							the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.				
0001	5455	R999	006100	1,661,328			ESTIMATED EMPLOYEE FRINGE BENEFITS				

				2009	2010		2011				2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							(Involves Revenue Offset-No Transfers from this Account)					
							OPERATING EXPENDITURES					
0001	5455	R999	630100	12,498			General Office Expense					
0001	5455	R999	630500	23,408			Tools & Machinery Parts					
0001	5455	R999	631000	289,980			Construction Supplies					
0001	5455	R999	631500	1,814,579			Energy					
0001	5455	R999	632000	139,253			Other Operating Supplies					
0001	5455	R999	632500	6,250			Facility Rental					
0001	5455	R999	633000	6,383			Vehicle Rental					
0001	5455	R999	633500	19,494			Non-Vehicle Equipment Rental					
0001	5455	R999	634000	16,874			Professional Services					
0001	5455	R999	634500	26,814			Information Technology Services					
0001	5455	R999	635000	1,840,478			Property Services					
0001	5455	R999	635500	16,534			Infrastructure Services					
0001	5455	R999	636000				Vehicle Repair Services					
0001	5455	R999	636500	40,900			Other Operating Services					
0001	5455	R999	637000	7			Loans and Grants					
0001	5455	R999	637501	80,056			Reimburse Other Departments					
0001	5455	R999	006300	4,333,508			OPERATING EXPENDITURES TOTAL					
							EQUIPMENT PURCHASES					
							Additional Equipment					

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Subtotal - Additional Equipment					
							Replacement Equipment					
				7,068			Subtotal - Replacement Equipment					
0001	5455	R999	006800	7,068			EQUIPMENT PURCHASES TOTAL					
							SPECIAL FUNDS					
0001	5455	R550	006300	12,000			City Hall Renewable Energy Program*					
				12,000			SPECIAL FUNDS TOTAL					
							DPW-OPERATIONS DIVISION-FACILITIES					
							DEVELOPMENT & MANAGEMENT					
				9,943,997			SECTION TOTAL					
							*Appropriation Control Account					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		
DPW-OPERATIONS DIVISION												
SANITATION SECTION												
SALARIES & WAGES												
					1	104,427	Sanitation Services Manager (X) (Y)	13	1	103,318	1	103,318
					1	63,530	Recycling Specialist	7	1	63,379	1	63,379
					1	41,715	Program Assistant I	460	1	41,715	1	41,715
					1		Recycling Program Assistant (D)	530	1	39,000	1	39,000
FIELD OPERATIONS												
					3	254,281	Sanitation Area Manager (X)	11	3	258,894	3	254,281
					6	462,321	Sanitation District Manager	7	6	457,286	6	457,286
					22	1,390,693	Sanitation Supervisor	4	22	1,386,073	22	1,386,073
					2	78,419	Office Assistant IV	445	2	74,544	2	74,544
					34	1,299,762	Sanitation Worker	740	31	1,178,941	31	1,178,941
					2	76,398	Cart Maintenance Technician	740	2	76,397	2	76,397
					188	8,471,427	Operations Driver Worker (D)	750	191	8,659,940	191	8,659,940
					12	261,000	Sanitation Inspector	500	12	353,310	12	261,000
AUXILIARY PERSONNEL												
					1		Sanitation Area Manager (X)	11	1		1	
					5		Sanitation Supervisor	4	5		5	
					1		Sanitation District Manager	7	1		1	
					2		Sanitation Crew Leader (Snow)	742	2		2	
					230		Operations Driver Worker (C)	750	230		230	

				2009	2010						2011	2011			
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS			
					1		Field Headquarters Coordinator	741	1		1				
					6		Sanitation Supvr. (Winter Relief)	945	6		6				
					4		Office Assistant IV	445	4		4				
					12		Sanitation Inspector	500	12		12				
					262	2,949,312	AUXILIARY PERSONNEL		262	3,126,271	262	2,949,312			
				13,383,855	535	15,453,285	Total Before Adjustments		535	15,819,068	535	15,545,186			
							Salary & Wage Rate Change								
				1,446,260		1,376,931	Overtime Compensated			1,459,547		1,308,931			
						(170,380)	Personnel Cost Adjustment			(174,010)		(466,356)			
						(62,000)	Other								
						(244,000)	Furlough			(237,286)		(233,178)			
				14,830,115	535	16,353,836	Gross Salaries & Wages Total		535	16,867,319	535	16,154,583			
							Reimbursable Services Deduction								
							Capital Improvements Deduction								
						(2,188,705)	Grants & Aids Deduction			(2,372,854)		(2,341,376)			
0001	5457	R999	006000	14,830,115	535	14,165,131	NET SALARIES & WAGES TOTAL		535	14,494,465	535	13,813,207			
					288.64		O&M FTE'S		288.64		286.64				
					49.21		NON-O&M FTE'S		49.21		51.21				

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							(C) Relief Positions.					
							(D) Funded through the recycling grant					
							(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	5457	R999	006100	6,998,467		5,807,704	ESTIMATED EMPLOYEE FRINGE BENEFITS  (Involves Revenue Offset-No Transfers from this Account)			6,957,343		6,630,339
							OPERATING EXPENDITURES					
0001	5457	R999	630100	19,848		20,000	General Office Expense			20,000		20,000
0001	5457	R999	630500	4,322			Tools & Machinery Parts					
0001	5457	R999	631000	2,174			Construction Supplies					
0001	5457	R999	631500	2,057		3,000	Energy			3,000		3,000
0001	5457	R999	632000	2,050,096		1,958,000	Other Operating Supplies			2,007,000		2,007,000
0001	5457	R999	632500				Facility Rental					
0001	5457	R999	633000	2,198			Vehicle Rental					
0001	5457	R999	633500				Non-Vehicle Equipment Rental					
0001	5457	R999	634000	14,920			Professional Services					
0001	5457	R999	634500	40,020		15,000	Information Technology Services			32,000		32,000

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	5457	R999	635000	122,254		20,000	Property Services			20,000		20,000
0001	5457	R999	635500	61,129		85,000	Infrastructure Services			85,000		85,000
0001	5457	R999	636000				Vehicle Repair Services					
0001	5457	R999	636500	10,323,656		12,089,488	Other Operating Services			13,976,000		11,702,165
0001	5457	R999	637000				Loans and Grants					
0001	5457	R999	637501	316,113		130,000	Reimburse Other Departments			130,000		130,000
0001	5457	R999	006300	12,958,787		14,320,488	OPERATING EXPENDITURES TOTAL			16,273,000		13,999,165
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
					180	966,000	Carts, Refuse (Lot of 100)		180	966,000	174	936,000
					1	45,000	Littercans (1 lot)		1	45,000	1	45,000
				1,007,690	181	1,011,000	Subtotal - Replacement Equipment		181	1,011,000	175	981,000
0001	5457	R999	006800	1,007,690	181	1,011,000	EQUIPMENT PURCHASES TOTAL		181	1,011,000	175	981,000
SPECIAL FUNDS												
0001	5457	R551	006300	85,990		75,000	Vacant Lot Maintenance*			100,000		75,000



ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				85,990		75,000	SPECIAL FUNDS TOTAL			100,000		75,000
							DPW-OPERATIONS DIVISION					
				35,881,048		35,379,323	SANITATION SECTION TOTAL			38,835,808		35,498,711
							*Appropriation Control Account					

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
DPW-OPERATIONS DIVISION													
FORESTRY SECTION													
SALARIES & WAGES													
ADMINISTRATION													
					1	100,206	Forestry Services Manager (X) (Y)	13	1	100,206	1	100,206	
					1	57,271	Landscape Architect	606	1	58,342	1	58,342	
					1	59,192	Environmental Policy Analyst	6	1	58,495			
FIELD OPERATIONS													
					2	193,165	Urban Forestry District Manager (X)	11	2	167,467	2	167,467	
					9	655,596	Urban Forestry Manager (X)	7	9	655,596	9	655,596	
					111	4,757,698	Urban Forestry Specialist	255	111	5,092,313	111	5,092,313	
					22	1,127,899	Urban Forestry Crew Leader	282	22	1,187,559	22	1,187,559	
					1	62,005	Landscape & Irrigation Specialist	786	1	68,765	1	68,765	
					3	115,421	Office Assistant IV	430	3	122,509	3	122,509	
					6	332,089	Urban Forestry Technician	560	6	348,329	6	348,329	
					1	55,008	Technical Services Supervisor	7	1	56,088	1	56,088	
					1	40,142	Urban Forestry Inspector	530	1	46,975	1	46,975	
					1	47,614	Program Assistant II (A)(X)	530					
							Urban Forestry Inspector (A)(X)	530	1	46,975	1	46,975	
NURSERY OPERATIONS													
					1	79,836	Greenhouse and Nursery Manager	8	1	79,836	1	79,836	
					1	43,265	Nursery Crew Leader	255	1	45,922	1	45,922	

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
					4	159,710	Nursery Laborer	238				
							Nursery Specialist	238	4	169,519	4	169,519
							SHOP OPERATIONS					
					1	78,518	Shop & Maintenance Supervisor	7	1	78,518	1	78,518
					1	41,007	Lead Equipment Mechanic	260	1	42,853	1	42,853
					4	166,172	Equip. Mechanic III	248	3	132,284	3	132,284
							Utility Crew Worker	741	1	39,206	1	39,206
							AUXILIARY PERSONNEL					
					1		Urban Forestry District Manager (X)	11	1		1	
					1		Urban Forestry Manager	7	1		1	
					14		Urban Forestry Specialist	255	14		14	
					3		Urban Forestry Crew Leader	282	3		3	
					4		Urban Forestry Laborer	230	4		4	
					60	225,365	Urban Forestry Laborer (Seasonal)	230	60	238,887	42	58,887
							Urban Forestry Technician	560	3		3	
					83	225,365	Total Auxiliary Personnel		86	238,887	68	58,887
				8,277,373	255	8,397,179	Total Before Adjustments		258	8,836,644	239	8,598,149
							Salary & Wage Rate Change					
				472,731		404,334	Overtime Compensated			428,594		408,594
						(109,327)	Personnel Cost Adjustment			(114,367)		(257,944)

				2009	2010		2011				2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
						(14,000)	Other					
						(126,000)	Furlough			(131,962)		(128,972)
							AMR Reduction					(458,767)
				8,750,104	255	8,552,186	Gross Salaries & Wages Total		258	9,018,909	239	8,161,060
						(306,000)	Reimbursable Services Deduction			(260,000)		(260,000)
						(879,400)	Capital Improvements Deduction			(879,400)		(1,168,043)
						(371,979)	Grants & Aids Deduction					(168,117)
0001	5458	R999	006000	8,750,104	255	6,994,807	NET SALARIES & WAGES TOTAL		258	7,879,509	239	6,564,900
					141.08		O&M FTE'S		141.08		123.48	
					34.50		NON-O&M FTE'S		34.50		28.86	
(A) To expire 12/31/08 unless CDA program is extended.												
(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.												
(Y) Required to file a Statement of Economic Interests in accordance with the Milwaukee Code of Ordinances Chapter 303 - Code of Ethics.												
0001	5458	R999	006100	3,784,074		2,867,871	ESTIMATED EMPLOYEE FRINGE BENEFITS			3,782,164		3,151,152
(Involves Revenue Offset-No Transfers from this Account)												

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
OPERATING EXPENDITURES													
0001	5458	R999	630100	13,629		17,000	General Office Expense			17,000		17,000	
0001	5458	R999	630500	116,246		110,000	Tools & Machinery Parts			120,000		120,000	
0001	5458	R999	631000	32,183		70,000	Construction Supplies			50,000		50,000	
0001	5458	R999	631500	4,425		11,000	Energy			11,000		11,000	
0001	5458	R999	632000	278,769		300,000	Other Operating Supplies			300,000		300,000	
0001	5458	R999	632500				Facility Rental						
0001	5458	R999	633000	38,895		25,000	Vehicle Rental			25,000		25,000	
0001	5458	R999	633500	7,291		10,000	Non-Vehicle Equipment Rental			10,000		10,000	
0001	5458	R999	634000	13,240		20,000	Professional Services			30,000		30,000	
0001	5458	R999	634500			10,000	Information Technology Services			19,000		19,000	
0001	5458	R999	635000	48,601		50,000	Property Services			50,000		50,000	
0001	5458	R999	635500				Infrastructure Services						
0001	5458	R999	636000				Vehicle Repair Services						
0001	5458	R999	636500	93,031		160,000	Other Operating Services			160,000		160,000	
0001	5458	R999	637000				Loans and Grants						
0001	5458	R999	637501	53,962		60,000	Reimburse Other Departments			60,000		60,000	
0001	5458	R999	006300	700,272		843,000	OPERATING EXPENDITURES TOTAL			852,000		852,000	
EQUIPMENT PURCHASES													
Additional Equipment													
Subtotal - Additional Equipment													

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
Replacement Equipment												
					1	54,000	Hillside mower		1	57,000	1	57,000
					2	58,000	Hustler		3	89,000	2	60,000
					1	15,000	John Deere Gator (Utility Vehicle)		1	15,000	1	15,000
							Trailers, Work		7	54,000	3	24,000
					4	7,000	Computer Workstations		8	15,000	4	7,500
							High Pressure Sprayers		3	48,000	1	16,000
				204,739	8	134,000	Subtotal - Replacement Equipment		23	278,000	12	179,500
0001	5458	R999	006800	204,739	8	134,000	EQUIPMENT PURCHASES TOTAL		23	278,000	12	179,500
SPECIAL FUNDS												
0001	5458	R551	006300	640,869		800,000	Vacant Lot Maintenance*			800,000		800,000
				640,869		800,000	SPECIAL FUNDS TOTAL			800,000		800,000
DPW-OPERATIONS DIVISION												
				14,080,058		11,639,678	FORESTRY SECTION TOTAL			13,591,673		11,547,552
*Appropriation Control Account												

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS				RANGE	UNITS	DOLLARS	UNITS	DOLLARS
SPECIAL PURPOSE ACCOUNTS- MISCELLANEOUS												
0001	1650	S104	006300	121,269		125,000	Alternative Transportation for City Employees			120,000		115,000
0001	2110	S105	006300	7,034		7,100	Annual Payment to DNR			7,100		7,100
0001	1310	S106	006300	317,000		354,000	Audit Fund			465,000		442,900
0001	2110	S108	006300	17,777		20,000	Bds. & Comm. Reimbursement Expense			20,000		20,000
0001	1310	S107	006300	29,850		32,000	Board of Ethics			32,000		
Business Improvement District Total												
0001	1910	S001	006300				Self-Supporting					
0001	1910	S001	006300	187,000			City Contribution					
0001	1910	S001	006300				BID's Loan Repayment					
0001	2110	S111	006300			71,600	Care of Prisoners Fund			71,600		71,600
0001	1490	S113	006300	820,531		1,000,000	City Attorney Collection Contract			1,000,000		1,000,000
0001	1320	S116	006300	8,910		9,000	Clerk of Court-Witness Fees Fund			9,000		9,000

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1510	S219	006300			50,000	Complete Count					
0001	2110	D001	006300			2,400,000	Contribution Fund General			2,400,000		2,400,000
0001	1490	S118	006300	4,399,201		1,375,000	Damages and Claims Fund			1,375,000		1,375,000
0001	1320	S214	006300	75,000		50,000	Drivers License Recovery and Employability Program			200,000		50,000
0001	1510	S199	006300	60,801		60,000	E-Government Payment Systems			60,000		60,000
0001	1510	S207	006300	26,741		26,741	E-Civis Grants Locator			26,741		26,741
0001	1310	S123	006300	60,439		20,000	Economic Development Committee Fund			30,000		25,000
0001	1650	S124	006300	23,556		20,000	Employee Training Fund			20,000		20,000
0001	1510	S213	006300	38,654			Fire and Police Department Monitoring/Auditing					
0001	2110	S133	006100	129,648		140,000	Firemen's Relief Fund			140,000		130,000
0001	1650	S134	006300	49,470		45,000	Flexible Spending Account			58,000		50,000
0001	3600	S137	006300	109,378		170,000	Graffiti Abatement Fund			170,000		170,000
0001	4500	S139	006100	2,565,130		2,510,000	Group Life Insurance Premium			2,979,000		2,779,000
SPECIAL PURPOSE ACCOUNTS-MISCELLANEOUS						320.2	3rd Run 9/14/10					



				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1490	S143	006300	441,461		229,504	Insurance Fund			450,000		450,000
0001	1910	S209	006300	214,828		200,000	Land Management			350,000		300,000
0001	1650	S145	006100	786,392		800,000	Long Term Disability Insurance			800,000		800,000
0001	2110	S146	006300	39		1,000	Low Interest Mortgage Program					
							Maintenance of Essential Utility					
0001	3600	S147	006300	62,593		75,000	Services-Residential Real Property			75,000		65,000
							Milwaukee Energy Efficiency Project (Me2) -					
0001	1510	S217	006300			1,000,000	Pass Through					
0001	1510	S217	006300			(999,999)	Less Cost Recovery from Me2 Project					
0001	1310	S148	006300	135,609		126,215	Memberships, City			133,500		100,500
0001	1910	S151	006300	165,863		160,000	Milwaukee Arts Board Projects			160,000		160,000
0001	1910	S150	006300	95,512		95,000	Milwaukee Fourth of July Commission			95,000		95,000
0001	1320	S155	006300	434,000		425,320	Municipal Court Intervention Program			425,320		425,320

				2009	2010			2011		2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1490	S218	006300	6,723		25,000	Nuisance Abatement Fund			25,000		25,000
0001	1490	S157	006300	578,330		430,000	Outside Counsel/Expert Witness Fund			430,000		430,000
0001	3600	S162	006300	496,361		1,050,000	Razing and Vacant Building Protection Fund			1,150,000		1,019,000
0001	1490	S201	006300	23,003			Receivership Fund					
0001	9990	S183	006300			50,000,001	Reimbursable Services Advance Fund			50,000,001		50,000,001
0001	9990	S183	006300			(50,000,000)	Less Recovery From Reimbursable Operations			(50,000,000)		(50,000,000)
To authorize a specific fund under the control of the Common Council for the purpose of advance funding of reimbursable materials & services of various City Departments. Funds are to be appropriated to various City Departments and Agencies by Common Council Resolution. Funding for this account is to be by temporary transfer of General City Funds in accordance with Section 925-130A Wisconsin Statutes 1919. (Repayment to be made from revenues received from billings to other City departments.)												
0001	9990	S163	006300	2,003,714		750,000	Remission of Taxes Fund			750,000		750,000
0001	2110	S164	006000			1,440,000	Reserve for 27th Payroll			1,500,000		1,500,000
0001	4500	S165	006100	189,540		186,000	Retirees Benefit Adjustment Fund			186,000		166,000

ACCOUNT NUMBER				2009		2010			2011	2011		
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	2110	S152	006300			51,793,850	MMSD-Sewer User Charge- Pass Through			53,868,718		53,868,718
0001	2110	S152	006300			(51,793,849)	Less Cost Recovery from Sewer User Charge			(53,868,717)		(53,868,717)
0001	1650	S171	006300	736,861		780,000	Tuition Reimbursement Fund			780,000		750,000
0001	1650	S172	006100	996,914		1,015,000	Unemployment Compensation Fund			1,015,000		1,065,000
0001	3600	S211	006300	10,747			Vacant Lot Maintenance					
0001	2110	S174	006000			5,380,000	Wages Supplement Fund			2,100,000		
							(Actual experience reflected in departmental operating budgets.)					
							SPECIAL PURPOSE ACCOUNTS-					
				16,425,879		21,653,483	MISCELLANEOUS TOTAL			19,608,263		16,852,163

ACCOUNT NUMBER				2009	2010		2011	2011				
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
SPECIAL PURPOSE ACCOUNTS -												
WORKERS' COMPENSATION BENEFITS												
Employees Workers'												
Compensation Sub Accounts												
0001	1650	S176	006100	11,575,195		14,883,000	WORKERS' COMPENSATION			12,584,000		13,234,000
For Payment of Compensation and Other Benefits												
Required to be Paid or Furnished Under the Worker's												
Compensation Act or by Directions of Wisconsin												
Industrial Commission and of Expenses Incidental												
to the Preparation and Hearing of Matters Before												
the Industrial Commission.												
0001	1650	S177	006100				Required Employer Law Compliance					
Expenses												
				11,575,195		14,883,000	TOTAL			12,584,000		13,234,000

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	UNITS	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS		DOLLARS			DOLLARS		DOLLARS		
SPECIAL PURPOSE ACCOUNTS -													
EMPLOYEE HEALTH CARE BENEFITS													
Employees Active and Retirees													
Health Care Benefits Sub Accounts													
0001	1650	S114	006100	21,011,058		22,000,000	Claims			22,000,000		22,000,000	
0001	1650	S140	006100	86,539,588		91,461,000	Health Maintenance Organizations (HMOs)			121,800,000		115,400,000	
0001	1650	S121	006100	2,105,015		2,200,000	Dental Insurance			2,200,000		2,200,000	
0001	1650	S101	006100	3,683,956		3,981,500	Administrative Expense			4,000,000		5,200,000	
Total Employees Active and													
				113,339,617		119,642,500	Retirees Health Care Benefits			150,000,000		144,800,000	

ACCOUNT NUMBER				2009	2010				2011	2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
SPECIAL PURPOSE ACCOUNTS -												
BOARD OF ZONING APPEALS												
SALARIES & WAGES												
					1	51,646	Chairman Board of Zoning Appeals (Y)	47	1	51,646	1	51,646
					4	16,800	Member Board of Zoning Appeals (Y)	37	4	16,800	4	16,800
					2	8,400	Member Alt. Board of Zoning App. (Y)	37	2	8,400	2	8,400
					2	34,167	Office Assistant III (0.5 FTE)	425	2	36,068	2	36,068
					1	47,605	Secretary, Board of Zoning Appeals	4	1	47,386	1	47,386
					1	37,674	Program Assistant I	460	1	39,507	1	39,507
					11	196,292	Total Before Adjustments		11	199,807	11	199,807
Salary & Wage Rate Changes												
Overtime Compensated*												
Personnel Cost Adjustment												
						(2,996)	Other					
						(2,977)	Furlough			(2,977)		(2,977)
					11	190,319	Gross Salary & Wages Total		11	196,830	11	196,830
Reimbursable Services Deduction												
Capital Improvements Deduction												
Grants & Aids Deduction												

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0001	0960	R999	006000	185,594	11	190,319	NET SALARIES & WAGES TOTAL*		11	196,830	11	196,830	
					4.00		O&M FTE'S		4.00		4.00		
							NON-O&M FTE'S						
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.						
0001	0960	R999	006100	22,742		48,973	ESTIMATED EMPLOYEE FRINGE BENEFITS			60,033		60,033	
							(Involves Revenue Offset - No Transfer from this Account)						
							OPERATING EXPENDITURES						
0001	0960	R999	630100	12,531		12,000	General Office Expense			12,000		12,000	
0001	0960	R999	630500				Tools & Machinery Parts						
0001	0960	R999	631000				Construction Supplies						
0001	0960	R999	631500				Energy						
0001	0960	R999	632000	87			Other Operating Supplies						
0001	0960	R999	632500				Facility Rental						
0001	0960	R999	633000				Vehicle Rental						
0001	0960	R999	633500	4,700		4,920	Non-Vehicle Equipment Rental			4,920		4,920	
0001	0960	R999	634000	12,968		16,500	Professional Services			16,500		16,500	
0001	0960	R999	634500	808			Information Technology Services						
0001	0960	R999	635000				Property Services						
0001	0960	R999	635500				Infrastructure Services						
0001	0960	R999	636000				Vehicle Repair Services						

ACCOUNT NUMBER				2009	2010		2011	2011				
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	0960	R999	636500	159		1,939	Other Operating Services			1,939		1,939
0001	0960	R999	637000				Loans and Grants					
0001	0960	R999	637501	5,693		12,297	Reimburse Other Departments			12,297		12,297
0001	0960	R999	006300	36,946		47,656	OPERATING EXPENDITURES TOTAL *			47,656		47,656
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
Subtotal - Replacement Equipment												
0001	0960	R999	006800				EQUIPMENT PURCHASES TOTAL *					
SPECIAL PURPOSE ACCOUNTS -												
				245,282		286,948	BOARD OF ZONING APPEALS TOTAL			304,519		304,519
*Appropriation Control Account												



ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				141,585,973		156,465,931	TOTAL SPECIAL PURPOSE ACCOUNTS			182,492,254		175,190,682

ACCOUNT NUMBER				2009	2010				2011	2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
CITY TREASURER												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
EXECUTIVE OFFICE												
					1	141,815	City Treasurer (Y)	17	1	141,815	1	141,815
					1	124,823	Deputy City Treasurer (Y)	15	1	124,823	1	124,823
					1	106,529	Special Deputy City Treasurer (Y)	13	1	106,529	1	106,529
					1	46,731	Executive Administrative Asst. II (Y)	2	1	46,731	1	46,731
ADMINISTRATION DIVISION												
					1	81,291	Special Asst. to the City Treasurer (Y)	9	1	81,291	1	81,291
					1	79,836	Business Systems Coordinator	8	1	79,836	1	79,836
					1	53,089	Network Coordinator-Associate	4	1	53,089	1	53,089
							Tax Enforcement Specialist	540	1	48,133	1	48,133
					2	88,514	Program Assistant II	530	2	88,470	2	88,470
CUSTOMER SERVICES DIVISION												
					1	56,038	Customer Services Manager	7	1	56,038	1	56,038
					1	51,631	Customer Services Specialist	5	1	51,631	1	51,631
					6	212,537	Customer Service Representative II	435	6	216,064	6	216,064
					2		Customer Service Rep. II (0.53 FTE)	435	2	35,362	2	35,362
FINANCIAL SERVICES DIVISION												
					1	103,077	Investments & Financial Serv. Mgr. (Y)	12	1	103,077	1	103,077

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	77,420	Investments & Financial Serv. Coord.(Y)	8	1	77,420	1	77,420
					1	55,178	Investments and Financial Serv. Spec. (Y)	597	1	58,697	1	58,697
					2	75,182	Accounting Assistant I	435	2	70,726	2	70,726
REVENUE COLLECTION DIVISION												
					1	53,349	Revenue Collection Manager	7	1	54,459	1	54,459
					1	40,065	Lead Teller	530	1	41,495	1	41,495
					1	34,946	Teller	445	1	36,902	1	36,902
					2	35,454	Teller (0.53 FTE)	445	2	36,902	2	36,902
TEMPORARY POSITIONS												
					30	68,515	Temp. Customer Service Rep. I	425	30	73,425	30	84,885
				1,514,444	59	1,586,020	Total Before Adjustments		60	1,682,915	60	1,694,375
Salary & Wage Rate Changes												
				8,407		10,640	Overtime Compensated*			25,905		25,905
						(8,000)	Personnel Cost Adjustment					(17,110)
						(5,000)	Other			12,900		12,900
						(20,660)	Furlough			(22,540)		(22,540)
				1,522,851	59	1,563,000	Gross Salaries & Wages Total		60	1,699,180	60	1,693,530
Reimbursable Services Deduction												
Capital Improvements Deduction												

				2009	2010			2011	2011			
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Grants and Aids Deduction					
0001	2210	R999	006000	1,522,851	59	1,563,000	NET SALARIES & WAGES TOTAL*		60	1,699,180	60	1,675,652
					28.25		O&M FTE'S		31.16		30.80	
							NON-O&M FTE'S				0.60	
							(Y) Required to file a statement of economic interests in accordance					
							with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	2210	R999	006100	708,344		640,830	ESTIMATED EMPLOYEE FRINGE BENEFITS			815,605		804,312
							(Involves Revenue Offset-No Transfers From This Account)					
							OPERATING EXPENDITURES					
0001	2210	R999	630100	323,109		342,000	General Office Expense			271,865		282,680
0001	2210	R999	630500				Tools & Machinery Parts					
0001	2210	R999	631000				Construction Supplies					
0001	2210	R999	631500				Energy					
0001	2210	R999	632000	15,309		10,000	Other Operating Supplies			16,190		18,690
0001	2210	R999	632500				Facility Rental					
0001	2210	R999	633000				Vehicle Rental					
0001	2210	R999	633500	2,033		2,000	Non-Vehicle Equipment Rental			2,000		2,000
0001	2210	R999	634000	2,152		3,000	Professional Services			16,280		18,380
0001	2210	R999	634500	32,421		52,000	Information Technology Services			57,610		57,610
0001	2210	R999	635000	3,431		3,000	Property Services			4,300		4,300

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	2210	R999	635500				Infrastructure Services					
0001	2210	R999	636000				Vehicle Repair Services					
0001	2210	R999	636500	234,144		252,000	Other Operating Services			267,575		283,575
0001	2210	R999	637000				Loans and Grants					(88,335)
0001	2210	R999	637501	82,632		49,000	Reimburse Other Departments			133,855		141,750
0001	2210	R999	006300	695,231		713,000	OPERATING EXPENDITURES TOTAL *			769,675		720,650
EQUIPMENT PURCHASES												
Additional Equipment												
				2,842			Currency Counter					
							Filing Cabinet				1	1,000
				2,842			Subtotal - Additional Equipment					1,000
Replacement Equipment												
							Digital Surveillance Camera		14	35,000		
							Executive Chair		1	830	1	830
							Junior Executive Chair		3	2,220	3	2,220
							Subtotal - Replacement Equipment		18	38,050	4	3,050
Other Previous Experience												

ACCOUNT NUMBER				2009	2010		2011	2011				
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	2210	R999	006800	2,842			EQUIPMENT PURCHASES TOTAL*		18	38,050	4	4,050
SPECIAL FUNDS												
0001	2210	R222	006300	21,852		18,000	Information Systems Support*			19,750		19,750
0001	2210	R223	006300	16,520		17,000	Property Tax Collection Forms*			17,000		17,000
				38,372		35,000	SPECIAL FUNDS TOTAL			36,750		36,750
CITY TREASURER BUDGETARY												
				2,967,640		2,951,830	CONTROL UNIT TOTAL (1BCU=1DU)			3,359,260		3,241,414

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
UNIFIED CALL CENTER												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
SALARIES & WAGES												
					1	77,000	Call Center Director (Y)	12	1	77,000	1	77,000
					1	13,532	Customer Services Supervisor (B)	5				
					12	121,614	Communications Assistant IV (B)	455				
					16	150,664	Communications Assistant III (B)	445				
					30	362,810	Total Before Adjustments		1	77,000	1	77,000
Salary & Wage Rate Changes												
Overtime Compensated*												
Personnel Cost Adjustment												
Other												
Furlough												
					30	362,810	Gross Salaries & Wages Total		1	77,000	1	77,000
						(44,000)	Reimbursable Services Deduction					
Capital Improvements Deduction												
Grants and Aids Deduction												
0001	1200	R999	006000		30	318,810	NET SALARIES & WAGES TOTAL *		1	77,000	1	77,000

				2009			2010					2011			2011
ACCOUNT NUMBER				EXPENDITURE			BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS			
					7.75		O&M FTE'S		1.00		1.00				
					0.50		NON-O&M FTE'S								
(B) Three months of funding for 4th quarter implementation.															
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.															
0001	1200	R999	006100			130,712	ESTIMATED EMPLOYEE FRINGE BENEFITS			36,960		36,960			
(Involves Revenue Offset-No Transfers From This Account)															
OPERATING EXPENDITURES															
0001	1200	R999	630100			1,000	General Office Expense			1,000		1,000			
0001	1200	R999	630500				Tools & Machinery Parts								
0001	1200	R999	631000				Construction Supplies								
0001	1200	R999	631500				Energy								
0001	1200	R999	632000				Other Operating Supplies								
0001	1200	R999	632500				Facility Rental								
0001	1200	R999	633000				Vehicle Rental								
0001	1200	R999	633500				Non-Vehicle Equipment Rental								
0001	1200	R999	634000				Professional Services								
0001	1200	R999	634500				Information Technology Services								
0001	1200	R999	635000				Property Services								
0001	1200	R999	635500				Infrastructure Services								
0001	1200	R999	636000				Vehicle Repair Services								



ACCOUNT NUMBER				2009	2010	2011			2011			
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	1200	R999	636500			14,000	Other Operating Services			14,000		14,000
0001	1200	R999	637000				Loans and Grants					
0001	1200	R999	637501			60,000	Reimburse Other Departments (D)					
0001	1200	R999	006300			75,000	OPERATING EXPENDITURES TOTAL *			15,000		15,000

(D) Funding for phone bills for Unified Call Center remains in  
DPW Administrative Services, Parking, Water Works, and  
Dept. of Neighborhood Services budgets in 2010.

#### EQUIPMENT PURCHASES

Additional Equipment (E)

Subtotal - Additional Equipment

Replacement Equipment

Subtotal - Replacement Equipment

0001	1200	R999	006800				EQUIPMENT PURCHASES TOTAL *					
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(E) Existing computers from other departments will be used.

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							UNIFIED CALL CENTER					
						524,522	CONTROL UNIT TOTAL (1BCU=1DU)	128,960			128,960	

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS		PAY RANGE	REQUESTED BUDGET UNITS	REQUESTED BUDGET DOLLARS	PROPOSED BUDGET UNITS	PROPOSED BUDGET DOLLARS
				(138,644,481)		(117,226,955)	FRINGE BENEFIT OFFSET			(142,782,166)		(139,829,131)

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS		DOLLARS			UNITS	DOLLARS		DOLLARS
				TOTAL BUDGETS FOR GENERAL CITY								
				584,850,286		567,601,832	PURPOSES			609,925,890		590,508,320

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
2. SOURCE OF FUNDS FOR GENERAL CITY PURPOSES												
TAXES & PAYMENTS IN LIEU OF TAXES												
0001	1910		009021	691,327		725,000	Housing Authority			650,000		650,000
0001	2110		009021	1,251,653		1,230,000	Parking			1,300,000		1,300,000
0001	2110		009020	9,439,899		9,250,000	Water Works			9,700,000		10,600,000
0001	2110		009040	105,066		105,000	Trailer Park Taxes			105,000		105,000
0001	2210		009040			6,000	Occupational Taxes					
0001	2110		009021	346,408		325,000	Payment in Lieu of Taxes-Other			325,000		325,000
0001	2110		009030	2,675,748		2,101,000	Interest/Penalties on Taxes			2,448,000		2,648,000
0001	2110		009019			600,000	TID Excess Revenue			500,000		400,000
0001	2110		009040	(314,810)		906,500	Other Taxes			506,500		506,500
				14,195,291		15,248,500	TAXES & PAYMENTS IN LIEU OF TAXES			15,534,500		16,534,500
LICENSES & PERMITS												
LICENSES												
0001	1310		009110	606,069		565,000	Amusement Dance/Music			518,000		518,000
0001	2210		009120	118,468		108,700	Dog and Cat			118,700		118,700
0001	3810		009110	1,793,534		2,018,600	Food - Health Department			2,000,000		2,000,000
0001	3810		009110	40,024		58,600	Health Department-Non Food			57,600		57,600
0001	1310		009110	1,090,292		1,082,200	Liquor & Malt			1,085,000		1,085,000
0001	3810		009110	419,633		428,700	Scales			428,700		428,700
0001	1310		009110	443,663		446,400	Miscellaneous-City Clerk			521,000		521,000

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0001	3600		009110	390,813		372,500	Miscellaneous-DNS			379,700		379,700	
0001	5140		009110	18,376		15,300	Miscellaneous-DPW Administration			15,300		15,300	
PERMITS													
0001	3600		009220	282,415		245,000	Board of Zoning Appeals			281,500		281,500	
0001	1910		009220	55,262		63,000	Zoning Change Fees			65,000		65,000	
0001	3600		009210	1,989,949		2,181,000	Building			1,845,900		1,845,900	
0001	3600		009210	356,900		227,400	Building Code Compliance			320,000		320,000	
0001	1310		009230	33,340		117,630	Curb Space Special Privilege			36,000		36,000	
0001	3600		009210	723,313		692,000	Electrical			740,000		740,000	
0001	3600		009210	91,245		142,440	Elevator			84,000		84,000	
0001	3600		009210	308,762		270,000	Occupancy			328,000		328,000	
0001	3600		009210	546,845		665,250	Plumbing			700,000		700,000	
0001	3600		009210	69,623		92,200	Miscellaneous-DNS			76,200		76,200	
0001	3600		009230	99,642		105,000	Sign and Billboard			100,000		100,000	
0001	5140		009230	208,895		230,000	Special Events			200,000		200,000	
0001	5140		009230	313,747		517,500	Miscellaneous-DPW			328,600		328,600	
0001	1310		009230	6,125		10,000	Special Privilege-Miscellaneous-City Clerk						
0001	3600		009230	395,729		385,000	Special Privilege-Miscellaneous-DNS			390,000		390,000	
0001	3600		009210	64,214		65,000	Sprinkler Inspection			80,000		80,000	
0001	5140		009210	1,160,812		1,190,000	Use of Streets-Excavating			904,000		904,000	
0001	1910		009210	558,360		460,000	Plan Exam-DCD			454,000		454,000	
				12,186,050		12,754,420	TOTAL LICENSES & PERMITS			12,057,200		12,057,200	

				2009	2010					2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
INTERGOVERNMENTAL REVENUE												
0001	3600		009352	1,009,822		1,005,000	Insurance Premium - Fire			1,006,000		1,006,000
0001	2110		009370	27,167,329		27,290,000	Local Street Aids			27,050,000		27,850,000
0001	2110		009365	2,079,003		1,975,000	Payment for Municipal Services			1,750,000		1,750,000
0001	3310		009360	747,994		981,600	State Payments-Police			824,500		824,500
0001	2110		009350	230,302,105		228,250,000	State Shared Revenue (General)			228,250,000		228,345,000
0001	2110		009360	7,034		7,000	Other State Payments			7,000		7,000
0001	2110		009351	7,621,483		7,963,000	Expenditure Restraint Aid			7,963,000		8,613,000
0001	2110		009360	3,402,087		3,400,000	Computer Exemption Aid			3,200,000		3,200,000
				272,336,857		270,871,600	TOTAL INTERGOVERNMENTAL REVENUES			270,050,500		271,595,500
CHARGES FOR SERVICES												
0001	1490		009400	709,826		635,700	City Attorney			888,000		888,000
0001	1650		009400	172,016		194,000	Department of Employee Relations			180,000		180,000
0001	2210		009400	176,712		116,400	City Treasurer			114,500		114,500
0001	1310		009400	150,880		136,200	Common Council-City Clerk			150,100		150,100
0001	1310		009400	4,439,046		4,200,000	Cable Franchise Fee			4,500,000		4,800,000
0001	2110		009400	396,838		250,000	Comptroller			275,000		275,000
0001	1700		009400			800	Election Commission			1,000		1,000
0001	1320		009400	1,696,106		1,613,600	Municipal Court			1,843,000		1,843,000
0001	2300		009400	306,282		351,500	Assessor			305,500		305,500
0001	1910		009400	283,758		341,000	Department of City Development			308,200		308,200
0001	1510		009400	105,570		106,000	Department of Administration			103,000		103,000
0001	3280		009400	7,020,506		6,432,700	Fire Department			6,400,200		6,400,200

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0001	3310		009400	396,675		112,100	Police Department			104,700		104,700
0001	3600		009400	7,782,062		7,116,325	Department of Neighborhood Services			7,895,100		8,319,100
0001	3600		009400	806,245		1,108,200	Building Razing			900,000		900,000
0001	3600		009400	1,420,254		1,550,000	Fire Prevention Inspections			1,670,000		1,670,000
0001	3600		009400	80,899		80,000	Essential Services			78,000		78,000
0001	5450		009400	4,790,687		3,750,000	DPW-Oper. Div.-Bldgs. & Fleet			3,964,000		3,964,000
0001	5230		009400	4,192,031		3,651,000	DPW-Infrastructure Division			3,727,700		3,727,700
0001	5450		009400	260,184		130,000	DPW-Operations Division- Forestry			178,300		178,300
0480	4280		009400	5,217,241		4,890,227	Harbor Commission			4,890,227		5,006,125
0001	5140		009400	1,578,332		1,345,400	DPW-Administrative Services			1,520,500		1,520,500
0001	5450		009400	3,306,531		2,355,000	DPW-Operations Division- Sanitation			2,324,400		2,494,400
0001	5450		009400	28,753,794		32,230,000	Solid Waste Fee (A)			32,230,000		32,230,000
0001	5450		009400	7,640,592		6,500,000	Snow and Ice Control Fee (A)			6,500,000		6,500,000
0001	5450		009400	10,097,930		12,190,000	Street Sweep, Leaf Collect. and Tree Pruning			12,190,000		12,390,000
0001	5450		009400	1,505,376		1,558,000	Apartment Garbage Pick-Up			1,430,100		1,540,100
0001	3810		009400	1,078,345		872,600	Health Department			984,600		984,600
0001	8610		009400	535,647		537,000	Public Library			584,700		584,700
0001	8610		009400	945,909		970,000	County Fed System			800,100		800,100
0001	5450		009400	427,132		738,000	Recycling Contract			750,000		750,000
				96,273,406		96,061,752	TOTAL CHARGES FOR SERVICES			97,790,927		99,110,825
FINES AND FORFEITURES												
0001	1320		009612	4,802,074		5,255,000	Municipal Court			5,255,000		5,255,000



				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				4,802,074		5,255,000	TOTAL FINES AND FORFEITURES			5,255,000		5,255,000
							MISCELLANEOUS REVENUES					
0001	2110		009930	18,132,150		22,287,000	Transfer from other funds			22,287,000		20,787,000
0001	2210		009810	500,487		1,250,000	Interest on Investment			800,000		800,000
0001	9990		009850	2,675,263		2,400,000	Contributions			2,400,000		2,400,000
0001	1510		009830	342,428		378,000	DOA Property Sales			328,000		328,000
0001	1910		009830	102,591		200,000	DCD Property Sales			150,000		150,000
0001	5450		009820	262,781		252,800	DPW-Operations Division- Rent					
0001	5230		009820				DPW-ISD Facilities-Rent			252,700		252,700
0001	2110		009820	376,316		159,200	Comptroller-Rent			161,200		161,200
0001	1910		009820	1,950			DCD Rent					
0001	9990		009870	223,837		813,700	Other Miscellaneous			200,000		234,000
0001	1650		009860	560,313		239,000	Insurance Recovery			302,000		302,000
0001	9990		009870	5,547,541		5,550,000	Potawatomi			5,550,000		5,240,000
0001	2110		009870	(18,861)		30,000	Midtown/LIMP Revenues					
0001	2110		009870	1,210,000		1,472,000	Harbor Commission Transfer			1,337,000		1,337,000
0001	2110		009870	1,500,000			New Berlin Contract					
0001	2110		009870	2,839,616		3,300,000	Vehicle Registration Fee			3,300,000		3,300,000
0001	2110		009930			3,000,000	Water Works Surplus Transfer					
				34,256,412		41,331,700	TOTAL MISCELLANEOUS REVENUE			37,067,900		35,291,900
							FRINGE BENEFIT REIMBURSEMENT					
0001	9990		009990	23,534,619		23,000,000	Fringe Benefit Offset			23,000,000		24,000,000

				2009			2010					2011			2011
ACCOUNT NUMBER				EXPENDITURE			BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS			
				23,534,619		23,000,000	TOTAL FRINGE BENEFIT REIMBURSEMENT			23,000,000		24,000,000			
							COST RECOVERY								
0001	6830		009950			10,000	Sewer Maintenance								
						10,000	TOTAL COST RECOVERY								
				457,584,709		464,532,972	TOTAL GENERAL FUND REVENUE			460,756,027		463,844,925			
				146,119,257		103,068,860	Amount to be raised pursuant to 18-02-6.			149,169,863		126,663,395			
							Less:								
0001	9990		009920	22,378,500		13,070,000	TSF Withdrawal (sustainable)			14,000,000		14,600,000			
							TSF Withdrawal (anticipated revenue)					560,000			
0001	9990		009010	123,740,757		89,998,860	Property Tax Levy			135,169,863		111,503,395			
							TOTAL SOURCE OF FUNDS FOR								
				603,703,966		567,601,832	GENERAL CITY PURPOSES			609,925,890		590,508,320			

				2009	2010						2011	2011				
ACCOUNT NUMBER				EXPENDITURE		BUDGET						PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION		RANGE	UNITS	DOLLARS	UNITS	DOLLARS			
B. PROVISIONS FOR EMPLOYEE RETIREMENT FUNDS																
1. BUDGET FOR PROVISIONS FOR EMPLOYEE RETIREMENT																
Firemen's Pension Fund																
0001	2210	R431	006100	70,711		71,000	Employer's Pension Contribution				71,000		71,000			
0001	1510	R432	006100	194,267		150,000	Lump-sum Supplement Contribution				125,000		125,000			
Total Pension Contribution by																
				264,978		221,000	Employer to Firemen's Pension Fund				196,000		196,000			
Policemen's Pension Fund																
0001	2210	R441	006100	41,423		329,672	Employer's Pension Contribution				330,000		268,667			
Administration*																
Total Pension Contribution by Employer																
				41,423		329,672	to Policemen's Pension Fund				330,000		268,667			
Employees' Retirement Fund																
0001	2210	R454	006100			49,100,000	Employer's Pension Contribution				40,000,000					
				17,950,233		24,191,584	Administration*				28,666,000		28,755,539			
0001	2110	R455	006100	19,349,705		16,791,142	Employer's Share of Employee's Annuity Contribution				25,430,000		24,980,000			
0001	2110	R460	006100	5,581,000		7,000,000	Annuity Contribution - Employers' Reserve Fund**						17,350,000			
BUDGET FOR PROVISIONS FOR EMPLOYEE RETIREMENT						420.1	3rd Run 9/14/10									

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Total Pension Contribution By Employer					
				42,880,938		97,082,726	To Employees' Retirement Fund			94,096,000		71,085,539
							Social Security Tax					
0001	4500	R453	006100	18,594,501		17,172,448	Social Security Tax			18,781,000		18,531,000
							Former Town of Lake Firemen's Pension Fund					
0001	4500	R452	006100	6,667		7,300	Employer's Pension Contribution			7,300		7,300
				1,114,302		1,558,787	Deferred Compensation Plan - Adm.*			1,481,961		1,481,961
							TOTAL BUDGET FOR PROVISION FOR					
				62,902,809		116,371,933	EMPLOYEE RETIREMENT			114,892,261		91,570,467
*The budgetary breakdown of the administration funds for this system is included on the pages following this summary section.												
**\$5,581,000 of the Annuity Contribution-Employers' Reserve Fund shall be made from the Employers' Reserve Fund.												

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
EMPLOYES' RETIREMENT SYSTEM												
BUDGETARY CONTROL UNIT (1BCU=1DU)												
(Funds for this System's Administration are included in the preceding section entitled "Provisions for Employee Retirement Funds - Budgets for Provisions for Employee Retirement")												
SALARIES & WAGES												
					1	140,110	ERS Executive Director (Y)	16	1	136,049	1	136,049
					1	111,572	Chief Investment Officer (Y)	16	1	120,679	1	120,679
					1	113,224	ERS Deputy Director (Y)	14	1	107,239	1	107,239
MANAGEMENT SUPPORT SERVICES												
					2	136,691	Pension Investment Analyst	10	2	145,182	2	145,182
					1	64,709	Management Services Analyst	7	1	62,594	1	62,594
					1	43,468	Administrative Assistant II	445	1	40,993	1	40,993
					1	53,748	Paralegal	594	1	49,662	1	49,662
					1	56,305	Office Supervisor II	2	1	54,665	1	54,665
					1	11,750	College Intern (0.5 FTE)	910	1	10,440	1	10,440
FISCAL SERVICES												
					1	93,439	ERS Financial Officer (Y)	11	1	74,094	1	74,094
					5	326,189	Pension Accounting Specialist	6	5	285,808	5	285,808
					3	168,481	Management Accountant-Senior	4	3	163,789	3	163,789
					2	86,936	Accounting Assistant II	445	2	81,986	2	81,986

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					1	50,003	Program Assistant II	530	1	47,156	1	47,156
							INFORMATION SYSTEMS					
					1	100,007	Chief Technology Officer	16	1	120,461	1	127,000
					1	76,025	Business Systems Coordinator	8	1	73,107	1	73,107
					2	154,489	Systems Analyst Senior	8	2	148,838	2	148,838
					1	72,682	Network Coordinator Senior	6	1	70,566	1	70,566
							MEMBERSHIP SERVICES					
					1	71,850	Membership Services Manager (Y)	7	1	68,608	1	68,608
					4	217,893	Pension Specialist - Senior	3	4	211,091	4	211,091
					2	123,445	Disability Specialist Senior	4	2	118,643	2	118,643
					1	42,316	Administrative Services Specialist	1	1	40,644	1	40,644
					3	145,777	Program Assistant II	530	3	137,136	3	137,136
					2	79,756	Office Assistant III	425	2	75,216	2	75,216
					2	63,202	Records Technician II	410	2	61,142	2	61,142
					8	9,033	Board Member (Y)	36	8	9,033	8	9,033
							AUXILIARY POSITIONS					
					1		Pension Accounting Specialist	6	1			
					1		Pension Specialist - Senior	3	1		1	
							Management Accountant-Senior	4	1		1	
							Administrative Specialist - Senior		1			
							Plan Administration Officer		1			
							Lead Pension Specialist		1			

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Records Management Team Lead		1			
							Insurance Benefits Specialist		1			
							Group Life Insurance Administrator		1			
							ERS Chief Financial Officer		1			
							Pension Acctg Lead - Benefit Calculations		1			
							Pension Acctg Lead - Payroll Specialist		1			
							Pension Acctg Lead - Financial Reporting Spec		1			
							Contribution Specialist - Senior		1			
							Financial Services Specialist		1			
							Contribution Specialist		1			
							Java Developer - Analyst		2			
							Network Manager		1			
					52	2,613,100	Total Before Adjustments		69	2,514,821	52	2,521,360
							Salary & Wage Rate Changes					
						10,000	Overtime Compensated*			10,000		10,000
						(51,841)	Personnel Cost Adjustment			(25,148)		(25,148)
						(31,056)	Other			6,218		6,218
						(39,119)	Furlough			(38,891)		(38,891)
				2,203,056	52	2,501,084	Gross Salaries & Wages Total		69	2,467,000	52	2,473,539
							Reimbursable Services Deduction					
							Capital Improvements Deduction					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS								
							Grants & Aids Deduction					
0001	4500	R999	006000	2,203,056	52	2,501,084	NET SALARIES & WAGES TOTAL*		69	2,467,000	52	2,473,539
					41.50		O&M FTE'S		41.50		41.50	
							NON-O&M FTE'S					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0001	4500	R999	006180	1,031,857		1,041,500	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,184,000		1,187,000
							(Involves Revenue Offset-No Transfers From This Account)					
							OPERATING EXPENDITURES					
0001	4500	R999	630100	192,420		159,000	General Office Expense			171,000		171,000
0001	4500	R999	630500				Tools & Machinery Parts					
0001	4500	R999	631000				Construction Supplies					
0001	4500	R999	631500				Energy					
0001	4500	R999	632000	456		5,000	Other Operating Supplies			5,000		5,000
0001	4500	R999	632500	400,374		648,000	Facility Rental			600,000		600,000
0001	4500	R999	633000				Vehicle Rental					
0001	4500	R999	633500	12,181		16,000	Non-Vehicle Equipment Rental			16,000		16,000
0001	4500	R999	634000	9,254,598		14,667,000	Professional Services			18,872,000		18,872,000
0001	4500	R999	634500	4,022,855		4,223,000	Information Technology Services			4,541,000		4,541,000
0001	4500	R999	635000				Property Services					



				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
0001	4500	R999	635500				Infrastructure Services							
0001	4500	R999	636000				Vehicle Repair Services							
0001	4500	R999	636500	654,355		825,000	Other Operating Services			675,000		675,000		
0001	4500	R999	637000				Loans and Grants							
0001	4500	R999	637501				Reimburse Other Departments					80,000		
0001	4500	R999	006300	14,537,239		20,543,000	OPERATING EXPENDITURES TOTAL *			24,880,000		24,960,000		
EQUIPMENT PURCHASES														
Additional Equipment														
Subtotal - Additional Equipment														
Replacement Equipment														
				118,418		101,000	Computer Hardware & Software			135,000		135,000		
				3,562		5,000	Furniture							
				121,980		106,000	Subtotal - Replacement Equipment			135,000		135,000		
0001	4500	R999	006800	121,980		106,000	EQUIPMENT PURCHASES TOTAL *			135,000		135,000		
SPECIAL FUNDS														
0001	4500	R464	006300	56,101			Custom Automation Project*							

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				56,101			SPECIAL FUNDS TOTAL					
							EMPLOYES' RETIREMENT SYSTEM					
							BUDGETARY CONTROL UNIT TOTAL					
				17,950,233		24,191,584	(1BCU=1DU)			28,666,000		28,755,539
							*Appropriation Control Account					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		PAY	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS				RANGE	UNITS	DOLLARS		DOLLARS
DEFERRED COMPENSATION PLAN												
SALARIES & WAGES												
					1	85,476	Executive Director (Y)	11	1	85,476	1	85,476
					1	44,257	Program Assistant II	530	1	44,257	1	44,257
					2	129,733	Total Before Adjustments		2	129,733	2	129,733
							Salary & Wage Rate Changes					
							Overtime Compensated*					
							Personnel Cost Adjustment					
						(1,663)	Other					
						(1,998)	Furlough			(1,998)		(1,998)
					2	126,072	Gross Salaries & Wages Total		2	127,735	2	127,735
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
							Grant and Aids Deduction					
0001	0950	R999	006000	124,878	2	126,072	NET SALARIES & WAGES TOTAL*		2	127,735	2	127,735
					2.00		O&M FTE'S		2.00		2.00	
							NON-O&M FTE'S					

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	DOLLARS	DOLLARS
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.														
0001	0950	R999	006180	70,134		51,690	ESTIMATED EMPLOYEE FRINGE BENEFITS			71,161			71,161	
(Involves Revenue Offset-No Transfers From This Account)														
OPERATING EXPENDITURES														
0001	0950	R999	630100	2,842		7,950	General Office Expense			4,150			4,150	
0001	0950	R999	630500				Tools & Machinery Parts							
0001	0950	R999	631000				Construction Supplies							
0001	0950	R999	631500				Energy							
0001	0950	R999	632000				Other Operating Supplies							
0001	0950	R999	632500			1,000	Facility Rental							
0001	0950	R999	633000				Vehicle Rental							
0001	0950	R999	633500				Non-Vehicle Equipment Rental							
0001	0950	R999	634000	915,389		1,263,575	Professional Services			1,197,900			1,197,900	
0001	0950	R999	634500			2,000	Information Technology Services							
0001	0950	R999	635000				Property Services							
0001	0950	R999	635500				Infrastructure Services							
0001	0950	R999	636000				Vehicle Repair Services							
0001	0950	R999	636500			5,000	Other Operating Services							
0001	0950	R999	637000				Loans and Grants							
0001	0950	R999	637501	1,059		26,500	Reimburse Other Departments			6,015			6,015	
0001	0950	R999	006300	919,290		1,306,025	OPERATING EXPENDITURES TOTAL *			1,208,065			1,208,065	

ACCOUNT NUMBER				2009	2010	2011			2011			
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
Subtotal - Replacement Equipment												
0001	0950	R999	006800				EQUIPMENT PURCHASES TOTAL*					
SPECIAL FUNDS												
0001	0950	R091	006300			75,000	Contingency (A)*			75,000		75,000
						75,000	SPECIAL FUNDS TOTAL			75,000		75,000
(A) Funds can only be expended upon Deferred Compensation Board approval.												
DEFERRED COMPENSATION PLAN												
				1,114,302		1,558,787	BUDGETARY CONTROL UNIT TOTAL (1 BCU=1 DU)			1,481,961		1,481,961

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010				2011	2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
PROVISION FOR EMPLOYES' RETIREMENT												
2. SOURCE OF FUNDS FOR PROVISION												
FOR EMPLOYES' RETIREMENT												
0001	9990		009013	35,888,093		81,844,193	Property Tax Levy			83,273,300		60,030,334
0001	4500		009400	1,031,857		1,041,500	Charges for Services - ERS Fringes			1,184,000		1,187,000
0001	4500		009400	17,510,713		23,883,904	Charges for Services - ERS			28,372,000		28,461,539
0001	2210		009930			823,886	Transfer from Other Funds			500,000		328,633
0001	2210		009400			136,663	Charges to Other Governmental Units					
0001	0950		009400	1,114,302		1,558,787	Charges for Services - Deferred Comp.			1,481,961		1,481,961
0001	4500		009870	71,500		83,000	Miscellaneous - ERS			81,000		81,000
0001	4500		009870	5,581,000		7,000,000	Employers' Reserve Fund (A)					
TOTAL SOURCE OF FUNDS FOR PROVISION												
				61,197,465		116,371,933	FOR EMPLOYES' RETIREMENT			114,892,261		91,570,467
(A) Withdrawal from the Employers' Reserve Fund												
in accordance with Charter Ordinance 36-08-8.												

				2009			2010					2011			2011
ACCOUNT NUMBER				EXPENDITURE			BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS		DOLLARS	LINE DESCRIPTION				RANGE	UNITS	DOLLARS	UNITS DOLLARS

#### C. CAPITAL IMPROVEMENTS FUNDS

##### 1. BUDGETS FOR CAPITAL IMPROVEMENTS

These accounts may be credited with amounts received or receivable from assessments levied, contributions, grants, and loans in aid from other Governmental Units. Sales of remnant parcels of property or other receipts which are considered an abatement of project - Costs and amounts so received or receivable shall be deemed to be appropriated for the particular purpose of the project account to which said amounts are credited and are available for disbursement for said purposes, providing such receipts and disbursements have the approval of the Finance-Personnel Committee of the Common Council.

Various Common Council Resolutions such as C.C. Resolution 88-1664 adopted December 20, 1988 commonly referred to as the Capital Guidelines; CC Resolution 66-1893-E, (Grant and Aids Guidelines) adopted February 5, 1982, CC Resolution 72-982 (Land Acquisition Policy) adopted February 23, 1973 and CC Resolution 73-1365 (Industrial Land Bank Revolving Fund) adopted January 15, 1974 set forth the various procedures and controls applicable to the Capital Program of the City of Milwaukee. In adopting this budget it is the Intent of the Common Council that such requirements and subsequent revisions thereto will be followed.

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
In the case of Expressway and Urban Aid Reimbursable Capital Improvement Accounts, because of timing uncertainties and their reimbursable nature, it is the intent of the Common Council to provide expenditure authority on an as-needed revenue offset basis by appropriate resolution, rather than to include amounts for such projects in the Budget.												
SPECIAL CAPITAL PROJECTS OR PURPOSES												
Capital Grant and Aids Program expenditures shall be made only after adoption of a Common Council resolution adopted in accordance with Common Council Resolution File Number 66-1893 as amended February 25, 1982.												
Grantor Share-Non City Cash												
0306	9990	R999	SP032100100			8,000,000	Cash Revenues			8,000,000		8,000,000
Out of Pocket City Share												
0306	9990	R999	SP032100102			300,000	New Borrowing			300,000		
						[1,076,833]	Carryover Borrowing*					[900,000]
Municipal Art Fund												
0306	1910	R999	SP150100000	27,690			Cash Levy			50,000		50,000
The Municipal Art Fund is administered in the Dept. of City Development.												



				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Affordable Housing Initiative					
0339	9990	R999	UR04307000A				New Borrowing					
						[250,000]	Carryover Borrowing*					[250,000]
							Housing Trust Fund					
0339	9990	R999	UR04410000A	575,000		400,000	New Borrowing			400,000		400,000
						[2,900,000]	Carryover Borrowing*					
							Energy Challenge Fund					
0321	9990	R999	BU110080100	200,216			New Borrowing					
						[913,998]	Carryover Borrowing*					[679,420]
							Unified Call Center CRM					
0321	9990	R999	BU110100300			950,000	New Borrowing					
							Carryover Borrowing*					[950,000]
							Capital Improvements Committee					
0306	1310	R999	SP151100000			85,000	Cash Levy			85,000		85,000
							MPS Capital (A)					
							New Borrowing - MPS Bldg. Maint. Proj.					
							New Borrowing-Bradley School Tech. Proj.					
						[5,950,000]	Carryover Borrowing*					[7,950,000]

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Transfer to Debt Service					
0321	9990	R999	BU110100100			3,300,000	Vehicle Registration Fee (B)			3,300,000		3,300,000
							Transfer to General Fund					
0321	9990	R999	BU110100200			3,300,000	Vehicle Registration Fee (C)			3,300,000		3,300,000
				802,906		16,335,000	TOTAL SPECIAL CAPITAL PROJECTS			15,435,000		15,135,000
*Carryover Borrowing Amounts (Restatement of a prior years unutilized borrowing authorization are included for information and authorization purposes. Such amounts are excluded from budget totals to avoid duplication.)												
(A) 2008, 2009, and 2010 budgeted amounts reflect City of Milwaukee, tax levy-supported borrowing authority which is being made available to the school district to assist in meeting capital improvement needs. None of these figures are added into city totals.												
(B) Provides revenue to offset debt service for street and alley reconstruction, street lighting, and traffic control projects.												
(C) Provides revenue for portion of street and bridge maintenance expenses.												

				2009	2010		2011					
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF ADMINISTRATION												
0321	9990	R999	BU110060200	243,735			Single E-Mail Store					
							New Borrowing					
							[243,735]	Carryover Borrowing*				
0321	9990	R999	BU110060300	24,919			Server Consolidation/Storage Area Network					
							New Borrowing					
							[24,919]	Carryover Borrowing*				
0321	9990	R999	BU110090300	305,081		598,400	FMIS Upgrade					
							New Borrowing					
							[1,217,600]	Carryover Borrowing*				[1,473,976]
0321	9990	R999	BU110070100				HRMS Upgrade					
							New Borrowing			1,470,000		1,470,000
							[7]	Carryover Borrowing*				[7]
0321	9990	R999	BU110080200	2,570			Web Application Server					
							New Borrowing					
							[2,570]	Carryover Borrowing*				[1]
0321	9990	R999	BU110080300	54,103			Clustered Corporate Database Server					
							New Borrowing					
							[63,538]	Carryover Borrowing*				[9,435]

CAPITAL IMPROVEMENTS

460.5

3rd Run 9/14/10

				2009	2010							2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET							PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
							E-Benefits							
0321	9990	R999	BU110070200				New Borrowing							
						[52,995]	Carryover Borrowing*					[52,995]		
							E-Server Tape Subsystem							
0321	9990	R999	BU110080400				New Borrowing							
						[3,927]	Carryover Borrowing*					[1,627]		
							Server Virtualization							
0321	9990	R999					New Borrowing							
0321	1510	R999	BU110090400	67,500			Cash Levy							
							Map Milwaukee Upgrade & Expansion							
0321	9990	R999					New Borrowing							
0321	1510	R999	BU110090500	136,167			Cash Levy							
							Storage Area Network (SAN) Upgrade							
0321	9990	R999					New Borrowing							
0321	1510	R999	BU110090600	62,898			Cash Levy							
							Document Services Storage							
0321	1510	R999	BU110090700	96,699			Cash Levy							

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							E-Server Replacement					
0321	1510	R999	BU110100400			50,000	Cash Levy			227,000		140,000
0321	1510	R999	BU110100400				New Borrowing					87,000
							Backup System Replacement					
0321	9990	R999	BU110100500			161,000	New Borrowing					
							Carryover Borrowing*					[161,000]
							Microsoft.net Development Environment					
0321	1510	R999	BU110100600			140,000	Cash Levy					
							Webcasting					
0321	1510	R999	BU				Cash Levy			140,000		
							Exchange Server Replacement					
0321	1510	R999	BU				Cash Levy			250,000		
							Improve/Update City Website					
0321	1510	R999	BU				Cash Levy			140,000		140,000
							Remodel 809 Building 4th Floor					
0321	9990	R999	BU				New Borrowing			2,240,250		
							Records Center Work Environment Project					
0321	9990	R999	BU				Cash Levy			198,000		
CAPITAL IMPROVEMENTS						460.7						3rd Run 9/14/10

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0321	9990	R999	BU				New Borrowing					198,000
				993,672		949,400	TOTAL DEPARTMENT OF ADMINISTRATION			4,665,250		2,035,000

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011					
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS				
CITY ASSESSOR'S OFFICE																
City Hall 5th Floor Office Remodeling																
0321	1515	R999					New Borrowing			657,000						
TOTAL CITY ASSESSOR'S OFFICE														657,000		

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
CITY ATTORNEY'S OFFICE												
City Attorney Office - Planning/Design/Construction												
0321	1490	R999	BU110070300				New Borrowing			4,804,000		
0321	1490	R999	BU110070300	61,895			Cash Levy					
				61,895			TOTAL CITY ATTORNEY'S OFFICE			4,804,000		



				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF CITY DEVELOPMENT												
Advanced Planning Fund												
0339	1910	R999	UR01210000A	202,291		175,000	Cash Levy			175,000		150,000
Neighborhood Commercial District												
Street Improvement Fund												
0333	9990	R999	ST04010000A	778,555		500,000	New Borrowing			500,000		250,000
						[2,075,535]	Carryover Borrowing*					[1,377,810]
Tax Increment Financed Urban												
Renewal Projects (Purpose Account)												
Including Grant Funded Projects												
New Borrowing and Developer Revenues												
0336	9990	R999	TD000080000				New Borrowing for existing TIDs					
0336	9990	R999	TD000100000	10,564,785		10,000,000	New Borrowing for potential new TIDs			48,751,000		20,000,000
0336	1910	R999	TD000100003	2,858,060		4,251,000	Developer Revenues			4,251,000		4,251,000
0336	9990	R999	TD000100000	544,443		1,000,000	Capitalized Interest			4,875,100		2,000,000
						[146,659,308]	Carryover Borrowing*					[148,412,414]
Potential new Developer-Financed TIDs												
0336	9990	R999	TD000100000			12,222,323	New Borrowing					
						[17,919,614]	Carryover Borrowing*					[19,418,831]
Development Fund												
0339	9990	R999	UR03309000A				Cash Levy			300,000		300,000

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0339	9990	R999	UR03310000A	1,544,567		1,050,000	New Borrowing			1,500,000		1,200,000
						[6,438,193]	Carryover Borrowing*					[5,388,193]
							Business Improvement Districts					
0339	9990	R999	UR04110000A	203,226		1,236,250	New Borrowing			500,000		250,000
						[1,500,000]	Carryover Borrowing*					[2,736,250]
							809 Building Remodeling					
0321	9990	R999	BU110080500	122,007			New Borrowing					
						[161,925]	Carryover Borrowing*					[21,638]
							30th Street Industrial Corridor					
0321	9990	R999	UR045100000	4,586,898		7,000,000	New Borrowing					
						[3,000,000]	Carryover Borrowing*					[7,069,330]
							Healthy Neighborhoods Initiative					
0339	9990	R999	UR046100000	200,000		200,000	New Borrowing			200,000		200,000
							Carryover Borrowing*					
							ADA Riverwalk Construction					
0339	9990	R999	UR047100000			1,167,970	New Borrowing			1,560,257		1,560,257
						[724,000]	Carryover Borrowing*					[1,891,970]
							Housing Infrastructure Preservation Fund					
0339	9990	R999	UR048100000			600,000	New Borrowing			600,000		300,000

CAPITAL IMPROVEMENTS

460.12

3rd Run 9/14/10

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Carryover Borrowing*					[600,000]
							Technology Initiative					
0339	9990	R999	BU				New Borrowing			300,000		
							In Rem Property Program					
							New Borrowing					200,000
				21,604,832		39,402,543	TOTAL DEPARTMENT OF CITY DEVELOPMENT			63,512,357		30,661,257

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

				2009			2010				2011			
ACCOUNT NUMBER				EXPENDITURE		BUDGET				PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION		RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
COMMON COUNCIL-CITY CLERK														
License Management System Requirements Study														
Cash Levy														
0321	1310	R999	BU110060400	151,727			New Borrowing							
						[657,924]	Carryover Borrowing*						[525,000]	
License Division Remodeling														
0321	9990	R999	BU110090900	91,814			New Borrowing							
						[350,000]	Carryover Borrowing*						[124,382]	
City Hall Room 307 Remodeling														
0321	9990	R999	BU				New Borrowing				435,299			
				243,541			TOTAL COMMON COUNCIL-CITY CLERK				435,299			
*Carryover Borrowing Amounts (Restatement of a prior years														
unutilized borrowing authorization are included for information														
and authorization purposes. Such amounts are excluded from														
budget totals to avoid duplication.)														

				2009	2010		2011				2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
ELECTION COMMISSION													
Office Remodeling													
0321	9990	R999	BU110091000				New Borrowing						
						[40,000]	Carryover Borrowing*						[40,000]

TOTAL ELECTION COMMISSION

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

				2009	2010						2011	2011			
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION				RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF EMPLOYEE RELATIONS															
Worker's Compensation Computer System															
Cash Levy															
0321	9990	R999	BU110070400	18,375			New Borrowing								
						[48,167]	Carryover Borrowing*								[29,792]
				18,375	TOTAL DEPARTMENT OF EMPLOYEE RELATIONS										

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

				2009			2010					2011			2011
ACCOUNT NUMBER				EXPENDITURE			BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION				RANGE	UNITS	DOLLARS	UNITS	DOLLARS
FIRE & POLICE COMMISSION															
FPC Office Remodeling															
0321	9990	R999	BU110091100	752			New Borrowing								
						[150,000]	Carryover Borrowing*								[149,248]
				752			FIRE & POLICE COMMISSION TOTAL								

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

				2009	2010		2011							
ACCOUNT NUMBER				EXPENDITURE		BUDGET				PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS		
							FIRE DEPARTMENT							
							FIRE DEPARTMENT STATION FACILITIES, INCLUDING							
							PLANNING, LAND ACQUISITION AND STATION CONSTRUCTION							
							AS DETERMINED BY THE COMMON COUNCIL							
							Fire Repair Shop							
0309	3280	R999	FR130040100				New Borrowing			5,945,000				
						[250,000]	Carryover Borrowing*					[250,000]		
							(2009: Expenditure requires approval by Common Council.)							
							Interior Building Maintenance							
0309	9990	R999	FR130060100				Cash Levy							
0309	9990	R999	FR130060100	63,471			New Borrowing							
							Carryover Borrowing*							
							Mechanical Systems Maintenance							
0309	9990	R999	FR130060200	54,512			New Borrowing							
						[522,384]	Carryover Borrowing*					[484,872]		
							Exterior Building Maintenance							
0309	9990	R999	FR130060300				Cash Levy							
0309	9990	R999	FR130060300	307,882			New Borrowing							
						[315,944]	Carryover Borrowing*							



				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Fire Facilities Maintenance Program					
0309	9990	R999	FR130100100	10,602		1,125,000	New Borrowing			761,300		100,000
						[712,500]	Carryover Borrowing*					[1,829,851]
							Major Capital Equipment					
0309	3280	R999	FR130040300				Cash Levy					
0309	9990	R999	FR130100200	2,230,113		2,821,000	New Borrowing			2,854,000		2,854,000
						[2,974,582]	Carryover Borrowing*					[3,606,687]
							Auxiliary Power Supply					
0309	9990	R999	FR130070100			110,000	New Borrowing			110,000		110,000
						[299,336]	Carryover Borrowing*					[409,336]
							Fire Digital Radio System					
0309	9990	R999	FR130050200				New Borrowing					
						[144,913]	Carryover Borrowing*					
				2,666,580		4,056,000	TOTAL FIRE DEPARTMENT			9,670,300		3,064,000

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

				2009	2010						2011	2011				
ACCOUNT NUMBER				EXPENDITURE		BUDGET						PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION				RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
HEALTH DEPARTMENT																
Mechanical Systems Maintenance Program -																
Various Health Dept. Bldgs.																
0321	9990	R999	BU11090200	311,254			New Borrowing									
						[401,000]	Carryover Borrowing*								[172,000]	
Exterior Building Maintenance Program -																
Various Health Dept. Bldgs.																
0321	9990	R999	BU11090300	378,545			New Borrowing									
						[844,000]	Carryover Borrowing*								[732,545]	
Interior Building Maintenance Program -																
Various Health Dept. Bldgs.																
0321	9990	R999	BU11090400	567,387			New Borrowing									
						[927,831]	Carryover Borrowing*								[427,000]	
Public Health Information Network																
0321	3810	R999	BU110030200	194,084			New Borrowing									
						[132,991]	Carryover Borrowing*									
0321	3810	R999	BU110030200				Cash Levy									
Data Repository																
0321	3810	R999	BU110100700			50,000	Cash Levy									
CAPITAL IMPROVEMENTS						460.20										
3rd Run 9/14/10																

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Health Facilities Capital Projects					
0321	3810	R999	BU110100800			50,000	New Borrowing			450,000		110,000
							Carryover Borrowing*					[50,000]
				1,451,270		100,000	TOTAL HEALTH DEPARTMENT			450,000		110,000

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

				2009	2010		2011				2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
LIBRARY												
CENTRAL LIBRARY												
RFID System												
0312	9990	R999	LB140090100	690,270		1,500,000	New Borrowing					
						[2,000,000]	Carryover Borrowing*					[2,809,730]
Central Library Improvements Fund												
0312	9990	R999	LB141100100	1,205,532		825,000	New Borrowing			726,000		526,000
							Carryover Borrowing*					[1,440,402]
Central Library Improvements Fund - Interior												
0312	8610	R999	LB141040000				Cash Levy					
0312	9990	R999	LB141090100				New Borrowing					
						[1,252,916]	Carryover Borrowing*					
Central Library Improvements Fund - Mechanical Systems												
Cash Levy												
0312	9990	R999	LB141020600	1,706			New Borrowing					
						[219,618]	Carryover Borrowing*					[219,618]
Central Library Improvements Fund - Exterior												
0312	8610	R999	LB141090100	119,077			New Borrowing					
						[950,000]	Carryover Borrowing*					[160,551]

CAPITAL IMPROVEMENTS

460.22

3rd Run 9/14/10

				2009		2010				2011		
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							(2009: Does not include \$50,000 for Grant & Aid portion of Central Library Improvements Fund - Exterior)					
							NEIGHBORHOOD LIBRARIES					
							Neighborhood Library Improvements Fund					
0312	8610	R999	LB145070100				Cash Levy					
0312	9990	R999	LB145080100	247,703			New Borrowing					
						[497,922]	Carryover Borrowing*					[334,214]
							Neighborhood Library Improvements					
							Villard Library Project					
0312	8610	R999	LB145090100			1,750,000	New Borrowing					
						[1,000,000]	Carryover Borrowing*					[2,750,000]
							Library Facility Initiatives					
0312	8610	R999	LB				New Borrowing			3,300,000		2,000,000
				2,264,288		4,075,000	TOTAL LIBRARY			4,026,000		2,526,000

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
MUNICIPAL COURT												
Court Case Management System												
0321	1320	R999	BU110020800				Cash Levy					
0321	1320	R999	BU110020800	685,681		334,000	New Borrowing					
						[922,843]	Carryover Borrowing*					[606,291]
IT Disaster Recovery												
0321	1320	R999	BU110091200	133,119			New Borrowing					
						[139,320]	Carryover Borrowing*					[24,830]
				818,800		334,000	TOTAL MUNICIPAL COURT					

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
NEIGHBORHOOD SERVICES												
Security Upgrade - Anderson Building												
0321	3600	R999	BU110101000			76,141	New Borrowing					
Carryover Borrowing*												[76,141]
						76,141	TOTAL NEIGHBORHOOD SERVICES					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
POLICE DEPARTMENT												
Evidence Storage Warehouse												
Cash Levy												
0318	3310	R999	PL120040100	21,903		295,000	New Borrowing		592,800		512,800	
						[343,257]	Carryover Borrowing*				[340,167]	
Remodel Administration Bldg Offices												
0318	9990	R999	PL12080700	437,682		1,300,000	New Borrowing		5,879,131		3,779,131	
						[2,912,226]	Carryover Borrowing*				[2,975,042]	
Trunked Radio Communications - Citywide												
0318	9990	R999	PL120030100	23,364			New Borrowing					
Revenues												
							Carryover Borrowing*				[952,018]	
Training Academy Parking Lot												
0318	9990	R999	PL120060100				New Borrowing					
						[49,364]	Carryover Borrowing*				[49,363]	
Video Image Systems												
0318	9990	R999	PL120070100				New Borrowing					
						[972,929]	Carryover Borrowing*				[972,929]	



				2009		2010			2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS DOLLARS
							District #6 Station Repairs				
							Cash Levy				
0318	3310	R999	PL120040400				New Borrowing				
						[1,289]	Carryover Borrowing*				[1,288]
							District #5 HVAC Replacement				
0318	9990	R999	PL120080100	136,836			New Borrowing				
						[114,449]	Carryover Borrowing*				[19,295]
							4715 W. Vliet St. Renovation				
0318	9990	R999	PL120080200	256,213			New Borrowing				
						[625,752]	Carryover Borrowing*				[340,510]
							(2009: Expenditure requires approval of plan by Common Council.)				
							Surveillance Camera Program				
0318	9990	R999	PL120080300	19,798			New Borrowing				
						[87,130]	Carryover Borrowing*				[67,333]
							District Station Renovation Program				
0318	9990	R999	PL120090100	16,834		180,000	Cash Levy			400,000	
0318	9990	R999					New Borrowing				300,000
							911 System Replacement				
0318	9990	R999	PL120090200	488,638			New Borrowing				

CAPITAL IMPROVEMENTS

460.27

3rd Run 9/14/10

				2009	2010					2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	PAY RANGE	UNITS	DOLLARS	UNITS	DOLLARS
						[5,000,000]	Carryover Borrowing*					[4,807,412]
							Radio & Communications Upgrades					
0318	9990	R999	PL120090300			113,000	Cash Levy			42,000		42,000
0318	9990	R999					New Borrowing					
							Automated Fingerprint Analysis System					
0318	9990	R999	PL120100100			2,300,000	New Borrowing					
							Carryover Borrowing*					[2,300,000]
							Tiburon RMS VMP Upgrade					
0318	9990	R999	PL				New Borrowing			354,000		354,000
							Major Capital Equipment MPD					
0318	9990	R999	PL				New Borrowing			70,000		
				1,401,268		4,188,000	TOTAL POLICE DEPARTMENT			7,337,931		4,987,931

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from  
budget totals to avoid duplication.)

				2009	2010		2011					2011				
ACCOUNT NUMBER				EXPENDITURE		BUDGET						PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION		RANGE	UNITS	DOLLARS	UNITS	DOLLARS			
PORT OF MILWAUKEE																
Major Maintenance - Terminals and Piers																
0481	4280	R999	PT18080130				Cash Levy									
0481	9990	R999	PT18080130	15,330			New Borrowing									
						[134,238]	Carryover Borrowing*						[118,908]			
Secured Ferry Terminal Parking Facilities																
Cash Levy																
0481	9990	R999	PT180050100				New Borrowing									
						[200,000]	Carryover Borrowing*						[200,000]			
Cargo Handling Equipment																
Cash Levy																
0481	9990	R999	PT180050200	180,103			New Borrowing									
						[500,000]	Carryover Borrowing*						[319,897]			
Dockwall Rehabilitation																
Cash Levy																
0481	9990	R999	PT18080110	353,286			New Borrowing				150,000					
						[500,000]	Carryover Borrowing*						[146,721]			
Analyze & Upgrade Sewer System																
Cash Levy																
0481	9990	R999	PT180050300				New Borrowing				75,000					

CAPITAL IMPROVEMENTS

460.29

3rd Run 9/14/10

				2009	2010						2011	2011			
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION				RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Carryover Borrowing*								
							South Harbor Tract Electrical Service Rehab								
0481	9990	R999	PT180080100	2,457			New Borrowing								
						[100,000]	Carryover Borrowing*								[97,542]
							Pier, Berth and Channel Improvements								
							Cash Levy								
0481	9990	R999	PT180000200				New Borrowing						200,000		
						[1,100,000]	Carryover Borrowing*								[1,100,000]
							(2010: Does not include \$400,000 for Grant & Aid portion of Pier, Berth & Channel Impr.)								
							(2009: Does not include \$800,000 for Grant & Aid portion of Pier, Berth & Channel Impr.)								
							Confined Disposal Facility								
							Cash Levy								
0481	9990	R999	PT180050400				New Borrowing								
							Carryover Borrowing*								
							Port Security								
0481	4280	R999	PT180040100				Cash Levy								
0481	9990	R999	PT180040100				New Borrowing								

CAPITAL IMPROVEMENTS

460.30

3rd Run 9/14/10

				2009		2010					2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
						[500,000]	Carryover Borrowing*					[500,000]	
							(2009: Does not include \$650,000 for Grant & Aid portion of Port Security)						
							Harbor Maintenance Dredging						
0481	9990	R999	PT180080200				New Borrowing			150,000			
						[100,000]	Carryover Borrowing*					[100,000]	
							Terminal Resurfacing						
0481	9990	R999	PT180080300	9,859			New Borrowing						
						[350,000]	Carryover Borrowing*					[340,140]	
							Port Facility Systems						
0481	9990	R999	PT180080400				New Borrowing						
						[100,000]	Carryover Borrowing*					[100,000]	
							Roadway Paving						
0481	9990	R999					New Borrowing			100,000			
				561,035			TOTAL PORT OF MILWAUKEE			675,000			

\*Carryover Borrowing Amounts (Restatement of a prior years  
unutilized borrowing authorization are included for information  
and authorization purposes. Such amounts are excluded from

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS

budget totals to avoid duplication.)

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DEPARTMENT OF PUBLIC WORKS												
DPW-ADMINISTRATIVE SERVICES DIVISION												
Public Safety Communications												
0333	9990	R999	ST27008000A				Cash Levy					
0333	9990	R999	ST27010000A	719,111		500,000	New Borrowing			625,000		500,000
						[350,000]	Carryover Borrowing*					[587,646]
CSWAN/COMMON Upgrade												
0321	9990	R999	BU110080600				New Borrowing					
						[33,278]	Carryover Borrowing*					[33,278]
Hartung Redevelopment Phase I												
0321	9990	R999	BU110080700	195,000			New Borrowing					
						[200,000]	Carryover Borrowing*					[5,000]
College Avenue Landfill Closure												
0321	5010	R999	BU11082300				Cash Levy					
0321	5010	R999	BU11082300	7,290			New Borrowing					
							Carryover Borrowing*					
				921,401		500,000	TOTAL DPW-ADMINISTRATIVE SERVICES			625,000		500,000

				2009		2010			2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION											
SEWER CONSTRUCTION											
Expansion of Capacity Sewer Program at Various Locations (City-Wide)											
0327	9990	R999	SW17007000A	302,161			New Borrowing				
0327	9990	R999	SW170020000				Cash Levy				
0330	9990	R999	SW170050000				Assessable				
						[3,460,000]	Carryover Borrowing*				[2,960,000]
						[20,829]	Assessment Carryover*				[20,829]
Other Revenue											
Sewers-Out of Program Developer Financed											
0327	5010	R999	SW17206000A				Developer Revenues				
TOTAL SEWER CONSTRUCTION											
BRIDGE CONSTRUCTION											
Bridge - State & Federally Funded											
0303	5010	R999					Cash Levy				
0303	9990	R999	BR300090000	4,282,764			New Borrowing			6,354,000	6,354,000
						[6,504,000]	Carryover Borrowing*				[776,956]
0303	5010	R999	BR300100000			500,000	Other Revenues				
CAPITAL IMPROVEMENTS						460.34	3rd Run 9/14/10				



				2009	2010					2011	2011			
ACCOUNT NUMBER				EXPENDITURE		BUDGET				PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION			RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							(2011: Does not include \$23,116,000 for Grant & Aid portion of the Bridge Program.)							
							(2009: Does not include \$4,436,000 for Grant & Aid portion of the Bridge Program.)							
							Bridge Reconstruction - Local							
0303	5010	R999	BR100020000				Cash Levy							
0303	9990	R999	BR10010000A	905,447		6,425,000	New Borrowing					200,000		200,000
						[12,621,000]	Carryover Borrowing*							[12,140,000]
0303	5010	R999	BR100010000				Other Revenues							
				5,188,211		6,925,000	TOTAL BRIDGE CONSTRUCTION					6,554,000		6,554,000
							PAVING PROGRAM							
							A. Street Reconstruction-City Contribution to State and Federally Aided Projects-Including Land for R.O.W.							
0330	5010	R999	ST320100000	338,512		194,000	Assessable					100		100
						[3,961,064]	Assessment Carryover*							[3,613,237]
0333	9990	R999	ST320100000	7,096,713		4,730,000	New Borrowing					8,314,100		8,314,100
						[22,292,892]	Carryover Borrowing*							[10,344,878]

CAPITAL IMPROVEMENTS

460.35

3rd Run 9/14/10

				2009		2010			2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS DOLLARS
							Cash Levy				
0333	5010	R999	ST320000000				State Revenue				
							(2011: Does not include \$51,505,230 for Grant & Aid portion of State and Federally Aided Projects.)				
							(2010: Does not include \$10,936,200 for Grant & Aid portion of State and Federally Aided Projects.)				
							(2009: Does not include \$30,450,000 for Grant & Aid portion of State and Federally Aided Projects.)				
							TOTAL STREET CONSTRUCTION-CITY				
							CONTRIBUTION TO AIDED PROJECTS				
				7,435,225		4,924,000	INCLUDING R.O.W.			8,314,200	8,314,200
							B. STREET RECONSTRUCTION OR				
							RESURFACING REGULAR CITY				
							PROGRAM-INCLUDING LAND FOR R.O.W.				
							(EXCLUDING URBAN RENEWAL)				
0330	5010	R999	ST21110000A	333,882		1,000	Assessable			100	100
						[1,451,587]	Assessable Carryover*				[1,117,805]
0333	9990	R999	ST21110000A	9,033,153		12,000,000	New Borrowing			15,300,000	14,291,600
						[10,300,000]	Carryover Borrowing*				[14,525,815]

CAPITAL IMPROVEMENTS

460.36

3rd Run 9/14/10

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0333	5010	R999	ST21108000A				Cash Levy					
							TOTAL STREET RECONSTRUCTION OR RESURFACING-REGULAR CITY PROGRAM INCLUDING LAND FOR R.O.W. (EXCLUDING URBAN RENEWAL)			15,300,100		14,291,700
				9,367,035		12,001,000	C. ALLEY RECONSTRUCTION PROGRAM					
0330	5010	R999	ST21210000A	141,613		200,000	Assessable			1,000,000		200,000
						[337,432]	Assessable Carryover*					[395,819]
0333	9990	R999	ST21210000A	280,377		800,000	New Borrowing			1,500,000		800,000
						[450,000]	Carryover Borrowing*					[1,100,000]
0333	5010	R999	ST21207000A				Cash Levy					
				421,990		1,000,000	TOTAL ALLEY RECONSTRUCTION PROGRAM			2,500,000		1,000,000
							D. NEW STREET CONSTRUCTION PROGRAM INCLUDING LAND FOR R.O.W.					
0330	5010	R999	ST21010000A	35,282		50,000	Assessable			50,000		
							Assessable Carryover*					[14,718]
0333	9990	R999	ST21010000A	57,170		200,000	New Borrowing			200,000		
						[600,000]	Carryover Borrowing*					[800,000]
0333	5010	R999	ST210030000				Cash Levy					

CAPITAL IMPROVEMENTS

460.37

3rd Run 9/14/10

ACCOUNT NUMBER				2009		2010			2011	2011		
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
E. NEW STREET - DEVELOPER												
0333	5010	R999	ST21410000A	1,457,226		400,000	Developer Revenues					
							Carryover Developer Revenues					
TOTAL NEW STREET CONSTRUCTION												
				1,549,678		650,000	PROGRAM-INCLUDING LAND FOR R.O.W.			250,000		
SUMMARY OF STREET CONSTRUCTION PROG.												
(A,B,C,D,E) (EXCLUDING URBAN RENEWAL)												
Carryover Developer Revenues-Total												
				849,289		445,000	Assessable - Total			1,050,200		200,200
							Assessment Carryover*-Total					[5,141,579]
				1,457,226		400,000	Cash Revenues-Total					
				16,467,413		17,730,000	New Borrowing-Streets			25,314,100		23,405,700
							Carryover Borrowing*-Total					[26,770,693]
							Cash Levy-Total					
(A,B,C,D) (EXCLUDING URBAN RENEWAL)												
(INCLUDING LAND FOR R.O.W.)												
				18,773,928		18,575,000	TOTAL STREET CONSTRUCTION PROGRAM			26,364,300		23,605,900

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE		BUDGET				PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Street Improvements-Sidewalk, Driveway Curb and Gutter - Replacement**					
0333	9990	R999	ST23010000A	445,545		900,000	New Borrowing			1,190,000		1,000,000
0330	5010	R999	ST23010000A	251,395		325,000	Assessable			410,000		345,000
						[1,811,580]	Assessable Carryover*					[1,385,185]
0333	5010	R999	ST23007000A				Cash Levy					
						[1,023,590]	Carryover Borrowing*					[1,300,000]
							Street Improvements-Street Lighting					
0333	9990	R999	ST24010000A	6,668,625		7,000,000	New Borrowing			7,500,000		7,400,000
0333	5010	R999	ST24008000A				Cash Levy					
0330	5010	R999	ST24007000A				Assessable					
						[7,850,000]	Carryover Borrowing*					[8,713,624]
							Developer Revenues					
						[1,000,000]	Assessable Carryover*					
							Street Improvements-Traffic Cntrl Facilities					
0333	9990	R999	ST22010000A	1,166,161		1,182,500	New Borrowing			2,366,000		2,056,000
0333	5010	R999	ST22008000A				Cash Levy					
						[990,000]	Carryover Borrowing*					[1,367,574]
							Street Improvements-Underground					
							Conduit & Manholes					
0333	9990	R999	ST28010000A	248,741		1,000,000	New Borrowing			1,000,000		800,000
0333	5010	R999	ST28008000A				Cash Levy					

CAPITAL IMPROVEMENTS

460.39

3rd Run 9/14/10

				2009	2010						2011	2011				
ACCOUNT NUMBER				EXPENDITURE		BUDGET						PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION		RANGE		UNITS	DOLLARS	UNITS	DOLLARS		
						[400,000]	Carryover Borrowing*							[1,302,939]		
							Underground Electrical Manholes Reconstruction Program									
0333	5010	R999	ST285020000				Cash Levy									
0333	9990	R999	ST28510000A	494,597		200,000	New Borrowing					200,000		200,000		
						[495,000]	Carryover Borrowing*							[200,000]		
							BUILDINGS PROJECTS									
							City Hall Complex Remodeling Cash Levy									
0321	5010	R999	BU11083900	216,790		80,000	New Borrowing					50,000		50,000		
						[122,100]	Carryover Borrowing*							[80,000]		
							Space Planning - Facilities Cash Levy									
0321	5010	R999	BU110010800				New Borrowing					166,000		166,000		
0321	9990	R999	BU110010800	102,625		160,000	New Borrowing					166,000		166,000		
						[148,554]	Carryover Borrowing*							[192,228]		
							Recreation Facilities Citywide Cash Levy									
0315	5010	R999	PR11108000A				New Borrowing					489,500		151,000		
0315	5010	R999	PR11110000A	337,277		388,240	New Borrowing					489,500		151,000		
						[300,000]	Carryover Borrowing*							[432,240]		

CAPITAL IMPROVEMENTS

460.40

3rd Run 9/14/10

				2009	2010		2011			2011			
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
							Facility Systems Program						
							Cash Levy						
0321	5010	R999	BU11091200	2,302,286		685,000	New Borrowing			1,020,000		615,000	
						[1,500,000]	Carryover Borrowing						[685,000]
							(2010: Does not include \$855,000 for Grant & Aid portion of Facility Systems Program.)						
							Environmental Remediation Program						
0321	5010	R999	BU11091500				Cash Levy						
0321	5010	R999	BU11091500	286,358		100,000	New Borrowing			260,000		150,000	
						[452,034]	Carryover Borrowing*						[191,441]
							ADA Compliance Program						
0321	5010	R999	BU110010500	248,147		95,000	New Borrowing			307,200		95,000	
						[409,700]	Carryover Borrowing*						[255,800]
							Facilities Exterior Upgrades Program						
0321	5010	R999	BU11091300				Cash Levy						
0321	5010	R999	BU11091300	357,274		1,409,700	New Borrowing			1,200,000		923,400	
						[1,184,873]	Carryover Borrowing*						[2,171,841]
							City Hall Restoration Program						
0321	5010	R999	BU110000300	(622,435)			New Borrowing						
						[3,343,305]	Carryover Borrowing*						[145,953]

CAPITAL IMPROVEMENTS

460.41

3rd Run 9/14/10

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							City Hall Foundation & Hollow Walk					
0321	9990	R999	BU110080800	87,600		2,700,000	New Borrowing			4,500,000		3,160,000
						[2,988,117]	Carryover Borrowing*					[5,581,207]
							Muni Garages/Outlying Fac. Remodeling					
0321	9990	R999	BU110030300	638,454		295,000	New Borrowing			1,700,000		400,000
						[965,000]	Carryover Borrowing*					[565,019]
							Menomonee Valley Facilities Relocation					
0321	5010	R999	BU110040300	499			New Borrowing					
						[1,830,982]	Carryover Borrowing*					[1,830,327]
							MacArthur Square Plaza Restoration					
							Cash Levy					
0321	9990	R999	BU110080900	200,587			New Borrowing			247,000		247,000
						[1,033,812]	Carryover Borrowing*					[825,066]
							ZMB Lower Parking Floor Restoration					
0321	5010	R999	BU110100900	47		86,500	New Borrowing			1,530,000		1,530,000
							Carryover Borrowing*					[86,500]
							Energy Efficiency & Renewable Energy					
0321	5010	R999	BU				New Borrowing			1,100,000		150,000
CAPITAL IMPROVEMENTS						460.42	3rd Run 9/14/10					



ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Building Exterior Façade Restoration					
0321	5010	R999	BU				New Borrowing			385,400		385,400
							IT Equipment Room Compliance Program					
0321	5010	R999	BU				New Borrowing			150,000		
				37,392,712		42,106,940	TOTAL - DPW-INFRASTRUCTURE SERVICES DIV.			58,689,400		49,983,700

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-OPERATIONS DIVISION												
SANITATION PROJECTS												
Sanitation Hdq Modification - Various Sites												
0321	9990	R999	BU11091100	1,000,073			New Borrowing			2,800,000		250,000
						[1,547,190]	Carryover Borrowing*					[498,635]
Industrial Road Facility Relocation												
0321	9990	R999	BU				New Borrowing			1,700,000		
Self Help Scales												
0321	9990	R999	BU				New Borrowing			530,000		
				1,000,073			TOTAL-SANITATION PROJECTS			5,030,000		250,000
FORESTRY PROJECTS												
Concealed Irrigation & General Landscaping/ City Boulevards												
0315	5010	R999	PR58180300				Cash Levy					
0315	5010	R999	PR58180300	411,549		462,879	New Borrowing			460,000		460,000
						[605,770]	Carryover Borrowing*					[517,114]
CAPITAL IMPROVEMENTS						460.44	3rd Run 9/14/10					

				2009		2010					2011		2011		
ACCOUNT NUMBER				EXPENDITURE		BUDGET					PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION				RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Production & Planting Program-Trees, Shrubs, Evergreens -								
							Paving/Sidewalk Construction & Blvd Plantings								
0315	5010	R999	PR58180100				Cash Levy								
0315	5010	R999	PR58180100				New Borrowing								
0315	5010	R999	PR58180100	1,245,253		1,741,125	Cash Revenues						2,300,000		1,347,500
						[1,773,465]	Carryover Borrowing*								[500,000]
							(2010 & 2011: Program is financed through a Stormwater Management								
							Fee supported transfer from the Sewer Maintenance								
							Fund to Capital Improvements.)								
							Boulevard Plan								
0315	9990	R999	PR58180400	524,836		580,000	New Borrowing								
						[525,000]	Carryover Borrowing*								[580,000]
							Nursery Deer Fence								
0315	5010	R999	PR58180500	1,200			Cash Levy								
							Emerald Ash Borer Readiness & Response								
0315	9990	R999	PR58180600				New Borrowing								
0315	9990	R999	PR58180600	774,849			Cash Levy								
0315	5010	R999	PR58180600			937,000	Cash Revenues						830,000		830,000
						[160,000]	Carryover Borrowing*								
							(2010 & 2011: Program is financed through a Stormwater Management								

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Fee supported transfer from the Sewer Maintenance Fund to Capital Improvements.)					
				2,957,687		3,721,004	TOTAL-FORESTRY PROJECTS			3,590,000		2,637,500
							FLEET PROJECTS					
							2-Way Radio Replacement					
0321	9990	R999	BU110050200	9,467			New Borrowing					238,000
						[760,000]	Carryover Borrowing*					[412,000]
							Major Capital Equipment					
0321	5010	R999	BU110021200				Cash Levy					
0321	5010	R999	BU110101100	3,263,146		5,500,000	New Borrowing			12,982,000		5,500,000
						[8,437,617]	Carryover Borrowing*					[1,105,344]
				3,272,613		5,500,000	TOTAL - FLEET PROJECTS			12,982,000		5,738,000
				7,230,373		9,221,004	TOTAL - DPW OPERATIONS DIVISION			21,602,000		8,625,500
				45,544,486		51,827,944	TOTAL DEPARTMENT OF PUBLIC WORKS			80,916,400		59,109,200

\*Carryover Borrowing Amounts (Restatement of a prior years unutilized borrowing authorization are included for information and authorization

				2009	2010					2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							purposes. Such amounts are excluded from budget totals to avoid duplication.)					
				78,433,700		121,344,028	TOTAL CAPITAL IMPROVEMENTS BUDGET			192,584,537		117,628,388
							(Excludes Water Works, Parking Fund, and Sewer Maintenance Fund)					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS		DOLLARS			UNITS	DOLLARS	UNITS	DOLLARS
2. SOURCE OF FUNDS FOR CAPITAL IMPROVEMENTS BUDGET												
CAPITAL IMPROVEMENTS												
FINANCING OF CAPITAL IMPROVEMENTS												
OTHER THAN WATER WORKS, SEWER MAINTENANCE FUND AND PARKING FUND												
General Obligation Borrowings**												
				59,277,121		74,129,580	New Authorizations - City Share		113,510,237		73,147,688	
							Repetition of Authorizations of					
						[151,701,879]	Previous Years (B)				[129,623,701]	
							Pub. Improvements in Tax Increment Districts					
				11,109,228		23,222,323	New Authorizations		53,626,100		22,000,000	
							Repetition of Authorizations of					
						[164,578,922]	Previous Years (B)				[167,831,245]	
							Proceeds From Borrowing to Finance					
				1,100,684		770,000	Assessable Projects-Total		1,460,200		545,200	
						[8,582,492]	Assessment Carryover-Total				[6,547,593]	
CAPITAL IMPROVEMENTS						460.48					3rd Run 9/14/10	

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Property Taxes					
				1,386,128		793,000	Cash Levy			2,007,000		907,000
							Capital Improvements Revenues***					
				5,560,539		15,829,125	Cash Revenues-Total			15,381,000		14,428,500
							Carryover Cash Revenues-Total					
						6,600,000	Vehicle Registration Fee			6,600,000		6,600,000
				78,433,700		121,344,028	TOTAL SOURCE OF FUNDS FOR CAPITAL			192,584,537		117,628,388
							(Excludes Water Works, Parking Fund					
							and Sewer Maintenance)					
							*** Capital Revenues (Detailed)					
							Developers Out of Program Projects					
							Sewers					
				1,457,226		400,000	Streets					
							Other Revenue					
				2,858,060		4,251,000	Public Improvements in Tax Increment Districts			4,251,000		4,251,000
							Grant and Aids					
							Grantor Share-Non City					
				1,245,253		11,178,125	Cash Revenues			11,130,000		10,177,500

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
Total Capital Revenues (Excludes Vehicle Registration Fee)												
				5,560,539		15,829,125	Cash Revenues-Total			15,381,000		14,428,500
** General Obligation Borrowing (Detailed)												
				51,619,373		69,099,580	New Authorizations - City Share			104,321,137		64,833,588
						300,000	New Authorizations - City Share, Grant & Aid			300,000		
				7,096,713		4,730,000	New Authorizations - City Share, Major Street			8,314,100		8,314,100
				561,035			New Authorizations - City Share, Port			575,000		
				59,277,121		74,129,580	Total General Obligation Borrowing-Total			113,510,237		73,147,688
Property Tax Levy (Detailed)												
				1,386,128		793,000	Property Tax - Cash Levy			2,007,000		907,000
							Property Tax - Cash Levy, Port					
				1,386,128		793,000	Total Property Tax Levy - Total			2,007,000		907,000
(B) Not Included in Budget Totals												



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
				DOLLARS		DOLLARS							
D. CITY DEBT FUNDS													
(INCLUDING SCHOOL PURPOSES)													
1. BUDGET FOR CITY DEBT													
				205,228,056		241,558,000	Bonded Debt (Principal)			288,885,280		289,094,030	
				31,941,372		44,527,939	Bonded Debt (Interest)			40,673,518		40,048,518	
				315,024		400,000	Bonded Debt (Fees)			400,000		400,000	
				462,616		1,000,000	Bonded Debt (Issuance Expenses)			1,000,000		1,000,000	
				237,947,068		287,485,939	Subtotal City Debt			330,958,798		330,542,548	
Prepayment Deduction (From Public													
				(6,500,000)		(5,400,000)	Debt Amortization Fund)			(5,400,000)		(4,900,000)	
				(3,850,301)		(1,949,620)	Special Assessments			(1,677,907)		(1,677,907)	
				227,596,767		280,136,319	TOTAL BUDGET FOR CITY DEBT			323,880,891		323,964,641	
Tax Levy for Debt Issued or Authorized													
for Milwaukee Public School Purposes													
2007 \$19,652,958													
2008 \$20,763,771													
2009 \$20,556,484													
2010 \$17,593,929													
2011 \$15,947,420													

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE		BUDGET		RANGE	REQUESTED BUDGET	PROPOSED BUDGET			
				DOLLARS	UNITS	DOLLARS			UNITS	DOLLARS	UNITS	DOLLARS	
2. SOURCE OF FUNDS FOR CITY DEBT													
				108,182,325		163,527,972	Revenues			199,986,713		201,144,713	
				23,819,667		23,829,873	TID Increments From Prior Year			25,834,453		25,834,453	
							(Includes capitalized interest & TID Loan Repayments)						
				24,929,225		23,659,994	Delinquent Tax Revenues			26,715,043		27,673,793	
				156,931,217		211,017,839	Subtotal			252,536,209		254,652,959	
				70,665,550		69,118,480	Property Tax Levy			71,344,682		69,311,682	
				227,596,767		280,136,319	TOTAL SOURCE OF FUNDS FOR CITY DEBT			323,880,891		323,964,641	

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011	2011		
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
				DOLLARS		DOLLARS			DOLLARS			DOLLARS
F. COMMON COUNCIL CONTINGENT FUND												
1. BUDGET FOR COMMON COUNCIL												
CONTINGENT FUND												
Total Budget for Common Council												
0001	9990	C001	006300	[1,449,764]		5,000,000	Contingent Fund		5,000,000			5,000,000
For emergency or other purposes which may arise												
during the year requiring the expenditure of money												
in addition to the amount provided for the several												
purposes for which no express provision has been												
made in the budget.												
2. SOURCE OF FUNDS FOR COMMON												
COUNCIL CONTINGENT FUND												
0001	9990		009010	5,000,000		5,000,000	Property Tax Levy		5,000,000			5,000,000
Expenditure experience represents transfers and												
expenditures authorized by resolution.												

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
ENTERPRISE FUND - PARKING												
G. PARKING FUND												
1. BUDGET FOR PARKING												
OPERATING & MAINTENANCE EXPENSES												
SALARIES & WAGES												
PARKING ENFORCEMENT/INFORMATION DESK												
					1	90,728	Parking Enforcement Manager	10	1	90,728	1	90,728
					2	129,250	Parking Enforcement Asst. Manager	6	2	123,376	2	123,376
					5	269,423	Parking Enforcement Supervisor	4	5	214,346	5	214,346
					4	152,540	Lead Parking Checker	495	4	152,539	4	152,539
					60	2,096,997	Parking Checker	490	60	2,111,111	60	2,111,111
							Communication Assistant III	445	16	642,723	16	642,723
					16	453,134	Communication Assistant III (0.75 FTE)	445				
							Communication Assistant IV	455	5	215,141	5	215,141
					5	152,020	Communication Assistant IV (0.75 FTE)	455				
					1	38,474	Office Assistant IV	445	1	40,836	1	40,836
TOW LOT												
					1	85,129	Tow Lot Manager (Y)	9	1	85,116	1	85,116
					1	70,275	Tow Lot Assistant Manager	6	1	70,275	1	70,275
					1	58,186	Vehicle Salvage Supervisor	4	1	56,437	1	56,437

PARKING FUND

490.1

3rd Run 9/14/10

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY RANGE	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS			REQUESTED BUDGET UNITS	DOLLARS	PROPOSED BUDGET UNITS	DOLLARS
					1	48,435	Tow Lot Supervisor	4	1	48,435	1	48,435
					2	83,430	Tow Lot Assistant IV	460	2	86,937	2	86,937
					1	38,921	Tow Lot Crew Leader	235	1	41,311	1	41,311
					7	259,397	Tow Lot Assistant III	445	7	273,105	7	273,105
					11	405,604	Tow Lot Attendant	220	11	416,026	11	416,026
					2	34,705	Tow Lot Attendant (Aux.)	220	2	67,718	2	67,718
							PARKING ADMINISTRATION/ METERS					
					1	85,129	Parking Financial Manager (Y)	9	1	85,129	1	85,129
					1	53,230	Parking Operations Supervisor	5	1	47,109	1	47,109
					1	60,929	Parking Operations Coordinator	621	1	64,671	1	64,671
					1	42,979	Accounting Program Assistant III	475	1	45,619	1	45,619
							Accounting Assistant II	445			1	36,902
					1	44,336	Parking Meter Technician - Lead	260	1	47,059	1	47,059
					3	121,015	Parking Meter Technician	245	3	129,929	3	129,929
					1	15,111	Graduate Intern	927	1	28,974	1	28,974
				5,011,137	130	4,889,377	Total Before Adjustments		130	5,184,650	131	5,221,552
						122,066	Salary & Wage Rate Changes			129,616		129,616
				126,197		160,000	Overtime Compensated*			160,000		160,000
						(152,930)	Personnel Cost Adjustment			(103,693)		(156,647)
						(73,773)	Other					
				5,137,334	130	4,944,740	Gross Salaries & Wages Total		130	5,370,573	131	5,354,521

PARKING FUND

490.2

3rd Run 9/14/10

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
							Grants & Aids Deduction					
						(62,750)	Furlough			(118,218)		(80,000)
0450	6610	R999	006000	5,137,334	130	4,881,990	NET SALARIES & WAGES TOTAL *		130	5,252,355	131	5,274,521
					122.50		O&M FTE'S	127.75			128.75	
							NON-O&M FTE'S					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0450	6610	R999	006180	2,361,774		2,467,610	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,626,178		2,637,261
							OPERATING EXPENDITURES					
0450	6610	R999	630100	154,109		106,000	General Office Expense			108,000		108,000
0450	6610	R999	630500	632		3,000	Tools & Machinery Parts			2,000		2,000
0450	6610	R999	631000	2,771		4,000	Construction Supplies			3,000		3,000
0450	6610	R999	631500	409,121		536,700	Energy			455,000		455,000
0450	6610	R999	632000	81,841		75,000	Other Operating Supplies			82,000		82,000
0450	6610	R999	632500	141,235		145,000	Facility Rental			145,000		145,000
0450	6610	R999	633000	6,242		12,000	Vehicle Rental			10,000		10,000
0450	6610	R999	633500	29,979		33,000	Non-Vehicle Equipment Rental			30,000		30,000
PARKING FUND						490.3	3rd Run 9/14/10					

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0450	6610	R999	634000	6,807,451		7,537,300	Professional Services			7,100,000		7,100,000
0450	6610	R999	634500	22,749		2,000	Information Technology Services			22,000		22,000
0450	6610	R999	635000	661,628		620,000	Property Services			690,000		595,000
0450	6610	R999	635500	95,014		111,000	Infrastructure Services			100,000		100,000
0450	6610	R999	636000	20,569		23,000	Vehicle Repair Services			23,000		23,000
0450	6610	R999	636500	3,284,139		4,100,000	Other Operating Services			3,890,000		3,985,000
0450	6610	R999	637000				Loans and Grants					
0450	6610	R999	637501	1,294,190		1,475,000	Reimburse Other Departments			1,582,000		1,582,000
0450	6610	R999										
0450	6610	R999	006300	13,011,670		14,783,000	OPERATING EXPENDITURES TOTAL*			14,242,000		14,242,000
0450	6610	R999	006300				EQUIPMENT PURCHASES					
							Additional Equipment					
							Subtotal - Additional Equipment					
							Replacement Equipment					
						5,000	Office Furniture			5,000		5,000
					2	2,000	Digital Video Cameras		2	2,000	2	2,000
					4	112,000	Auto-Jeeps		4	120,000	4	120,000
					25	30,000	Microcomputers		25	30,000	25	30,000
							Network Printers		3	5,000	3	5,000
					1	33,000	Pick-up truck with plow and salt hopper					
							Pick-up truck for meter repairs		1	25,000	1	25,000
PARKING FUND						490.4					3rd Run 9/14/10	

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY RANGE	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS			REQUESTED BUDGET	PROPOSED BUDGET	UNITS	DOLLARS
							License plate recognition readers		2	70,000	2	70,000
							Heavy-duty shredder		1	500	1	500
				7,181	32	182,000	Subtotal - Replacement Equipment		38	257,500	38	257,500
							Other Previous Experience					
0450	6610	R999	006800	7,181	32	182,000	EQUIPMENT PURCHASES TOTAL*		38	257,500	38	257,500
							SPECIAL FUNDS					
0450	6610	R661	006300	2,849,171		3,600,000	Payment to Debt Service*			3,200,000		3,200,000
0450	6610	R663	006300	1,251,653		1,386,000	Payment in Lieu of Taxes*			1,458,000		1,458,000
0450	6610	R664	006300			750,000	Parking Fund Contingent Fund*			425,000		425,000
0450	6610	R665	006900			354,616	Parking Fund Pension Contribution*			283,700		147,518
				4,100,824		6,090,616	SPECIAL FUNDS TOTAL			5,366,700		5,230,518
				24,618,783		28,405,216	OPERATING & MAINTENANCE EXPENSE TOTAL			27,744,733		27,641,800
0450	6610	R999	006900				DEPOSIT TO RETAINED EARNINGS					
0450	6610	R999	006900	18,132,150		22,287,000	TRANSFER TO GENERAL FUND			18,000,000		20,787,000
0450	6610	R999		42,750,933		50,692,216	TOTAL OPERATIONS			45,744,733		48,428,800



				2009	2010		2011				2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							*Appropriation Control Account					
							CAPITAL IMPROVEMENTS PROGRAM					
							Total Capital Improvements-Parking Program - Unallocated					
							Deferred Mechanical Maintenance					
0451	9990	R999	PA160020300	11,859			New Borrowing					
0451	9990	R999				[11,859]	Carryover Borrowing**					
							Deferred Structural Maintenance					
0451	9990	R999	PA160020400	84,579			New Borrowing					
0451	9990	R999				[41,774]	Carryover Borrowing**					
							Miscellaneous Structural/Mechanical/Elec Maint.					
0451	9990	R999	PA160100100	207,448		400,000	New Borrowing			250,000		250,000
0451	9990	R999				[450,000]	Carryover Borrowing**					[606,791]
							MacArthur Square Renovation					
0451	9990	R999	PA16080170	1,036,173			New Borrowing			325,000		
						[2,160,000]	Carryover Borrowing**					[1,181,842]
PARKING FUND						490.6	3rd Run 9/14/10					

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0451	9990	R999	PA160040100				2nd/Plankinton Repairs						
							New Borrowing				325,000		
							Carryover Borrowing**						
0451	9990	R999	PA160100200			550,000	4th & Highland Repairs						
							New Borrowing						
							Carryover Borrowing				[550,000]		
0451	9990	R999	PA160040200	34,268			1000 N. Water Parking Structure Repairs						
							New Borrowing						
						[560,000]	Carryover Borrowing**				[560,000]		
0451	9990	R999	PA160060100	562,830			Multi-Space Parking Meters						
							New Borrowing			600,000	600,000		
						[679,431]	Carryover Borrowing**				[679,431]		
0451	9990	R999	PA160050100	772			Milwaukee/Michigan Renovation						
							New Borrowing						
							Carryover Borrowing**						
0451	9990	R999	PA160090100	100,666			Tow Lot Facility Expansion						
							New Borrowing						
						[536,000]	Carryover Borrowing**				[181,700]		

PARKING FUND

490.7

3rd Run 9/14/10

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Capital Improvements to be Financed					
							from Permanent Improvement Reserve					
						5,000,000	Fund-Parking			5,000,000		5,000,000
							Total Capital Improvements -					
				2,038,595		5,950,000	Parking Program			6,175,000		6,175,000
				44,789,528		56,642,216	TOTAL BUDGET FOR PARKING			51,919,733		54,603,800

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	BUDGET			REQUESTED BUDGET	PROPOSED BUDGET			
				DOLLARS	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
2. SOURCE OF FUNDS FOR PARKING												
Parking Permits												
0450	6610		009400	3,153,333		3,750,000	On-Street			3,750,000		3,750,000
0450	6610		009400	11,817		12,000	Residential			12,000		12,000
Parking Meters												
0450	6610		009400	4,418,973		5,060,000	On-Street			4,650,000		4,650,000
0450	6610		009400	69,080		105,000	Off-Street			91,000		91,000
0450	6610		009400	164,790		240,245	Hooding			210,000		210,000
0450	6610		009400	400		1,000	Removal			400		400
0450	6610											
0450	6610						Rental and Leases of Facilities					
0450	6610		009400				Restaurant 4th & Highland			82,000		82,000
0450	6610		009400	966,912		950,000	4th & Highland			936,000		936,000
0450	6610		009400	16,101		24,000	Leased Lots			24,000		24,000
0450	6610		009400	460,969		503,000	535 N. Milwaukee			503,000		503,000
0450	6610		009400	3,819,319		3,400,000	MacArthur Square			3,610,000		3,610,000
0450	6610		009400	1,592,819		1,700,000	1000 N. Water Street			1,470,000		1,470,000
0450	6610		009400	717,783		685,000	742 N. 2nd			670,000		670,000
0450	6610		009400	4,029,834		3,962,500	Towed Vehicle Revenue			4,020,000		4,020,000
0450	6610		009400	1,439,486		2,200,000	Vehicle Disposal Revenue			1,330,000		1,330,000
0450	6610		009870	499,729		400,000	Miscellaneous			495,000		495,000
0450	6610			21,361,345		22,992,745	Total Revenue			21,853,400		21,853,400

PARKING FUND

490.9

3rd Run 9/14/10

ACCOUNT NUMBER				2009	2010		2011	2011				
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Other Funding Sources					
0450	6610		009920	1,024,631		5,699,471	Withdrawal from Retained Earnings			1,891,333		4,575,400
0450	6610		009611	20,879,206		22,000,000	Parking Citation Revenue			22,000,000		22,000,000
0450	6610		009830	4,200			Sale of Real Property					
							Capital Improvements Funded from the					
						5,000,000	Permanent Improvement Reserve Fund			5,000,000		5,000,000
							-Parking					
						[4,439,064]	Carryover Borrowing**					[3,759,764]
						950,000	New Borrowing			1,175,000		1,175,000
				21,908,037		33,649,471	Total Other Funding			30,066,333		32,750,400
				43,269,382		56,642,216	Total Funds for Parking			51,919,733		54,603,800

\*\*Carryover Borrowing Amount (Restatement of a prior years  
unutilized borrowing authorization are included for information and  
authorization purposes - such amounts are excluded from budget  
totals to avoid duplication.)

ACCOUNT NUMBER				2009		2010			2011		2011	
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	PROJECT/GRANT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
SPECIAL REVENUE FUND - GRANT AND AID												
H. GRANT AND AID PROJECTS FUND												
1. BUDGET FOR GRANT AND AID PROJECTS												
Grant and Aid Projects												
0150	9990	R999	GR0001000000	52,394,849		76,117,944	Grantor Share (Non-City)			68,316,730		72,446,206
Community Development Reprogramming Funds (A)												
0150	9990	R999	GR0000100102				Local Share Out-of-Pocket Current Levy					
(A) Intent of the Common Council is to fund this program(s) with Community Development Block Grant reprogramming funds. Program(s) may include salary funds represented in a department's salary budget with an offsetting grant and aid deduction.												
				52,394,849		76,117,944	Total for Grant and Aid Projects			68,316,730		72,446,206
Funds Shall Be Transferred to Sub Accounts in Accordance With Common Council Resolution 872120 Before Expenditures are made.												

ACCOUNT NUMBER				2009	2010				2011	2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	PROJECT/GRANT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
See Single Audit Act Supplemental Financial Report for Allocations and Expenditures.												
2. SOURCES OF FUNDS FOR GRANT AND AID PROJECTS												
				52,394,849		76,117,944	Grantors Share (Non-City)			68,316,730		72,446,206
							Local Share Out-Of Pocket Current Levy					
							Total Source of Funds For Grant and Aid Projects					
				52,394,849		76,117,944				68,316,730		72,446,206

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
SPECIAL REVENUE FUND -												
ECONOMIC DEVELOPMENT FUND												
I. ECONOMIC DEVELOPMENT FUND												
1. BUDGET FOR ECONOMIC DEVELOPMENT												
0190	1910	S001	006300	6,744,919		7,672,755	Business Improvement Districts (A)			8,209,848		7,341,558
Estimated Based on Projected Assessment:												
(A) For the following BID's;												
BID #2 (Historic Third Ward) - \$573,030												
BID #3 (Riverwalk) - \$0												
BID #4 (Greater Mitchell Street) - \$135,310												
BID #5 (Westown) - \$102,337												
BID #8 (Historic King Drive) - \$203,707												
BID #9 (735 N. Water-Riverwalk) - \$0												
BID #10 (Avenues West) - \$132,110												
BID #11 (Brady Str Business Area) - \$158,640												
BID #13 (Oakland Avenue) - \$50,000												
BID #15 (Riverwalk) - \$391,208												
BID #16 (West North Avenue) - \$158,250												
BID #17 (Northwest Area Business) - \$40,000												
BID #19 (Villard Avenue) - \$114,000												
BID #20 (East North Avenue) - \$220,870												





ACCOUNT NUMBER				2009	2010			2011	2011			
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				TOTAL BUDGET FOR ECONOMIC								
				6,744,919		9,072,755	DEVELOPMENT FUND			9,707,848		8,839,558
				2. SOURCE OF FUNDS FOR ECONOMIC DEVELOPMENT FUND								
0190	1910		009400	6,744,919		7,672,755	Business Improvement District Assessment			8,209,848		7,341,558
0190	2110		009019			1,400,000	Excess TID Revenues			1,498,000		1,498,000
				TOTAL FUNDS FOR ECONOMIC								
				6,744,919		9,072,755	DEVELOPMENT FUND			9,707,848		8,839,558

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW WATER WORKS - OPERATING BUDGET SUMMARY												
J. WATER WORKS (DPW) FUNDS												
1. BUDGET FOR WATER WORKS												
WATER WORKS - OPERATING BUDGET												
BUDGETARY CONTROL UNIT (1 FUND=6 ORG)												
SALARIES & WAGES												
				1,796,016		1,930,500	Overtime Compensated*			1,855,500		1,855,500
				15,911,715		17,689,666	All Other Salaries & Wages			17,881,359		17,994,787
0410	6410	R999	006000	17,707,731		19,620,166	NET SALARIES & WAGES TOTAL*			19,736,859		19,850,287
					404		TOTAL NUMBER OF POSITIONS AUTHORIZED		378		381	
					355.43		O&M FTE'S		356.22		358.72	
					12.65		NON-O&M FTE'S		11.44		11.44	
0410	6410	R999	006180	7,391,495		8,764,638	ESTIMATED EMPLOYEE FRINGE BENEFITS			9,229,200		9,197,119
OPERATING EXPENDITURES												
0410	6410	R999	630100	512,378		621,000	General Office Expense			626,000		626,000
0410	6410	R999	630500	502,383		1,001,000	Tools & Machinery Parts			1,038,000		1,038,000
0410	6410	R999	631000	1,733,839		2,496,000	Construction Supplies			2,335,000		2,135,000

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0410	6410	R999	631500	5,391,977		6,188,000	Energy			5,888,000		6,357,000
0410	6410	R999	632000	3,833,930		4,376,000	Other Operating Supplies			4,514,000		4,514,000
0410	6410	R999	632500	1,451,750		1,535,000	Facility Rental			1,535,000		1,485,000
0410	6410	R999	633000	9,398		40,000	Vehicle Rental			52,000		52,000
0410	6410	R999	633500	42,919		42,000	Non-Vehicle Equipment Rental			68,000		68,000
0410	6410	R999	634000	4,344,680		4,530,000	Professional Services			4,462,000		4,462,000
0410	6410	R999	634500	875,538		2,395,000	Information Technology Services			1,128,000		1,128,000
0410	6410	R999	635000	13,489,223		12,738,000	Property Services			14,270,000		13,988,000
0410	6410	R999	635500	4,239,080		4,060,000	Infrastructure Services			3,120,000		3,120,000
0410	6410	R999	636000	893,428		903,000	Vehicle Repair Services			853,000		853,000
0410	6410	R999	636500	449,164		587,000	Other Operating Services			567,000		567,000
0410	6410	R999	637000				Loans and Grants					
0410	6410	R999	637501				Reimburse Other Departments					
0410	6410	R999	006300	37,769,687		41,512,000	OPERATING EXPENDITURES TOTAL*			40,456,000		40,393,000
0410	6410	R999	006800	1,664,173		3,488,000	EQUIPMENT PURCHASES TOTAL*			1,277,000		1,204,500
				5,042,198		9,418,000	SPECIAL FUNDS TOTAL			10,418,000		6,985,000
							DPW-WATER WORKS OPERATING					
				69,575,284		82,802,804	BUDGETARY CONTROL UNIT TOTAL			81,117,059		77,629,906

\*Appropriation Control Account

				2009		2010				2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET				PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS		LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-WATER WORKS - BUSINESS													
ORGANIZATION (6411)													
SALARIES & WAGES													
ADMINISTRATION													
					1	133,049		Water Works Superintendent (X)(Y)	16	1	133,049	1	133,049
					1	117,096		Admin. and Projects Manager (X)(Y)	14	1	117,096	1	117,096
					1	68,096		Water Security Manager	7	1	70,819	1	70,819
								Community Outreach Liaison (0.5 FTE)	4	1	26,516	1	26,516
					1	43,302		Administrative Assistant II	445	1	40,836	1	40,836
					2	75,105		Office Assistant III	425	2	70,445	2	70,445
					1	35,125		Office Assistant II	410				
					4	25,728		College Intern (0.25 FTE)	910				
TECHNICAL SERVICES													
					1	90,728		Network Manager (X) (Y)	10	1	90,728	1	90,728
					1	85,129		Data Base Analyst	9	1	85,034	1	85,034
					1	62,361		Water Systems and Security Coord. (X)	7				
					1	52,214		Network Coordinator-Senior (X)	6	1	52,214	1	52,214
					2	102,990		Network Coordinator- Associate	4	2	97,226	2	97,226
ACCOUNTING SERVICES													
					1	96,722		Water Business Manager (X) (Y)	11	1	96,706	1	96,706
					1	90,728		Water Accounting Manager (Y)	10	1	90,728	1	90,728
					1	79,836		Utility Service Liaison	6	1	79,836	1	79,836

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					3	183,107	Accountant III	6	3	188,597	3	188,597
					1	53,440	Water Claims Specialist (X)	5	1	53,182	1	53,182
					1	61,871	Management Accountant-Senior	4	1	61,871	1	61,871
					1	68,375	Business Services Specialist	546	1	68,213	1	68,213
					1	44,382	Accounting Assistant III	460	1	44,277	1	44,277
					2	80,535	Accounting Assistant II	445	2	79,432	2	79,432
							COMMERCIAL SERVICES					
					1	79,836	Water Revenue Manager	8	1	79,836	1	79,836
					1	58,500	Customer Service Supervisor	6	1	50,206	1	50,206
					1	54,889	Water Marketing Specialist (X)	5	1	56,811	1	56,811
					2	88,765	Accounting Assistant III	460	2	88,554	2	88,554
					1	38,686	Accounting Assistant II	445	1	40,836	1	40,836
					12	483,593	Customer Service Representative III	445	12	484,686	12	484,686
							METER SERVICES					
					1	81,433	Water Meter Services Manager (X) (Y)	8	1	79,836	1	79,836
							AMR Meter Serv. Manager (X)	6	1	64,220	1	64,220
					1	30,432	AMR Meter Serv. Manager (0.5 FTE) (X)					
							Meter Field Supervisor (X)	5	1	56,533	1	56,533
					2	57,110	Meter Field Supervisor (0.5 FTE) (X)	5				
					1	48,798	Meter Reader Supervisor (X)	5	1	50,994	1	50,994
					1	65,957	Meter Repair Supervisor (X)	5	1	67,907	1	67,907
					1	46,950	Program Assistant I	460	1	44,277	1	44,277
					1	22,000	Program Assistant I (0.5 FTE)	460				

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY RANGE	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE DOLLARS	UNITS	BUDGET DOLLARS			REQUESTED BUDGET	DOLLARS	PROPOSED BUDGET	DOLLARS
					2	83,339	Customer Service Representative III	445	3	122,509	3	122,509
					2	41,669	Customer Service Representative III (0.5 FTE)	445				
							Office Assistant IV	445	1	40,836	1	40,836
					1	20,463	Office Assistant IV (0.5 FTE)	445				
					2	37,541	Office Assistant III (0.5 FTE)(A)	425				
					1	42,373	Inventory Assistant III	347	1	42,272	1	42,272
					4	193,319	Water Meter Investigator	360	4	182,310	4	182,310
					1	22,618	Water Meter Investigator (0.33 FTE)	360				
					3	137,058	Meter Reader - Commercial	360	3	135,064	3	135,064
					6	273,399	Water Meter Specialist	255	6	275,532	6	275,532
					9	423,798	Water Meter Technician II	249	22	976,953	22	976,953
					35	758,282	Water Meter Technician II (0.33 FTE)	249				
					1	43,310	Meter Shop Utility Worker	245	1	43,310	1	43,310
					1	22,992	Meter Shop Utility Worker (0.33 FTE)	245				
					6	246,384	Water Meter Technician I	240				
							AUXILIARY POSITIONS					
					1	15,216	AMR Meter Serv. Manager (0.25 FTE)(X)	6				
							Meter Field Supervisor (X)	5	2	113,066	2	113,066
					2		Meter Field Supervisor (0.5 FTE) (X)	5				
							Meter Field Supervisor (X) (0.33 FTE)	5	1	18,482	1	18,482
					1	17,997	Meter Reader Supervisor (0.33 FTE)	5				
							Customer Service Representative III	445	1	40,836	1	40,836
					1	21,621	Water Meter Specialist (0.5 FTE)	255	1	22,961	1	22,961
							Water Meter Technician II	249	18	799,325	18	799,325

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0410	6411	R999	600101	3,361,631	134	5,208,247	Total Before Adjustments		112	5,524,957	112	5,524,957
							Salary & Wage Rate Changes					
0410	6411	R999	602101	20,956		35,000	Overtime Compensated			35,000		35,000
						(153,579)	Personnel Cost Adjustment			(110,499)		(110,499)
0410	6411	R999	602201 - 602601				Other					
						(77,764)	Furlough			(81,855)		(81,855)
				3,382,587	134	5,011,904	Gross Salaries & Wages Total		112	5,367,603	112	5,367,603
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
							Grants & Aids Deduction					
0410	6411	R999	006000	3,382,587	134	5,011,904	NET SALARIES & WAGES TOTAL		112	5,367,603	112	5,367,603
					104.08		O&M FTE'S		110.33		110.33	
							NON-O&M FTE'S					
							(X) Private Auto Allowance May Be Paid Pursuant To					
							Section 350-183 of the Milwaukee Code					
							(Y) Required to file a statement of economic interests in accordance with					
							the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					



				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0410	6411	R999	006180	2,288,418		2,893,450	ESTIMATED EMPLOYEE FRINGE BENEFITS			3,113,773		3,114,393
OPERATING EXPENDITURES												
0410	6411	R999	630100	383,115		495,000	General Office Expense			495,000		495,000
0410	6411	R999	630500	355,786		730,000	Tools & Machinery Parts			830,000		830,000
0410	6411	R999	631000	417,951		885,000	Construction Supplies			754,000		754,000
0410	6411	R999	631500	17,580		74,000	Energy			74,000		74,000
0410	6411	R999	632000	27,204		66,000	Other Operating Supplies			204,000		204,000
0410	6411	R999	632500	162,945		175,000	Facility Rental			175,000		175,000
0410	6411	R999	633000	2,892		2,000	Vehicle Rental			14,000		14,000
0410	6411	R999	633500	9,736		13,000	Non-Vehicle Equipment Rental			34,000		34,000
0410	6411	R999	634000	2,618,263		2,780,000	Professional Services			2,787,000		2,787,000
0410	6411	R999	634500	684,212		2,115,000	Information Technology Services			953,000		953,000
0410	6411	R999	635000	9,640,998		9,986,000	Property Services			11,548,000		11,266,000
0410	6411	R999	635500	29,622		40,000	Infrastructure Services			100,000		100,000
0410	6411	R999	636000	95,101		125,000	Vehicle Repair Services			125,000		125,000
0410	6411	R999	636500	231,692		237,000	Other Operating Services			322,000		322,000
0410	6411	R999	637000				Loans and Grants					
0410	6411	R999	637501				Reimburse Other Departments					
0410	6411	R999	006300	14,677,097		17,723,000	OPERATING EXPENDITURES TOTAL			18,415,000		18,133,000
EQUIPMENT PURCHASES												

				2009	2010		2011				2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Additional Equipment					
0410	6411	R999	680505		6	23,000	Office Furniture		1	8,000	1	8,000
0410	6411	R999	680510		2	16,000	Office Equipment					
0410	6411	R999	681008		29	232,000	Computer Peripherals					
0410	6411	R999	681009		6	16,000	Computer Workstations (desktops & laptops)		5	13,000	5	13,000
					1	2,000	Computer printing equipment					
0410	6411	R999	681050		11	74,000	Computer Software					
0410	6411	R999	683515				Testing Apparatus, Galaxy tester		1	2,000	1	2,000
0410	6411	R999	683525		8	7,000	Technical Tools, bulk fill station		1	5,000	1	5,000
0410	6411	R999	685539				Other Industrial Vehicles, forklift		1	30,000	1	30,000
0410	6411	R999	684017		37	56,000	Metering Devices		58	105,000	58	105,000
					2	5,000	Telecommunications devices					
					1	15,000	Furniture					
					1	6,000	Other lab tools					
					28	900,000	Industrial Trucks					
					6	50,000	Pickup trucks and vans					
					138	1,402,000	Subtotal - Additional Equipment		67	163,000	67	163,000
							Replacement Equipment					
0410	6411	R999	680510				Office Equipment, FC200 cradle		1	3,000	1	3,000
0410	6411	R999	681009				Computer Workstations (desktops & laptops)		31	65,000	31	65,000
0410	6411	R999	681010		10	154,000	Computer Servers		2	25,000	2	25,000
0410	6411	R999	681011		1	2,000	Computer Printing Equip.-Plotter & Printers		1	3,000	1	3,000
0410	6411	R999	681050				Computer Software		8	40,000	8	40,000

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0410	6411	R999	682008		18	47,000	Communication Equipment (handheld radios)		18	47,000	18	47,000
0410	6411	R999	683510				Cleaning equipment, acid sink		1	40,000	1	40,000
0410	6411	R999	683515		3	5,000	Testing Eq-Rate Gauge, Data Log, Air Monitor					
0410	6411	R999	683525				Technical Tools (handheld FC300, bkflw preventer)		20	30,000	20	30,000
0410	6411	R999	684017		60	116,000	Metering Devices		5	62,000	5	62,000
0410	6411	R999	685512				Automobiles, Jeeps, SUV		1	25,000	1	25,000
0410	6411	R999	685550		2	130,000	Pickup Trucks & Vans		2	140,000	2	140,000
					94	454,000	Subtotal - Replacement Equipment		90	480,000	90	480,000
0410	6411	R999	006800	454,815	232	1,856,000	EQUIPMENT PURCHASES TOTAL		157	643,000	157	643,000
SPECIAL FUNDS												
0410	6410	R643	006300	26,074		200,000	Liability Self-Insurance Reserve*			200,000		200,000
0410	6410	R647	006300	6,124		50,000	Water Industry Internship Program*			50,000		50,000
0410	6410	R648	006900			1,038,000	Pension Contribution for Normal Cost*			1,038,000		432,000
0410	6410	R649	006900			3,000,000	Trnsfr of Surplus Earnings to General Fund*			3,000,000		
0410	6410	R650	006300			30,000	Interstate Marketing*			30,000		30,000
				32,198		4,318,000	SPECIAL FUNDS TOTAL			4,318,000		712,000
DPW-WATER WORKS - BUSINESS												
				20,835,115		31,802,354	ORGANIZATION TOTAL			31,857,376		27,969,996

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010				2011	2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-WATER WORKS-PLANTS-NORTH												
ORGANIZATION (6412)												
SALARIES & WAGES												
LINNWOOD and NORTH PRODUCTION												
					1	85,905	Water Plant Manager - North (X) (Y)	11	1	85,905	1	85,905
					1	75,609	Water Plant Oper. Manager (X)	9	1	75,975	1	75,975
					1	64,118	Water Maintenance Manager (X)	8	1	66,041	1	66,041
					1	58,500	Water Maintenance Supervisor (X)	6	1	50,206	1	50,206
					1	40,933	Office Assistant IV	445	1	40,836	1	40,836
					12	729,861	Senior Water Treatment Plant Operator	291	12	709,083	12	709,083
					3	154,713	Water Plant Steamfitter/ HVAC Specialist	287	3	160,697	3	160,697
					8	412,837	Machine Repair Person	287	8	411,577	8	411,577
					7	316,187	Water Treatment Plant Operator	252	7	315,013	7	315,013
					4	161,140	Water Plant Laborer	235	4	159,888	4	159,888
AUXILIARY - EMERGENCY												
					1	13,753	Sr.Wtr.Treatment Plant Oper(0.25 FTE)(A)	291	1	15,571	1	15,571
ELECTRICAL & INSTRUMENTATION												
					1	92,543	Electrical Services Supervisor II (X)	10	1	90,728	1	90,728
					6	365,411	Electrical Mechanic	978	6	371,904	6	371,904
					5	267,274	Water Plant Instrument Specialist	281	5	266,640	5	266,640
						(296,938)	Salary & Wage Allocation to Plant - South			(291,709)		(291,709)

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							PLANT AUTOMATION					
						264,202	Salary & Wage Allocation from Plant - South			255,840		255,840
410	6412	R999	600101	2,902,328	52	2,806,048	Total Before Adjustments		52	2,784,195	52	2,784,195
							Salary & Wage Rate Change					
410	6412	R999	602101	175,137		220,000	Overtime Compensated			220,000		220,000
						(58,793)	Personnel Cost Adjustment			(55,684)		(55,684)
410	6412	R999	602201 - 602601				Other					
						(42,265)	Furlough			(41,529)		(41,529)
				3,077,465	52	2,924,990	Gross Salaries & Wages Total		52	2,906,982	52	2,906,982
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
							Grants & Aids Deduction					
0410	6412	R999	006000	3,077,465	52	2,924,990	NET SALARIES & WAGES TOTAL		52	2,906,982	52	2,906,982
					51.25		O&M FTE'S		51.25		51.25	
							NON-O&M FTE'S					
							(A) For Assignment As Relief To 24-Hour Duty Stations					
							At Both Linnwood and Howard Avenue Purification					

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS		DOLLARS			UNITS	DOLLARS	UNITS	DOLLARS
Plants to Minimize the Need for Double Shifting.												
(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.												
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0410	6412	R999	006180	1,107,637		1,198,004	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,238,375		1,220,932
OPERATING EXPENDITURES												
0410	6412	R999	630100	26,087		20,000	General Office Expense			20,000		20,000
0410	6412	R999	630500	93,785		150,000	Tools & Machinery Parts			110,000		110,000
0410	6412	R999	631000	116,370		150,000	Construction Supplies			130,000		130,000
0410	6412	R999	631500	2,743,235		3,300,000	Energy			3,000,000		3,250,000
0410	6412	R999	632000	2,082,951		2,400,000	Other Operating Supplies			2,400,000		2,400,000
0410	6412	R999	632500	1,980		5,000	Facility Rental			5,000		5,000
0410	6412	R999	633000	1,567		3,000	Vehicle Rental			3,000		3,000
0410	6412	R999	633500	12,624		10,000	Non-Vehicle Equipment Rental			10,000		10,000
0410	6412	R999	634000	41,230		75,000	Professional Services			80,000		80,000
0410	6412	R999	634500	44,898		100,000	Information Technology Services			50,000		50,000
0410	6412	R999	635000	2,097,384		1,500,000	Property Services			1,500,000		1,500,000
0410	6412	R999	635500	31,885		20,000	Infrastructure Services			20,000		20,000
0410	6412	R999	636000	43,157		45,000	Vehicle Repair Services			45,000		45,000
0410	6412	R999	636500	20,580		100,000	Other Operating Services			75,000		75,000

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0410	6412	R999	637000				Loans and Grants						
0410	6412	R999	637501				Reimburse Other Departments						
0410	6412	R999	006300	7,357,733		7,878,000	OPERATING EXPENDITURES TOTAL			7,448,000		7,698,000	
EQUIPMENT PURCHASES													
Additional Equipment													
0410	6412	R999	680510				Office Equipment, cabinet, mobile print holder		1	1,500	1	1,500	
0410	6412	R999	683521				Tools		2	4,000	2	4,000	
0410	6412	R999	683525				Technical Tools - Electric power lubricator		1	2,500	1	2,500	
Subtotal - Additional Equipment									4	8,000	4	8,000	
Replacement Equipment													
0410	6412	R999	680510		1	4,000	Office Equipment						
0410	6412	R999	681009		1	4,000	Computer Workstations						
0410	6412	R999	681010		1	90,000	Computer Server and Components		3	131,000	3	131,000	
0410	6412	R999	683515		3	16,000	Testing Apparatus; GEMS level gauges						
0410	6412	R999	683521		1	4,000	Tools		2	4,000	2	4,000	
0410	6412	R999	683525		18	27,000	Technical Tools						
0410	6412	R999	683530		6	42,000	Pumping Equipment						
0410	6412	R999	683535		1	33,000	Air Compressors						
0410	6412	R999	683545		4	8,000	Floor Maintenance Machines						
0410	6412	R999	685560				Vehicle Acc. & attach,autocrane,for hoist		1	8,000	1	8,000	

ACCOUNT NUMBER				2009	2010			2011			2011	
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					36	228,000	Subtotal - Replacement Equipment		6	143,000	6	143,000
0410	6412	R999	006800	136,794	36	228,000	EQUIPMENT PURCHASES TOTAL		10	151,000	10	151,000
SPECIAL FUNDS												
0410	6410	R646	006300	3,006,000		3,300,000	Contingent FD. - Debt Service -Water Works*			4,150,000		4,323,000
				3,006,000		3,300,000	SPECIAL FUNDS TOTAL			4,150,000		4,323,000
DPW-WATER WORKS-PLANTS-NORTH												
				14,685,629		15,528,994	ORGANIZATION TOTAL			15,894,357		16,299,914
*Appropriation Control Account												



ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS		DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-WATER WORKS-ENGINEERING												
ORGANIZATION (6413)												
SALARIES & WAGES												
ADMINISTRATION												
					1	109,864	Civil Engineer V (X) (Y)	13	1	109,864	1	109,864
ENGINEERING DESIGN												
					1	103,077	Management Civil Engineer Sr. (X) (Y)	12	1	103,062	1	103,062
					1	87,830	Civil Engineer IV (X)	630	1	87,622	1	87,622
					4	302,606	Civil Engineer III (X)	628	4	301,886	4	301,886
					3	195,709	Civil Engineer II (X)	626	3	184,275	3	184,275
					2	147,971	Electrical Engineer III (X)	628	2	147,619	2	147,619
					1	77,318	Mechanical Engineer III (X)	628	1	77,134	1	77,134
					1	68,902	Engineering Technician V	622	1	67,910	1	67,910
					1	60,934	Engineering Drafting Technician V	606	1	60,789	1	60,789
					5	291,530	Engineering Drafting Technician IV	604	5	290,838	5	290,838
					1	46,122	Engineering Technician II	602	1	42,305	1	42,305
					1	39,845	Engineering Drafting Technician II	602	1	39,751	1	39,751
410	6413	R999	600101	1,275,090	22	1,531,708	Total Before Adjustments		22	1,513,055	22	1,513,055
Salary & Wage Rate Change												
410	6413	R999	602101	5,739		7,500	Overtime Compensated			7,500		7,500
						(20,100)	Personnel Cost Adjustment			(20,261)		(20,261)

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
410	6413	R999	602201 - 602601				Other					
						(13,979)	Furlough			(15,196)		(15,196)
				1,280,829	22	1,505,129	Gross Salaries & Wages Total		22	1,485,098	22	1,485,098
							Reimbursable Services Deduction					
				(475,515)		(603,000)	Capital Improvements Deduction			(500,000)		(500,000)
							Grants & Aids Deduction					
0410	6413	R999	006000	805,314	22	902,129	NET SALARIES & WAGES TOTAL		22	985,098	22	985,098
					13.24		O&M FTE'S		14.45		14.45	
					8.76		NON-O&M FTE'S		7.55		7.55	
							(X) Private Auto Allowance May Be Paid Pursuant To Section 350-183 of the Milwaukee Code					
							(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.					
0410	6413	R999	006180	323,653		377,845	ESTIMATED EMPLOYEE FRINGE BENEFITS			420,123		413,741
							OPERATING EXPENDITURES					
0410	6413	R999	630100	6,329		6,000	General Office Expense			6,000		6,000
0410	6413	R999	630500	1,411		1,000	Tools & Machinery Parts			3,000		3,000

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0410	6413	R999	631000			1,000	Construction Supplies			1,000		1,000
0410	6413	R999	631500				Energy					
0410	6413	R999	632000			2,000	Other Operating Supplies			2,000		2,000
0410	6413	R999	632500	54,315		55,000	Facility Rental			55,000		55,000
0410	6413	R999	633000	381		2,000	Vehicle Rental			2,000		2,000
0410	6413	R999	633500	5,020		6,000	Non-Vehicle Equipment Rental			6,000		6,000
0410	6413	R999	634000	21,700		25,000	Professional Services			25,000		25,000
0410	6413	R999	634500	31,423		30,000	Information Technology Services			30,000		30,000
0410	6413	R999	635000	9,047		10,000	Property Services			10,000		10,000
0410	6413	R999	635500	438			Infrastructure Services					
0410	6413	R999	636000	34,493		40,000	Vehicle Repair Services			40,000		40,000
0410	6413	R999	636500	80,210		80,000	Other Operating Services			10,000		10,000
0410	6413	R999	637000				Loans and Grants					
0410	6413	R999	637501				Reimburse Other Departments					
0410	6413	R999	006300	244,767		258,000	OPERATING EXPENDITURES TOTAL			190,000		190,000
EQUIPMENT PURCHASES												
Additional Equipment												
0410	6413	R999	680510		1	1,000	Office Equipment, Scanner		2	1,000	2	1,000
0410	6413	R999	681009		3	12,000	Computer Workstations					
					4	13,000	Subtotal - Additional Equipment		2	1,000	2	1,000

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Replacement Equipment					
0410	6413	R999	681009		22	110,000	Computer Workstations		2	6,000	2	6,000
0410	6413	R999	683515		1	1,000	Testing Apparatus					
0410	6413	R999	683525		2	2,000	Technical tools		4	8,000	4	8,000
0410	6413	R999	685512		1	25,000	Automobile, Jeeps					
					26	138,000	Subtotal - Replacement Equipment		6	14,000	6	14,000
0410	6413	R999	006800	19,355	30	151,000	EQUIPMENT PURCHASES TOTAL		8	15,000	8	15,000
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DPW-WATER WORKS-ENGINEERING					
				1,393,089		1,688,974	ORGANIZATION TOTAL			1,610,221		1,603,839

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	2011			2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
				DOLLARS		DOLLARS		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-WATER WORKS-DISTRIBUTION												
ORGANIZATION (6414)												
SALARIES & WAGES												
ADMINISTRATION												
					1	98,528	Water Distribution Manager (X) (Y)	12	1	98,052	1	98,052
FIELD OPERATIONS												
					1	69,766	Water Distribution Oper. Manager (X)	10	1	72,366	1	72,366
					1	85,129	Water Distr. Construction Manager (X)	9	1	87,720	1	87,720
					2	140,967	Water Distr. Scheduling Manager (X)	8	2	148,880	2	148,880
					1	62,425	Water Distr. Business Systems Supv. (X)	6	1	62,123	1	62,123
					8	480,035	Water Distribution Field Supervisor (X)	5	8	496,205	8	496,205
					5	216,584	Communications Assistant V	460	5	213,289	5	213,289
					1	40,565	Communications Assistant IV	455				
					2	77,246	Communications Assistant III	445	3	107,555	3	107,555
					1	41,410	Office Assistant IV	445	1	40,836	1	40,836
					1	27,693	Office Assistant III	425				
							Office Assistant II	410	1	30,457	1	30,457
					1	50,373	Water Department Blacksmith	270	1	50,254	1	50,254
					14	742,260	Water Distribution Chief Repair Worker (A)	282	13	690,123	14	742,073
					10	457,073	Water Distribution Utility Investigator	254	8	360,335	8	360,335
					28	1,268,885	Water Distribution Repair Worker II (B)	252	26	1,172,693	28	1,268,885
					2	91,065	Water Distribution Tapping Specialist	252			1	45,533
					1	44,199	Equipment Mechanic III	248	1	44,095	1	44,095

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
					27	1,107,725	Water Distribution Repair Worker I	235	27	1,088,997	27	1,088,997	
					2	80,765	Hydrant Service Worker (X)	230	2	80,573	2	80,573	
					10	392,222	Water Distribution Laborer	230	8	314,289	8	314,289	
							AUXILIARY						
					1	25,427	Water Distr. Oper. Manager (0.33 FTE)	10	1	26,271	1	26,271	
					1	18,484	Water Distr. Field Supervisor (0.33 FTE)	5	1	19,098	1	19,098	
					1	14,137	Water Distr. Utility Investigator (0.33 FTE)	254	3	45,039	3	45,039	
					5	95,567	Hydrant Service Worker (0.25 FTE)	230	5	100,717	5	100,717	
					1	38,227	Water Distribution Laborer	230	1	40,287	1	40,287	
							Water Distribution Laborer (0.33 FTE)	230	2	26,341	2	26,341	
410	6414	R999	600101	5,349,747	128	5,766,757	Total Before Adjustments		123	5,416,595	127	5,610,270	
							Salary & Wage Rate Change						
410	6414	R999	602101	1,360,933		1,300,000	Overtime Compensated			1,300,000		1,300,000	
						(139,152)	Personnel Cost Adjustment			(105,332)		(105,332)	
410	6414	R999	602201 - 602601				Other						
						(84,271)	Furlough			(75,737)		(75,737)	
				6,710,680	128	6,843,334	Gross Salaries & Wages Total		123	6,535,526	127	6,729,201	
							Reimbursable Services Deduction						
				(99,540)		(150,000)	Capital Improvements Deduction			(150,000)		(150,000)	
							Grants & Aids Deduction						

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0410	6414	R999	006000	6,611,140	128	6,693,334	NET SALARIES & WAGES TOTAL		123	6,385,526	127	6,579,201	
					119.61		O&M FTE'S		111.94		115.94		
					3.89		NON-O&M FTE'S		3.89		3.89		
							(A) One Position to be eliminated upon incumbent separation.						
							(B) Two Positions to be eliminated upon incumbent separation.						
							(X) Private Auto Allowance May Be Paid Pursuant To						
							Section 350-183 of the Milwaukee Code						
							(Y) Required to file a statement of economic interests in accordance with						
							the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.						
0410	6414	R999	006180	2,275,171		2,629,382	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,713,731		2,763,264	
							OPERATING EXPENDITURES						
0410	6414	R999	630100	16,523		25,000	General Office Expense			25,000		25,000	
0410	6414	R999	630500	11,584		40,000	Tools & Machinery Parts			40,000		40,000	
0410	6414	R999	631000	1,063,719		1,300,000	Construction Supplies			1,300,000		1,100,000	
0410	6414	R999	631500	110,679		150,000	Energy			150,000		119,000	
0410	6414	R999	632000	335,738		300,000	Other Operating Supplies			300,000		300,000	
0410	6414	R999	632500	1,232,510		1,300,000	Facility Rental			1,300,000		1,250,000	

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS		UNITS	DOLLARS
0410	6414	R999	633000	3,326		30,000	Vehicle Rental			30,000			30,000
0410	6414	R999	633500	6,675		7,000	Non-Vehicle Equipment Rental			7,000			7,000
0410	6414	R999	634000	1,483,519		1,400,000	Professional Services			1,400,000			1,400,000
0410	6414	R999	634500	16,531		85,000	Information Technology Services			25,000			25,000
0410	6414	R999	635000	699,937		600,000	Property Services			600,000			600,000
0410	6414	R999	635500	4,152,968		4,000,000	Infrastructure Services			3,000,000			3,000,000
0410	6414	R999	636000	677,127		650,000	Vehicle Repair Services			600,000			600,000
0410	6414	R999	636500	81,075		100,000	Other Operating Services			100,000			100,000
0410	6414	R999	637000				Loans and Grants						
0410	6414	R999	637501				Reimburse Other Departments						
0410	6414	R999	006300	9,891,911		9,987,000	OPERATING EXPENDITURES TOTAL			8,877,000			8,596,000
EQUIPMENT PURCHASES													
Additional Equipment													
0410	6414	R999	680510		2	2,000	Office Equipment- Laptop cradles		4	7,000		4	7,000
0410	6414	R999	681009		2	10,000	Computer Workstations-Laptops		8	25,000		8	25,000
0410	6414	R999	683521		19	31,000	Tools- spaders, augger,jackhammer, etc		4	3,000		4	3,000
0410	6414	R999	683525		5	13,000	Technical Tools		1	3,000		1	3,000
0410	6414	R999	685512		2	54,000	Automobiles, Jeeps						
0410	6414	R999	685550		2	190,000	Pickup Trucks and Vans						
0410	6414	R999	685560				Vehicle Accessories -asphalt trk bed heaters		2	10,000		2	10,000
					32	300,000	Subtotal - Additional Equipment		19	48,000		19	48,000



ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							Replacement Equipment					
0410	6414	R999	683521		1	5,000	Tools (drill , tap, welder)					
0410	6414	R999	683525		9	13,000	Technical Tools (Leak locators, wands)		7	6,000	7	6,000
0410	6414	R999	685527		3	366,000	Dump Trucks		1	137,000	1	137,000
0410	6414	R999	685529		1	112,000	Industrial Trucks-Backhoes		2	145,000	1	72,500
0410	6414	R999	685530		2	2,000	Pumping Equipment					
0410	6414	R999	685539		1	150,000	Other Industrial Vehicles (drill dig)					
0410	6414	R999	685550		2	133,000	Pickup Trucks and Vans					
					19	781,000	Subtotal - Replacement Equipment		10	288,000	9	215,500
0410	6414	R999	006800	763,090	51	1,081,000	EQUIPMENT PURCHASES TOTAL		29	336,000	28	263,500
							SPECIAL FUNDS					
							SPECIAL FUNDS TOTAL					
							DPW-WATER WORKS-DISTRIBUTION					
				19,541,312		20,390,716	ORGANIZATION TOTAL			18,312,257		18,201,965

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
DPW-WATER WORKS-WATER QUALITY													
ORGANIZATION (6415)													
SALARIES & WAGES													
					1	109,864	Water Quality Manager (X) (Y)	13	1	109,840	1	109,840	
					1	72,663	Water Quality Operations Manager (X)	7	1	73,810	1	73,810	
					1	59,854	Water Quality Analyst (X)	598	1	55,374	1	55,374	
					3	184,226	Lead Water Chemist	559	3	185,526	3	185,526	
					2	101,398	Water Microbiologist II	547	2	101,156	2	101,156	
					10	517,859	Water Chemist II	542	10	520,758	9	467,127	
					1	36,369	Water Laboratory Technician	504	1	40,836	1	40,836	
410	6415	R999	600101	1,065,270	19	1,082,233	Total Before Adjustments		19	1,087,300	18	1,033,669	
Salary & Wage Rate Change													
410	6415	R999	602101	48,709		68,000	Overtime Compensated			68,000		68,000	
						(23,770)	Personnel Cost Adjustment			(21,746)		(21,746)	
410	6415	R999	602201 - 602601				Other						
						(16,287)	Furlough			(16,309)		(16,309)	
				1,113,979	19	1,110,176	Gross Salaries & Wages Total		19	1,117,245	18	1,063,614	
Reimbursable Services Deduction													
Capital Improvements Deduction													
Grants & Aids Deduction													

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0410	6415	R999	006000	1,113,979	19	1,110,176	NET SALARIES & WAGES TOTAL		19	1,117,245	18	1,063,614	
					19.00		O&M FTE'S		19.00		18.00		
							NON-O&M FTE'S						
							(X) Private Auto Allowance May Be Paid Pursuant To						
							Section 350-183 of the Milwaukee Code						
							(Y) Required to file a statement of economic interests in accordance with						
							the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.						
0410	6415	R999	006180	424,601		456,931	ESTIMATED EMPLOYEE FRINGE BENEFITS			476,093		446,718	
							OPERATING EXPENDITURES						
0410	6415	R999	630100	59,986		60,000	General Office Expense			60,000		60,000	
0410	6415	R999	630500			5,000	Tools & Machinery Parts			5,000		5,000	
0410	6415	R999	631000				Construction Supplies						
0410	6415	R999	631500				Energy						
0410	6415	R999	632000	91,509		108,000	Other Operating Supplies			108,000		108,000	
0410	6415	R999	632500				Facility Rental						
0410	6415	R999	633000	457		1,000	Vehicle Rental			1,000		1,000	
0410	6415	R999	633500	4,324			Non-Vehicle Equipment Rental			5,000		5,000	
0410	6415	R999	634000	157,835		200,000	Professional Services			120,000		120,000	
0410	6415	R999	634500				Information Technology Services						

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0410	6415	R999	635000	11,621		12,000	Property Services			12,000		12,000	
0410	6415	R999	635500				Infrastructure Services						
0410	6415	R999	636000			3,000	Vehicle Repair Services			3,000		3,000	
0410	6415	R999	636500	5,211		20,000	Other Operating Services			20,000		20,000	
0410	6415	R999	637000				Loans and Grants						
0410	6415	R999	637501				Reimburse Other Departments						
0410	6415	R999	006300	330,943		409,000	OPERATING EXPENDITURES TOTAL			334,000		334,000	
EQUIPMENT PURCHASES													
Additional Equipment													
Subtotal - Additional Equipment													
Replacement Equipment													
0410	6415	R999	682517				Refrigeration appliances, lab refrigerator		2	8,000	2	8,000	
0410	6415	R999	684017		2	16,000	Metering Devices		5	21,000	5	21,000	
0410	6415	R999	684029		2	6,000	Other Laboratory Tools		1	8,000	1	8,000	
					4	22,000	Subtotal - Replacement Equipment		8	37,000	8	37,000	
0410	6415	R999	006800	7,289	4	22,000	EQUIPMENT PURCHASES TOTAL		8	37,000	8	37,000	
SPECIAL FUNDS													

ACCOUNT NUMBER				2009		2010				2011		2011	
				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
SPECIAL FUNDS TOTAL													
DPW-WATER WORKS - WATER QUALITY													
				1,876,812		1,998,107	ORGANIZATION TOTAL				1,964,338		1,881,332

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-WATER WORKS-PLANTS-SOUTH												
ORGANIZATION (6416)												
SALARIES & WAGES												
HOWARD & SOUTH WATER PRODUCTION												
					1	96,722	Water Plant Manager - South (X) (Y)	11	1	96,722	1	96,722
					1	85,130	Water Plant Operations Manager (X)	9	1	85,120	1	85,120
					1	75,096	Water Maintenance Manager (X)	8	1	70,295	1	70,295
					1	40,933	Office Assistant IV	445	1	40,836	1	40,836
					12	747,246	Senior Water Treatment Plant Operator	291	12	740,723	12	740,723
					2	112,851	Water Plant Steamfitter/ HVAC Specialist	287	2	112,583	2	112,583
					9	462,994	Machine Repair Person	287	9	479,083	9	452,467
					1	50,373	Metal Fabricator	270	1	50,254	1	50,254
					7	321,474	Water Treatment Plant Operator	252	7	317,129	7	317,129
					1	41,410	Water Plant Laborer	235	1	41,311	1	41,311
HOWARD CONTROL CENTER												
					6	334,296	Water System Operator in Charge	282	6	337,776	6	337,776
AUXILIARY												
					1	13,561	Water System Operator (0.25 FTE)	288	1	14,794	1	14,794
PLANT AUTOMATION												
					1	85,130	Water Plant Automation Manager (X)	9	1	85,129	1	85,129
					1	60,317	Network Coordinator - Senior (X)	6	1	62,123	1	62,123

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					2	129,575	Automated System Specialist	598	3	191,277	3	191,277
					2	89,331	Program Assistant II	530	2	87,870	2	87,870
						(264,202)	Salary & Wage Allocation to Plant - North			(255,840)		(255,840)
							ELECTRICAL & INSTRUMENTATION					
						296,938	Salary & Wage Allocation from Plant - North			291,709		291,709
0410	6416	R999	600101	2,532,704	49	2,779,175	Total Before Adjustments		50	2,848,894	50	2,822,278
							Salary & Wage Rate Change					
0410	6416	R999	602101	184,542		300,000	Overtime Compensated			225,000		225,000
						(59,704)	Personnel Cost Adjustment			(56,978)		(56,978)
0410	6416	R999	602201 - 602601				Other					
						(41,838)	Furlough			(42,511)		(42,511)
				2,717,246	49	2,977,633	Gross Salaries & Wages Total		50	2,974,405	50	2,947,789
							Reimbursable Services Deduction					
							Capital Improvements Deduction					
							Grants & Aids Deduction					
0410	6416	R999	006000	2,717,246	49	2,977,633	NET SALARIES & WAGES TOTAL		50	2,974,405	50	2,947,789
					48.25		O&M FTE'S		49.25		48.75	

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
NON-O&M FTE'S												
(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.												
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0410	6416	R999	006180	972,015		1,209,026	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,267,105		1,238,071
OPERATING EXPENDITURES												
0410	6416	R999	630100	20,338		15,000	General Office Expense			20,000		20,000
0410	6416	R999	630500	39,817		75,000	Tools & Machinery Parts			50,000		50,000
0410	6416	R999	631000	135,799		160,000	Construction Supplies			150,000		150,000
0410	6416	R999	631500	2,520,483		2,664,000	Energy			2,664,000		2,914,000
0410	6416	R999	632000	1,296,528		1,500,000	Other Operating Supplies			1,500,000		1,500,000
0410	6416	R999	632500				Facility Rental					
0410	6416	R999	633000	775		2,000	Vehicle Rental			2,000		2,000
0410	6416	R999	633500	4,540		6,000	Non-Vehicle Equipment Rental			6,000		6,000
0410	6416	R999	634000	22,133		50,000	Professional Services			50,000		50,000
0410	6416	R999	634500	98,474		65,000	Information Technology Services			70,000		70,000
0410	6416	R999	635000	1,030,236		630,000	Property Services			600,000		600,000
0410	6416	R999	635500	24,167			Infrastructure Services					
0410	6416	R999	636000	43,550		40,000	Vehicle Repair Services			40,000		40,000
0410	6416	R999	636500	30,396		50,000	Other Operating Services			40,000		40,000



				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	PAY RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0410	6416	R999	637000				Loans and Grants						
0410	6416	R999	637501				Reimburse Other Departments						
0410	6416	R999	006300	5,267,236		5,257,000	OPERATING EXPENDITURES TOTAL			5,192,000		5,442,000	
EQUIPMENT PURCHASES													
Additional Equipment													
0410	6416	R999	683515				Testing Apparatus		1	12,000	1	12,000	
0410	6416	R999	683521				Tools (Portable welder, boom hoist)		2	4,000	2	4,000	
0410	6416	R999	683525		3	35,000	Technical Tools (scissors lift)						
					3	35,000	Subtotal - Additional Equipment		3	16,000	3	16,000	
Replacement Equipment													
0410	6416	R999	681010		2	60,000	Computer Server and Components		1	60,000	1	60,000	
0410	6416	R999	683515				Testing Equipment		6	7,500	6	7,500	
0410	6416	R999	683521		1	2,000	Tools (Enerpac set, end mill grinder)		2	6,500	2	6,500	
0410	6416	R999	683525		10	15,000	Technical Tools						
0410	6416	R999	683530		4	20,000	Pumping Equipment		2	5,000	2	5,000	
0410	6416	R999	683545		1	3,000	Floor Maintenance Machines						
0410	6416	R999	684017		1	15,000	Metering Devices						
					19	115,000	Subtotal - Replacement Equipment		11	79,000	11	79,000	

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0410	6416	R999	006800	282,830	22	150,000	EQUIPMENT PURCHASES TOTAL		14	95,000	14	95,000
SPECIAL FUNDS												
0410	6410	R646	006300	2,004,000		1,800,000	Contingent FD.- Debt Service -Water Works*			1,950,000		1,950,000
				2,004,000		1,800,000	SPECIAL FUNDS TOTAL			1,950,000		1,950,000
DPW-WATER WORKS-HOWARD - SOUTH												
				11,243,327		11,393,659	ORGANIZATION TOTAL			11,478,510		11,672,860
*Appropriation Control Account												

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW - WATER WORKS CAPITAL IMPROVEMENTS												
Distribution System Replacement of												
Mains Hydrants and Valves												
0420	6410	R999	WT41010000A	14,019,719		15,000,000	Non-Assessable			17,120,000		15,400,000
Distribution System												
Extensions and Modifications												
0420	6410	R999	WT41009000A				Non-Assessable					
			WT42010000A			100,000	Assessable			100,000		100,000
0420	6410	R999	WT43010000A	51,388		300,000	Developer Financed			300,000		300,000
				14,071,107		15,400,000	TOTAL WATER MAIN PROJECTS			17,520,000		15,800,000
0420	6410	R999	WT45009100A	1,790,166			Linnwood Plant Building Improvements (New Borrowing)			1,520,000		520,000
0420	6410	R999	WT45010200A	394,366		350,000	Linnwood Plant Treatment Improvements (New Borrowing)			1,275,000		1,275,000
0420	6410	R999	WT45010300A	194,078			Howard Plant Building Improvements			600,000		350,000
0420	6410	R999	WT45010400A	27,382		130,000	Howard Plant Treatment Improvements (New Borrowing)			950,000		600,000
0420	6410	R999	WT45010500A	584,073		3,600,000	Pump Facilities Improvements (New Borrowing)			2,050,000		1,650,000
0420	6410	R999	WT45010600A	1,523,366		100,000	Storage Facilities Improvements			300,000		300,000
0420	6410	R999	WT45009700A				Meter Shop Repair			150,000		150,000
0420	6410	R999	WT45010800A	723,836		450,000	Back-up Power Generation					
0420	6410	R999	WT45008900A				Capital Project Contingencies					

ACCOUNT NUMBER				2009		2010				2011		2011
				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				5,237,267		4,630,000	TOTAL PROJECTS OTHER THAN MAINS			6,845,000		4,845,000
				19,308,374		20,030,000	TOTAL CAPITAL (Project & Purpose Account)			24,365,000		20,645,000
							Requirements Water Works (Account Numbers to					
							be Assigned Upon Adoption of a Subsequent					
							Funding Resolution.)					

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
DPW-WATER WORKS - RECAP OF AUTHORIZATIONS												
				69,575,284		82,802,804	Operating			81,117,059		77,629,906
0410	6410	R999	006900	19,256,986		19,630,000	Deposit to Retained Earnings for Capital			23,965,000		16,200,000
							Deposit to Retained Earnings					294,094
				88,832,270		102,432,804	Total Water Operating & Deposits			105,082,059		94,124,000
				19,256,986		19,630,000	Capital Projects from Retained Earnings			23,965,000		16,200,000
							Borrowing Authorizations					4,045,000
						[12,275,000]	Carryover Borrowing*					[11,600,000]
						100,000	Assessments			100,000		100,000
				51,388		300,000	Developer Financed			300,000		300,000
				19,308,374		20,030,000	Total Water Capital			24,365,000		20,645,000
				108,140,644		122,462,804	Total Water Works Authorizations			129,447,059		114,769,000

\*Carryover Borrowing Amounts (Restatement of a prior years' unutilized borrowing authorization are included for information and authorization purposes. Such amounts are excluded from budget totals to avoid duplication.)

				2009		2010				2011		2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
2. SOURCE OF FUNDS FOR WATER WORKS												
REVENUES												
0410	6410		009400	67,951,553		83,000,000	Operating Revenue			86,454,000		86,454,000
0410	6410		009400	8,987,755		7,462,000	Non-Operating Revenue			7,670,000		7,670,000
0410	6410		009920	11,892,962		11,970,804	Withdrawal From Retained Earnings			10,958,059		
				88,832,270		102,432,804	Total Current Revenues			105,082,059		94,124,000
FINANCING OF WATER WORKS CAPITAL IMPROVEMENTS												
						100,000	Assessments			100,000		100,000
0420				19,256,986		19,630,000	From Fund 41 Retained Earnings			23,965,000		16,200,000
							Proceeds from Borrowing					4,045,000
0420				51,388		300,000	Out Of Program-Developer Financed			300,000		300,000
				19,308,374		20,030,000	Total Capital Financing Required			24,365,000		20,645,000
				108,140,644		122,462,804	TOTAL SOURCE OF FUNDS FOR WATER WORKS			129,447,059		114,769,000
*Carryover Borrowing Amounts (Restatement of a prior years' unutilized borrowing authorization are included for information and authorization purposes. Such amounts are excluded from budget totals to avoid duplication.)												

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	REQUESTED BUDGET	PROPOSED BUDGET		
				DOLLARS		DOLLARS			UNITS	DOLLARS	UNITS	DOLLARS
K. SEWER MAINTENANCE FUND												
1. BUDGET FOR SEWER MAINTENANCE FUND												
DPW-INFRASTRUCTURE SERVICES DIVISION -												
SEWER MAINTENANCE FUND BUDGETARY												
CONTROL UNIT (1 BCU = 2 DU)												
SALARIES & WAGES												
				148,606		100,000	Overtime Compensated*			100,000		100,000
				5,133,217		4,902,568	All Other Salaries & Wages			4,805,082		4,805,082
0490	6830	R999	006000	5,281,823		5,002,568	NET SALARIES & WAGES TOTAL*			4,905,082		4,905,082
					164		TOTAL NUMBER OF POSITIONS AUTHORIZED		164		164	
					107.52		O&M FTE'S		104.02		104.02	
					25.49		NON-O&M FTE'S		28.99		28.99	
0490	6830	R999	006180	2,528,705		2,641,187	ESTIMATED EMPLOYEE FRINGE BENEFITS			2,729,439		2,729,439
OPERATING EXPENDITURES												
0490	6830	R999	630100	30,413		28,000	General Office Expense			28,000		28,000
0490	6830	R999	630500	50,557		45,000	Tools & Machinery Parts			45,000		45,000
0490	6830	R999	631000	676,952		600,000	Construction Supplies			600,000		600,000

SEWER MAINTENANCE FUND

550.1

3rd Run 9/14/10

				2009	2010		2011				2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET								
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	PAY RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
0490	6830	R999	631500	40,942		41,000	Energy			41,000		41,000	
0490	6830	R999	632000	72,660		100,000	Other Operating Supplies			70,000		70,000	
0490	6830	R999	632500				Facility Rental						
0490	6830	R999	633000	2,344,001		2,000,000	Vehicle Rental			2,300,000		2,100,000	
0490	6830	R999	633500	2,624		4,000	Non-Vehicle Equipment Rental			4,000		4,000	
0490	6830	R999	634000	188,888		158,000	Professional Services			153,000		143,000	
0490	6830	R999	634500	22,528		20,000	Information Technology Services			32,000		32,000	
0490	6830	R999	635000				Property Services						
0490	6830	R999	635500	1,119,766		920,000	Infrastructure Services			945,000		1,070,000	
0490	6830	R999	636000				Vehicle Repair Services						
0490	6830	R999	636500	528,674		515,000	Other Operating Services			510,000		510,000	
0490	6830	R999	637000				Loans and Grants						
0490	6830	R999	637501	1,143,090		1,240,000	Reimburse Other Departments			1,370,000		1,245,000	
0490	6830	R999	006300	6,221,095		5,671,000	OPERATING EXPENDITURES TOTAL *			6,098,000		5,888,000	
0490	6830	R999	006800	30,077	45	160,000	EQUIPMENT PURCHASES TOTAL *		29	347,400	30	97,400	
				29,402,321		36,399,000	SPECIAL FUNDS			36,454,288		34,866,500	
							DPW-INFRASTRUCTURE SERVICES DIVISION-						
							SEWER MAINTENANCE FUND BUDGETARY						
				43,464,021		49,873,755	CONTROL UNIT TOTAL (1BCU=2DU)			50,534,209		48,486,421	

\*Appropriation Control Account



ACCOUNT NUMBER				2009		2010				2011		2011	
				EXPENDITURE		BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				36,236,229		23,937,000	CAPITAL IMPROVEMENTS PROGRAM				38,370,000		39,833,000
				2,312,799			Deposit to Retained Earnings						579
				82,013,049		73,810,755	TOTAL BUDGET FOR SEWER MAINTENANCE				88,904,209		88,320,000

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	BUDGET	RANGE		REQUESTED BUDGET	PROPOSED BUDGET			
				DOLLARS	UNITS	DOLLARS			UNITS	DOLLARS	UNITS	DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION -												
SEWER MAINTENANCE FUND -												
ENVIRONMENTAL DECISION UNIT												
SALARIES & WAGES												
					1	133,049	Environmental Manager (Y)	16	1	133,049	1	133,049
ADMINISTRATIVE SUPPORT												
					1	26,029	Office Assistant II	410	1	26,029	1	26,029
					1	70,278	Management & Accounting Officer	6	1	70,278	1	70,278
SEWER DESIGN												
					1	88,445	Management Civil Engineer-Senior	12	1	88,445	1	88,445
					3	216,717	Civil Engineer III (X)	628	3	224,948	3	224,948
					8	464,010	Civil Engineer II (X)	626	8	497,346	8	497,346
DRAFTING AND BUILDING SERVICES												
					1	91,191	Management Civil Engineer-Senior	12	1	91,191	1	91,191
DRAFTING												
					2	123,976	Engineering Drafting Technician V	606	1	63,344	1	63,344
					5	266,984	Engineering Drafting Technician IV	604	6	342,344	6	342,344
					9	357,664	Engineering Drafting Technician II	602	9	366,567	9	366,567

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
RESEARCH, PLANNING & STORMWATER												
					1	109,864	Civil Engineer V	13	1	109,864	1	109,864
					3	214,643	Civil Engineer III	628	3	231,402	3	231,402
					5	286,669	Civil Engineer II	626	5	322,346	5	322,346
					1	53,646	Engineering Technician IV	620	1	56,941	1	56,941
					3	112,813	Engineering Technician II	602	3	125,948	3	125,948
				2,662,295	45	2,615,978	Total Before Adjustments		45	2,750,042	45	2,750,042
						134,216	Salary & Wage Rate Change					
				3,784			Overtime Compensated					
						(27,910)	Personnel Cost Adjustment			(55,192)		(55,192)
							Other					
						(40,246)	Furlough			(41,400)		(41,400)
				2,666,079	45	2,682,038	Gross Salaries & Wages Total		45	2,653,450	45	2,653,450
							Reimbursable Services Deduction					
						(1,194,236)	Capital Services Deduction			(1,479,697)		(1,479,697)
							Grants & Aids Deductions					
0490	6831	R999	006000	1,485,635	45	1,487,802	NET SALARIES & WAGES TOTAL		45	1,173,753	45	1,173,753
					23.40		O&M FTE'S		19.90		19.90	
					21.60		NON-O&M FTE'S		25.10		25.10	

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
(X) Private Auto Allowance May Be Paid Pursuant to Section 350-183 of the Milwaukee Code.												
(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.												
0490	6831	R999	006180	972,967		1,017,365	ESTIMATED EMPLOYEE FRINGE BENEFITS			938,401		938,401
OPERATING EXPENDITURES												
0490	6831	R999	630100	21,649		20,000	General Office Expense			20,000		20,000
0490	6831	R999	630500	103			Tools & Machinery Parts					
0490	6831	R999	631000	2,809			Construction Supplies					
0490	6831	R999	631500	41			Energy					
0490	6831	R999	632000	46			Other Operating Supplies					
0490	6831	R999	632500				Facility Rental					
0490	6831	R999	633000				Vehicle Rental					
0490	6831	R999	633500	2,231		4,000	Non-Vehicle Equipment Rental			4,000		4,000
0490	6831	R999	634000	123,709		100,000	Professional Services			95,000		85,000
0490	6831	R999	634500	22,528		20,000	Information Technology Services			32,000		32,000
0490	6831	R999	635000				Property Services					
0490	6831	R999	635500	277,144			Infrastructure Services					125,000
0490	6831	R999	636000				Vehicle Repair Services					
0490	6831	R999	636500	27,997		24,000	Other Operating Services			20,000		20,000
0490	6831	R999	637000				Loans and Grants					

				2009	2010					2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET					PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	PAY RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0490	6831	R999	637501	312,478		312,000	Reimburse Other Departments			453,000		328,000
0490	6831	R999	006300	790,735		480,000	OPERATING EXPENDITURES TOTAL			624,000		614,000
EQUIPMENT PURCHASES												
Additional Equipment												
Subtotal - Additional Equipment												
Replacement Equipment												
					10	7,000	Computer Work Station		13	11,700	13	11,700
					10	1,500	Computer Monitors		13	2,200	13	2,200
					1	30,000	Cargo Van					
							CAD Plotter		1	7,000	1	7,000
							Flow Loggers		5	20,000	5	20,000
				30,077			Other Previous Experience					
				30,077	21	38,500	Subtotal - Replacement Equipment		6	40,900	6	40,900
0490	6831	R999	006800	30,077	21	38,500	EQUIPMENT PURCHASES TOTAL		6	40,900	6	40,900
SPECIAL FUNDS												
0490	6830	R681	006300	350,000		350,000	Water Administration*			385,000		385,000
0490	6830	R683	006610	8,783,930		11,000,000	Debt Service-Sewer Maintenance*			11,000,000		10,000,000

SEWER MAINTENANCE FUND

550.7

3rd Run 9/14/10

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0490	6830	R999	006640				Amortization of Issuance Costs*					
0490	6830	R684	006300	10,097,930		12,190,000	Payment to General Fund*			13,000,000		12,390,000
							Pmt. to Capital Fund for Emerald Ash Borer					
0490	6830	R689	006900			2,678,000	and Tree Planting and Production*			2,825,000		2,177,500
0490	6830	R686	006900	9,300,000		8,321,000	Payment to Debt Fund on Prior G.O. Debt*			7,731,000		8,678,000
0490	6830	R687	006300	843,546		844,000	Lease Payment for Tower Facility*			844,000		844,000
0490	6830	R688	006300	26,915			Job Skills Training Program*					
0490	6830	R690	006900			436,000	Pension Contribution for Normal Cost*			389,288		182,000
0490	6830	R692	006300			80,000	Channel Maintenance*			80,000		80,000
0490	6830	R693	006300			500,000	PCB Removal*			200,000		130,000
				29,402,321		36,399,000	SPECIAL FUNDS TOTAL			36,454,288		34,866,500
							DPW-INFRASTRUCTURE SERVICES DIVISION -					
							SEWER MAINTENANCE - ENVIRONMENTAL					
				32,681,735		39,422,667	DECISION UNIT TOTAL			39,231,342		37,633,554

\*Appropriation Control Account

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	BUDGET	RANGE		REQUESTED BUDGET	PROPOSED BUDGET			
				DOLLARS	UNITS	DOLLARS			UNITS	DOLLARS	UNITS	DOLLARS
DPW-INFRASTRUCTURE SERVICES DIVISION -												
SEWER MAINTENANCE FUND - UNDERGROUND												
DECISION UNIT												
SALARIES & WAGES												
SEWER UNDERGROUND OPERATIONS												
					1	95,373	Sewer Services Manager	12	1	96,943	1	96,943
					2	156,274	Sewer Services District Manager	9	2	157,722	2	157,722
					2	110,916	Sewer Operations Supervisor	5	2	113,235	2	113,235
					1	53,807	Sewer Maintenance Program Manager	5	1	54,887	1	54,887
					5	133,097	Sewer Repair Crew Leader	265	5	143,998	5	143,998
					3	124,629	Sewer Crew Leader II	248	3	132,285	3	132,285
					21	681,978	Sewer Crew Leader I	245	21	714,558	21	714,558
					28	937,198	Sewer Laborer II	238	28	992,530	28	992,530
					4	121,514	Sewer Mason	989	4	136,656	4	136,656
					22	512,856	Sewer Laborer I	230	22	701,685	22	701,685
					5	211,414	Sewer Field Investigator	250	5	221,803	5	221,803
					3	133,009	Sewer Examiner II	260	3	141,177	3	141,177
					1	61,464	Electrical Mechanic	979	1	61,464	1	61,464
					1	38,921	Equipment Mechanic I	235	1	41,311	1	41,311
AUXILIARY PERSONNEL												
					10	60,000	Operations Driver/Worker	247	10	60,000	10	60,000
					10	105,000	City Laborer, (Seasonal/Regular)	220	10	105,000	10	105,000

				2009		2010			2011		2011	
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				3,927,131	119	3,537,450	Total Before Adjustments		119	3,875,254	119	3,875,254
						200,000	Salary & Wage Rate Change					
				144,822		100,000	Overtime Compensated			100,000		100,000
						(110,890)	Personnel Cost Adjustment			(77,505)		(77,505)
							Other					
						(54,422)	Furlough			(57,060)		(57,060)
				4,071,953	119	3,672,138	Gross Salaries & Wages Total		119	3,897,749	119	3,897,749
							Reimbursable Services Deduction					
						(157,372)	Capital Services Deduction			(166,420)		(166,420)
							Grants & Aids Deductions					
0490	6832	R999	006000	3,796,188	119	3,514,766	NET SALARIES & WAGES TOTAL		119	3,731,329	119	3,731,329
					84.12		O&M FTE'S		84.12		84.12	
					3.89		NON-O&M FTE'S		3.89		3.89	
0490	6832	R999	006180	1,555,738		1,623,822	ESTIMATED EMPLOYEE FRINGE BENEFITS			1,791,038		1,791,038
							OPERATING EXPENDITURES					
0490	6832	R999	630100	8,764		8,000	General Office Expense			8,000		8,000
0490	6832	R999	630500	50,454		45,000	Tools & Machinery Parts			45,000		45,000
0490	6832	R999	631000	674,143		600,000	Construction Supplies			600,000		600,000



				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET		PROPOSED BUDGET	
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
0490	6832	R999	631500	40,901		41,000	Energy			41,000		41,000
0490	6832	R999	632000	72,614		100,000	Other Operating Supplies			70,000		70,000
0490	6832	R999	632500				Facility Rental					
0490	6832	R999	633000	2,344,001		2,000,000	Vehicle Rental			2,300,000		2,100,000
0490	6832	R999	633500	393			Non-Vehicle Equipment Rental					
0490	6832	R999	634000	65,179		58,000	Professional Services			58,000		58,000
0490	6832	R999	634500				Information Technology Services					
0490	6832	R999	635000				Property Services					
0490	6832	R999	635500	842,622		920,000	Infrastructure Services			945,000		945,000
0490	6832	R999	636000				Vehicle Repair Services					
0490	6832	R999	636500	500,677		491,000	Other Operating Services			490,000		490,000
0490	6832	R999	637000				Loans and Grants					
0490	6832	R999	637501	830,612		928,000	Reimburse Other Departments			917,000		917,000
0490	6832	R999	006300	5,430,360		5,191,000	OPERATING EXPENDITURES TOTAL			5,474,000		5,274,000
EQUIPMENT PURCHASES												
Additional Equipment												
Compact Passenger Cars											2	30,000
Subtotal - Additional Equipment											2	30,000
Replacement Equipment												
					10	1,500	Confined Space Safety Harness		10	1,500	10	1,500

ACCOUNT NUMBER				2009	2010			2011		2011		
				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
					10	15,000	Jet Nozzles		10	15,000	10	15,000
					2	95,000	1-Yead Dump Truck					
							Jet Vac		1	280,000		
					2	10,000	Local Government Radio		2	10,000	2	10,000
					24	121,500	Subtotal - Replacement Equipment		23	306,500	22	26,500
0490	6832	R999	006800		24	121,500	EQUIPMENT PURCHASES TOTAL		23	306,500	24	56,500
SPECIAL FUNDS												
SPECIAL FUNDS TOTAL												
DPW-INFRASTRUCTURE SERVICES DIVISION												
SEWER MAINTENANCE - UNDERGROUND												
				10,782,286		10,451,088	DECISION UNIT TOTAL			11,302,867		10,852,867

				2009		2010				2011			2011
ACCOUNT NUMBER				EXPENDITURE		BUDGET		PAY	REQUESTED BUDGET	PROPOSED BUDGET			
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
CAPITAL IMPROVEMENTS PROGRAM													
Relief & Relay Sewers-Minor Construction and Improvement of Catch Basins & Appurtenances Sewer Relay Program													
0491	9990	R999	SM49510000A	30,174,469		13,562,000	New Borrowing			27,744,000		22,800,000	
0491	6830	R999	SM49510000A	2,000,000		1,600,000	Cash			1,256,000		1,200,000	
						[74,520,826]	Carryover Borrowing*						[37,025,015]
Flow Reduction Projects													
0491	6830	R999	SM498050000				New Borrowing						
							Cash						
						[621,000]	Carryover Borrowing*						
Water Quality Projects													
0491	6830	R999	SM49908000A				New Borrowing						
							Cash						
						227,663	Grant & Aid						
						[1,064,000]	Carryover Borrowing*						[30,633]
Pump Facility Projects													
							New Borrowing						
0491	6830	R999	SM497090100	579,818		500,000	Cash			1,000,000		1,000,000	
							Carryover Borrowing*						

				2009	2010		2011			2011		
ACCOUNT NUMBER				EXPENDITURE	BUDGET			PAY	REQUESTED BUDGET	PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
							I & I Reduction Projects					
0491	6830	R999	SM49410000A	1,698,056		5,850,000	New Borrowing			5,870,000		10,633,000
0491	6830	R999	SM49410000A	450,000		500,000	Cash			500,000		500,000
							Grant & Aid					
							Assessable Private Property Work					
						[6,250,000]	Carryover Borrowing*	[6,612,095]				
							BMPs for the Reduction of TSS in Stormwater					
0491	6830	R999	SM49310000A	1,106,223		1,925,000	New Borrowing			2,000,000		500,000
							Cash					
						[2,709,000]	Carryover Borrowing*	[2,750,559]				
							SCADA Upgrade Project					
0491	6830	R999	SM497090400				New Borrowing					
							Cash					
						[600,000]	Carryover Borrowing*					
							Total Capital Improvements for Sewer					
				36,236,229		23,937,000	Maintenance Fund			38,370,000		39,833,000

\*Carryover Borrowing Amounts (Restatement of a prior years' unutilized borrowing authorization are included for information and authorization purposes. Such amounts are excluded from budget totals to avoid duplication.)

				2009	2010						2011	2011	
ACCOUNT NUMBER				EXPENDITURE	BUDGET						PAY	REQUESTED BUDGET	PROPOSED BUDGET
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS	
K. SEWER MAINTENANCE FUND													
2. SOURCE OF FUNDS FOR SEWER MAINTENANCE													
0490	6830		009400				REVENUES						
0490	6830		009400	27,508,815		28,591,500	Sewer Fee			26,554,000		26,949,000	
0490	6830		009400	18,950,771		22,316,000	Stormwater Fee			22,337,000		22,337,000	
0490	6830		009400	1,739,065		1,286,000	Charges for Service			1,351,700		1,351,000	
0490	6830		009810	173,285		258,000	Interest Income			200,000		200,000	
0490	6830		009870	434,702			Miscellaneous Revenue			350,000		350,000	
				48,806,638		52,451,500	Total Revenue			50,792,700		51,187,000	
OTHER FUNDING SOURCES													
				32,978,748		21,337,000	Proceeds from Borrowing (A)			35,614,000		33,933,000	
0490	6830		009920			22,255	Withdrawal From Retained Earnings			2,497,509			
				227,663			Grant & Aid					2,800,000	
							Assessable					400,000	
				33,206,411		21,359,255	Total Other Funding Sources			38,111,509		37,133,000	
TOTAL SOURCES OF FUNDS FOR													
				82,013,049		73,810,755	SEWER MAINTENANCE			88,904,209		88,320,000	

ACCOUNT NUMBER				2009	2010		LINE DESCRIPTION	PAY	2011		2011	
FUND	ORG	SBCL	ACCOUNT	EXPENDITURE	UNITS	BUDGET		RANGE	UNITS	DOLLARS	UNITS	DOLLARS
				DOLLARS		DOLLARS						
M. COUNTY DELINQUENT TAXES FUND												
1. BUDGET FOR COUNTY												
DELINQUENT TAXES												
0430	2210	R999	006300	10,681,537		15,000,000	Purchase of Delinquent County Taxes			12,300,000		12,300,000
2. SOURCE OF FUNDS FOR												
COUNTY DELINQUENT TAXES												
0430	2210		009980	10,681,537		15,000,000	County Delinquent Taxes Collected			12,300,000		12,300,000

ACCOUNT NUMBER				2009	2010		2011			2011		
				EXPENDITURE	BUDGET		PAY	REQUESTED BUDGET		PROPOSED BUDGET		
FUND	ORG	SBCL	ACCOUNT	DOLLARS	UNITS	DOLLARS	LINE DESCRIPTION	RANGE	UNITS	DOLLARS	UNITS	DOLLARS
TOTAL BUDGET AUTHORIZATIONS AND FUNDING												
				Total Budget Authorization for								
				1,255,940,965		1,443,560,586	Common Council Controlled Purposes			1,606,879,158		1,479,950,380
Total Funding for Common Council												
				1,276,827,129		1,443,560,586	Controlled Purposes			1,606,879,158		1,479,950,380

## II. BORROWING AUTHORIZATIONS

### General Obligation Bonds or Short Term Notes

	Reauthorization of 2010 Authority (1)(2)	New 2011 Authority	Total
<b>A. Grants and Aids Projects</b> Specific purposes not contemplated at the time the budget was adopted			
1. For public improvements authorized under section 62.11(5) for any of the purposes enumerated in section 67.05(5)(b).			
2. For harbor improvements authorized under section 30.30.			
3. For library improvements authorized under section 229.11 and 229.17.			
4. For convention complex and exposition center improvements authorized under section 229.26.			
5. For blight elimination, slum clearance, redevelopment, community development and urban renewal projects under section 66.1301 to 66.1327, 66.1331, 66.1333, 66.1335, 66.1337 and 66.1105.			
6. For developing sites for industry and commerce to expand the tax base as authorized under section 66.1101 and 66.1103.			
<b>Subtotal</b> Grants and Aids Projects (Lines 1 to 6) (3).	\$900,000	\$0	\$900,000
7. Low interest mortgage loans under section 62.237.			
8. For blight elimination, slum clearance, redevelopment, community development and urban renewal projects under section 66.1301 to 66.1327, 66.1331, 66.1333, 66.1335, 66.1337 and 66.1105.			
9. Parking lots or other parking facilities.			
10. Housing public purpose under section 67.12(12).			
<b>Subtotal</b> Grants and Aids Projects (Lines 7 to 10) (3).	\$0	\$400,000	\$400,000
<b>B. Renewal and Development Projects</b>			
1. For providing financial assistance to blight elimination, slum clearance, redevelopment and urban renewal projects under section 66.1301 to 66.1327, 66.1331, 66.1333, 66.1335, 66.1337 and 66.1105. MEDC Loan Program.			
<b>Subtotal</b> Renewal and Development Projects.	\$17,685,743	\$3,710,257	\$21,396,000
<b>C. Public Improvements</b>			
1. Public buildings for housing machinery and equipment.	\$21,222,622	\$15,724,800	\$36,947,422
2. Harbor improvements.	3,023,208	0	3,023,208
3. Parking facility improvements.	3,759,764	1,175,000	4,934,764
4. Purchase of sites for and construction of engine houses, fire stations reconstruction, remodeling, planning, design and site acquisition.	6,725,659	3,064,000	9,789,659
5. Police Department facility construction.	12,825,358	4,945,931	17,771,289
6. Bridge and viaduct.	12,916,956	6,554,000	19,470,956
7. Sewage disposal, sewer improvement and construction.	2,960,000	0	2,960,000
8. Street improvements and construction.	41,620,286	35,611,700	77,231,986
9. Parks and public grounds.	2,029,354	611,000	2,640,354
10. Library improvements authorized under section 229.11 and 229.17.	7,714,515	2,526,000	10,240,515
<b>Subtotal</b> General Obligation Bonds or Short Term Notes (Sections A through C).	\$133,383,465	\$74,322,688	\$207,706,153
<b>D. Contingent Borrowing</b>			
Borrowing for a public purpose not contemplated at the time the budget was adopted.			
Contingent borrowing.	\$0	\$150,000,000	\$150,000,000
<b>Subtotal</b> General Obligation Bonds or Short Term Notes.	\$0	\$150,000,000	\$150,000,000
<b>E. School Board Borrowing</b>			
1. School purposes (A).	\$7,950,000	\$2,000,000	\$9,950,000
2. For school purposes authorized under section 119.498 and/or 66.1333.	0	0	0
<b>Subtotal</b> General Obligation Bonds or Short Term Notes.	\$7,950,000	\$2,000,000	\$9,950,000



	Reauthorization of 2010 Authority (1)(2)	New 2011 Authority	Total
<b>F. Borrowing for Special Assessments</b>			
1. To finance public improvements in anticipation of special assessments levied against property.			
2. General city.	\$6,547,693	\$545,200	\$7,092,893
<b>Subtotal</b> General Obligation Bonds or Local Improvements Bonds.	<u>\$6,547,693</u>	<u>\$545,200</u>	<u>\$7,092,893</u>
<b>G. Tax Incremental Districts</b>			
1. For paying project costs in accordance with project plans for Tax Incremental Districts.			
2. For providing financial assistance to urban renewal projects authorized under section 67.05(5)(b).	\$167,831,245	\$22,000,000	\$189,831,245
<b>Subtotal</b> General Obligation Bonds, Short Term Notes or Revenue Bonds.	<u>\$167,831,245</u>	<u>\$22,000,000</u>	<u>\$189,831,245</u>
<b>H. Borrowing for Delinquent Taxes</b>			
To finance general city purposes for anticipated delinquent taxes.	\$0	\$28,000,000	\$28,000,000
<b>Subtotal</b> General Obligation Bonds or Short Term Notes.	<u>\$0</u>	<u>\$28,000,000</u>	<u>\$28,000,000</u>
<b>I. Revenue Anticipation Borrowing</b>			
To borrow in anticipation of revenue in accordance with section 67.12 of the Wisconsin State Statutes.	\$0	\$400,000,000	\$400,000,000
<b>Subtotal</b> General Obligation Bonds or Short Term Notes.	<u>\$0</u>	<u>\$400,000,000</u>	<u>\$400,000,000</u>
<b>J. Water Works Borrowing</b>			
Water Works mortgage revenue bonds or general obligation bonds.	\$11,600,000	\$4,045,000	\$15,645,000
<b>Subtotal</b> Revenue Bonds or General Obligation Bonds.	<u>\$11,600,000</u>	<u>\$4,045,000</u>	<u>\$15,645,000</u>
<b>K. Sewer Maintenance Fund Borrowing</b>			
Sewer Maintenance Fund revenue bonds or general obligation bonds including prior years.	\$46,418,302	\$33,933,000	\$80,351,302
<b>Subtotal</b> Revenue Bonds or General Obligation Bonds.	<u>\$46,418,302</u>	<u>\$33,933,000</u>	<u>\$80,351,302</u>
<b>Total General Obligation Bonds or Short Term Notes</b>	<b>\$373,730,705</b>	<b>\$714,845,888</b>	<b>\$1,088,576,593</b>
(1) Reauthorization of Prior Unused Borrowing Authority:			
It is the intent of such reauthorization to expressly authorize the issuance and sale of such obligations (either bonds or notes) as set forth in this borrowing section of the budget, for the purposes and amounts enumerated herein. Such carryover borrowing (reauthorization of prior unused borrowing authority) is also reflected in the capital budget for informational purposes but such amounts are excluded from the capital budget totals to avoid duplication.			
(2) Bond authorizations included and approved by the Common Council in the preceding municipal budget and further approved by the adoption of a resolution of intent are herein continued and are deemed to be with the same force and effect as though they had been specifically enumerated, both as to purpose and amount in this municipal budget.			
(3) The purpose of this borrowing is to provide funds in connection with projects undertaken by the city with federal or other financial assistance. Expenditures shall be made only after adoption of a Common Council resolution adopted in accordance with Common Council Resolution File 66-1893 as amended.			
(A) Design plans for any alteration to building exteriors and interiors shall be reviewed and approved by the city.			

### **III. CLARIFICATION OF INTENT**

#### **Employee Fringe Benefits**

Employee fringe benefit costs are allocated to operating and capital budgets on an estimated basis for informational purposes only. Such estimated expenditures are 100% appropriation offset for operating budgets and 100% revenue offset for the capital budget to avoid any impact on the city's tax levy. Actual fringe benefit costs, such as health care benefits, life insurance, and pensions, are budgeted separately in non-departmental accounts, which are funded from the property tax levy.

The amount included in each departmental (or budgetary control unit) operating budget on the line entitled "Estimated Employee Fringe Benefits" is subject to adjustment by unilateral action of the City Comptroller, during the budget year, if the actual rate charged against salaries paid is at variance with the estimated rate used in calculating the budgeted amount.

#### **Departmental Salary Appropriations**

Department net salary and wage appropriations reflect current wage rates and expenditures and are limited to these amounts. Funding of future salary increases from the Wages Supplement Fund will be restricted to wage settlements only. These transfers must be pre-approved by the Budget and Management Director.

#### **Footnotes**

Section 18-06-12 of the Milwaukee City Charter states that the adoption of the budget shall be the authority for the expenditure by a department for the purposes therein provided and of the amounts assigned to the department thereby and no further action by the Common Council shall be necessary to authorize any department to make such expenditures. The City Attorney has advised that footnotes contained in the line item budget are informational only and not controlling over expenditures unless a corresponding resolution specifying the footnote's intent is also adopted by the Common Council.



# City of Milwaukee

City Hall  
200 East Wells Street  
Milwaukee, WI 53202

## Meeting Agenda FINANCE & PERSONNEL COMMITTEE

**ALD. MICHAEL J. MURPHY, CHAIR**

**Ald. Robert J. Bauman, Vice-Chair**

**Ald. Joe Dudzik, Ald. Milele A. Coggs, and Ald. Nik Kovac**

**Staff Assistant, Tobie Black, 286-2231; Fax: 286-3456,**

**[tblack@milwaukee.gov](mailto:tblack@milwaukee.gov)**

**Legislative Liaison, Jim Carroll, 286-8679,**

**[jcarro@milwaukee.gov](mailto:jcarro@milwaukee.gov)**

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Friday, October 1, 2010

9:00 AM

Room 301-B, City Hall

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### BUDGET HEARINGS

1. [100675](#) Communication from the Mayor relating to the proposed 2011 budget.

**Sponsors:** THE CHAIR

9:00 A.M.

--Budget Overview (Given by Dept. of Admin., Budget & Management Div. Director)

--Mayor's Office

--City Clerk

--City Attorney

1:30 P.M.

--Department of Neighborhood Services

This meeting will be webcast live at [www.milwaukee.gov/channel25](http://www.milwaukee.gov/channel25).

Members of the Common Council and its standing committees who are not members of this committee may attend this meeting to participate or to gather information. Notice is given that this meeting may constitute a meeting of the Common Council or any of its standing committees, although they will not take any formal action at this meeting.

Upon reasonable notice, efforts will be made to accommodate the needs of persons with disabilities through sign language interpreters or auxiliary aids. For additional information or to request this service, contact the Council Services Division ADA Coordinator at 286-2998, (FAX)286-3456, (TDD)286-2025 or by writing to the Coordinator at Room 205, City Hall, 200 E. Wells Street, Milwaukee, WI 53202.

Limited parking for persons attending meetings in City Hall is available at reduced rates (5 hour limit) at the Milwaukee Center on the southwest corner of East Kilbourn and North Water Street. Parking tickets must be validated in Room 205, (City Clerk's Office) or the first floor Information Booth in City Hall.

Persons engaged in lobbying as defined in s. 305-43-4 of the Milwaukee Code of Ordinances are required to register with the City Clerk's Office License Division. Registered lobbyists appearing before a Common Council committee are required to identify themselves as such. More information is available at [www.milwaukee.gov/lobby](http://www.milwaukee.gov/lobby).

# MAYOR'S OFFICE

## RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

EXECUTIVE SUMMARY: 2011 PROPOSED BUDGET

HEARING DATE: OCTOBER 1, 2010

Mayor's Office – Budget Comparison			
	'09 Actual	'10 Budget	'11 Proposed
Salaries & Fringes *	\$1,129,403	\$1,087,400	\$1,160,101
<i>year-to-year change</i>	-3.94%	-3.72%	6.69%
Staff Census	14	13	13
Operating Expenditures			
General Office Expenses	9,278	11,000	11,000
Non-vehicle Equip Rental	2,223	4,000	3,600
Other Operating Services	10,151	13,000	12,000
Reimbursement Other Depts	16,768	16,000	16,000
Total Operating Expenditures	\$38,420	\$44,000	\$42,600
<i>year-to-year change</i>	15.71%	14.52%	-3.18%
Equipment Purchases	\$0	\$4,000	\$0
Total Operating Budget	\$1,167,823	\$1,135,400	\$1,202,701
<i>year-to-year change</i>	-3.76%	-2.78%	5.93%
Revenues		36,135	34,000
Net Operating Budget	\$1,167,823	\$1,099,265	\$1,168,701
	-3.76%	-5.87%	6.32%
<i>* includes furloughs of</i>		(\$12,468)	(\$12,634)

The Mayor's Office 2011 Proposed Budget is up \$69,436, or 6.32%, over its cost-cutting 2010 Adopted Budget.

### Staff Census

In both the 2010 and 2011 budgets, the Mayor's Office has an authorized but un-budgeted Staff Assistant to the Mayor position. This analysis does not include this unfilled position in the staff census.

### 2011 Budget Change Summary

The following lists the differences between the 2011 and the 2010 Budgets:

2011 Budget changes from 2010 Budget	
Payroll (including furlough)	\$10,644
Personnel Cost Adjustment	(8,505)
Fringe Benefits - Stemming from:	
Increased Payroll	18,372
Payroll before Increase	52,190
Operating & Capital Purchases	(5,400)
Revenues - MAWIB* Reimbursement	2,135
Total Change	\$69,436
* Milwaukee Area Workforce Investment Board	

## 2011 Payroll Change

Changes in 2011 budgeted payroll over 2010 budgeted payroll are as follows:

'11 Payroll Change	Amount	Percent
Chief of Staff	\$2,519	2.50%
Program Assistant II	2,718	6.14%
Office Assistant III	1,960	6.14%
College Interns	914	8.14%
Other	2,533	0.54%
<b>Total Change</b>	<b>\$10,644</b>	

## Personnel Cost Adjustment & Fringe Benefits

As directed by the Budget Office, the Mayor's Office increased its Personnel Cost Adjustment rate from 2% to 3% to estimate normal personnel turnover.

As directed by the Comptroller, the Mayor's Office also increased the rate for fringe benefits from 41% to 48% to reflect the substantial increase in employee benefits, especially for healthcare where HMO premiums are up 17.5% in the aggregate and Basic Plan premiums are up 14.9%. Overall fringe benefits are up \$70,562 from 2010's budget - \$52,190 stems from the base 2010 payroll budget and \$18,372 results from the reclassification of the MAWIB reimbursement as a revenue item (it was previously an offset against payroll) plus payroll increases for 2011, net of the increased Personnel Cost Adjustment deduction.

## Operating & Capital Purchases

The 2011 Operating budget is down slightly (\$1,400, while the Mayor's Office saves \$4,000 by forgoing capital purchases in 2011. The Mayor's Office spent \$4,456 on capital in 2008 and was budgeted to spend \$4,000 for computers in 2010.

## Revenue - MAWIB Reimbursements

The Office of the City Comptroller now recognizes reimbursements received by the Mayor's Office for services rendered to the Milwaukee Area Workforce Investment Board as Revenues rather than offsets against payroll. The 2010 budgeted reimbursement of \$36,135 has been reclassified as a revenue for this analysis. The Mayor's Office estimates "Revenues" from the MAWIB reimbursements for 2011 will be \$34,000 – down slightly for the 2010 Budget – effectively increasing costs by \$2,135.

The 2011 Proposed Budget for the City Clerk's Office is approximately \$8.23 million, an increase of 4.7% from the 2010 Budget of approximately \$7.86 million. The Proposed Budget includes a decrease of one FTE position from 2010 to 2011.

There are no new capital projects scheduled for 2011.

### **2011 PROPOSED ADJUSTMENTS**

The 2011 Proposed Budget includes the following adjustments for the City Clerk's office:

1. One position of Production Technician in Channel 25 is proposed to be eliminated as it was determined unnecessary.
2. Allocation for Computer System Upgrades increases from \$10,000 in 2010 to \$20,000, which is less than the \$35,000 requested by the department. All other funds in the Special Funds Account remain at 2010 levels.
3. The Audit Fund, which funds the annual financial audit of the City, increases by \$88,900 over the 2010 amount.

4. No funding is provided for staffing the Board of Ethics in 2011. Staffing and other support have been taken over by the Council Records Section and absorbed within the City Clerk's budget. In 2010, \$32,000 was appropriated for the Ethics Board.

5. The Proposed Budget appropriates \$100,500 for the City Memberships SPA, which is a decrease of \$33,000 from the requested amount. This is primarily a result of the elimination of dues for the now-defunct Wisconsin Alliance of Cities.

6. The Economic Development SPA is proposed to be funded at \$25,000, which is a reduction of \$5,000 from the requested amount.

<b>2011 PROPOSED BUDGET SUMMARY: COMMON COUNCIL-CITY CLERK'S OFFICE</b>			
<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Proposed Budget</b>	<b>2010-2011 Change</b>
Operating Expenditures	\$7,858,707	\$8,227,125	+4.7 %
Capital Improvements	\$0	\$0	0%
Revenue	\$6,557,430	\$7,110,100	+8.4. %
Special Purpose Accounts	\$542,215	\$568,440	+6.8 %
O&M FTE Positions	90.3	89.3	%

**PERSONNEL**

Number of Authorized and Funded Positions

<b>Changes in number of positions, 2010 Budget and 2011 Proposed Budget</b>			
	<b>2010 Budget</b>	<b>2011 Proposed</b>	<b>Change</b>
Authorized Positions	113	113	0
O&M Funded Positions	90.3	89.3	-1.0

- One position of Production Technician in Channel 25 is slated for elimination as it was determined no longer necessary.

**Vacancies**

There are currently five vacant positions in the department.

- License Specialist, License Division. This position has been vacant since February 27, 2009. The position of License Coordinator was reclassified as a License Specialist. Permission to fill the position was recently granted by the Finance and Personnel Committee.
- Legislative Fiscal Analyst, Lead, LRB. The position has been vacant since March 19, 2010. A request to fill the position was approved earlier this year.

- Production Technician (0.5 FTE), Public Information Division. The position is being eliminated in the Proposed Budget.

- Legislative Reference Bureau Manager, LRB. The position has been vacant since June 11, 2010. An original exam is being conducted and the position is expected to be filled in October, 2010.

- Research and Analysis Manager, LRB. The position has been vacant since June 11, 2010.

**SPECIAL PURPOSE ACCOUNTS (SPA)**

SPAs are budgeted outside of departmental operating accounts, and control over SPAs is provided to departments by resolution. The 2011 Proposed Budget includes funding for the following SPAs:

	<b>2009 Expenditure</b>	<b>2010 Budget</b>	<b>2011 Proposed</b>	<b>2010-2011 Change</b>
Audit Fund	\$317,000	\$354,000	\$442,900	+25.1%
Board of Ethics	\$29,850	\$32,000	0	-100%
Economic Development	\$60,439	\$20,000	\$25,000	+25%
Memberships, City	\$135,609	\$126,215	\$100,540	-20.3%
<b>TOTAL</b>	<b>\$542,898</b>	<b>\$532,215</b>	<b>\$568,440</b>	<b>+6.8%</b>



**Audit Fund, \$422,900**

The Audit Fund provides funding for the annual financial audit of the City that assesses the accuracy of the City's financial data, including the private audit of the City's Annual Financial Report (CAFR). This account also provides partial funding for the preparation of the CAFR by a certified public accountant. Component units (RACM, HACM, MEDC and NIDC) pay directly for the cost of their audits as part of the contract. The amount included in the 2011 Proposed Budget is \$22,000 less than the department's request, and is 25.1% greater than 2010 (+\$88,900). This increase is mainly attributable to audit fees for compliance with the requirements of the America Reinvestment and Recovery Act.

**Board of Ethics, \$0**

No funding is provided to the Board of Ethics for 2011. Staffing and other support to the board will be given by the Council Records Section in 2011 and are thus absorbed within the City Clerk's budget.

**Economic Development, \$25,000**

This account, assigned to the Common Council under the purview of the Council's Community and Economic Development Committee, funds activities related to economic development, including marketing the City for industrial and commercial development, business attraction and retention, tourism and support of emerging

business enterprises (EBEs). Activities typically funded are those not funded by other City departments, and the types of activities funded change annually. Appropriations so far in 2010 have supported attendance at various board meetings of the National League of Cities. In 2009, funds were allocated for economic and job creation activities for various business groups (\$50,000), namely, the African-American Chamber of Commerce, the Hispanic Chamber of Commerce, the Hmong Chamber of Commerce and the Airport Gateway Business Association.

**Memberships, City, \$100,540**

This account provides funding for memberships to various organizations that support the City's lobbying, policy research and professional development programs. The 2011 Proposed Budget allocates \$100,500 for City memberships. The estimated cost for memberships for 2011 are as follows:

CITY MEMBERSHIPS	
	2011 Proposed
League of Wisconsin Municipalities and Urban Alliance	\$65,000*
Government Finance Officers Association	\$ 2,000
Sweat Free Consortium	\$ 800
Public Policy Forum	\$ 1,200
National League of Cities	\$26,000
Sister Cities International	\$ 1,800
ICLEI – Local Governments for Sustainability	\$ 3,700
<b>TOTAL</b>	<b>\$100,500</b>

(\*See explanation below)

The net change in all of these memberships combined is a decrease of \$33,000 from the requested budget. The City will no longer pay membership dues to the Wisconsin Alliance of Cities as the organization is ending its existence. A new Urban Alliance has been formed, and membership into the Urban Alliance is purchased through a 20% surcharge to the cost of a League of Wisconsin Municipalities membership. Dues for 2011 will be similar to that of 2010. The combined cost of membership in both organizations amounts to \$61,591.71 -- \$51,326.71 for Wisconsin League membership and \$10,205 for the Alliance. Since dues are based on population, some room is given for adjustment, with membership in the two organizations, with a total of \$65,000 appropriated for both memberships.

#### **SPECIAL FUNDS**

The 2011 Proposed Budget provides \$42,035, an increase of \$10,000 from the 2010 Budget. Included in Special Funds are: Expense Fund for the Common Council President; Legislative Expense Fund; Computer System Upgrades;

and Aldermanic Travel. Three of the Special Fund accounts, the Expense Fund for the Common Council President, the Legislative Expense Fund and Aldermanic Travel, are funded at 2010 levels. Computer System Upgrades are funded at \$20,000, which is \$10,000 greater than the 2010 budgeted amount. The department had requested \$35,000.

#### **DEPARTMENTAL REVENUES**

The 2011 Proposed Budget estimates that \$7,110,100 will be generated in revenues by the City Clerk's Office. This is an 8.4% increase from the 2010 Budget estimate. The largest source of revenue is generated from the Cable Franchise Fee (\$4,800,000 estimated in 2011), and is included in Charges for Services, followed by Licenses and Permits (\$2,207,230).

REVENUES	2009 ACTUAL	2010 ADOPTED BUDGET	2011 PROPOSED BUDGET	2010 – 2011 Change
<i>Charges for Services</i>	\$4,589,926	\$4,336,200	\$4,950,100	+14.2%
<i>Licenses and Permits</i>	\$2,173,364	\$2,207,230	\$2,160,000	-1.1%
<i>Miscellaneous</i>	\$6,125	\$14,000	\$0	-100%
<b>TOTAL</b>	<b>\$6,769,415</b>	<b>\$6,557,430</b>	<b>\$7,110,100</b>	<b>+8.4%</b>

### CAPITAL PROJECTS

The 2011 Proposed Budget does not include any capital funding for the City Clerk's Office. A capital request of \$435,299 (\$164 per sq. ft.) was requested to remodel Room 307 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, improving 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.

**ISSUES TO CONSIDER**

As required by state law and the City Charter, the City Clerk will have redistricting responsibilities in 2011 as a result of the 2010 census. No funding has been included in the Proposed Budget for this purpose. It is expected that the work will be performed in-house using departmental staff.

## Executive Summary: 2011 City of Milwaukee Proposed Budget

Hearing Date: October 1, 2010

1. The 2011 Proposed Budget for the Office of the City Attorney is \$7,673,922, an increase of 13.1% from the 2010 budgeted amount of \$7,104,963. This increase is attributable to the City's settlement with the Association of Municipal Attorneys, and the resulting pay increase from 2006 levels.
2. The City filed In rem proceedings to foreclose on 508 properties in 2008, 816 properties in 2009 and 979 properties in 2010. The City acquired 184 of these properties upon default judgment in 2008, 398 in 2009 and 480 in 2010. With four in rem files proposed for 2011, consisting of approximately 1,700 properties, along with acquisition rates raising to nearly 50%, the number of properties acquired through default judgment will most likely increase significantly in 2011.
3. The Special Purpose Accounts (SPAs) under the control of the City Attorney's Office remain at the same levels in the Proposed Budget as adopted for 2010, except for the Insurance Fund SPA. The Insurance Fund was budgeted at \$220,504 in 2010 and is budgeted at \$450,000 in the Proposed Budget. This increase represents a return to historic levels after a one-year relief in payments due to state legislation that authorized distribution of surplus funds from the Wisconsin Local Government Property Insurance Fund.
4. The 2011 Proposed Budget does not include the capital request of \$4,804,000 (\$282.59 per SF) 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. The cost estimate for this project has decreased by \$829,000 from the 2009 request.

Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Total Expenditures	\$7,480,908	\$6,783,737	-9.3%	\$7,673,922	+13.1%
Positions	65	63	-3.1%	63	no change
FTE's (all)	61.8	58.8	-4.9%	59.05	+0.9%

The stated mission of the Office of the City Attorney is to provide quality legal services and successfully meet clients' needs in accordance with the City Charter and statutory requirements. The office organizes its services in four categories: conducting litigation, providing legal advice to City officials, preparing and reviewing legislation for the Common Council, and prosecuting violations of City laws. The office oversees the collection of claims and delinquent receivables. The office is responsible for drafting all legal documents that are required in the conduct of City business. The office is also responsible for risk management functions.

The 2011 Proposed Budget for the Office of the City Attorney is \$7,673,922, an increase of 13.1% from the 2010 budgeted amount of \$7,104,963. This increase is due to the City's settlement with the Association of Municipal Attorneys, and the resulting pay increase from 2006 levels.

**Personnel:** The Proposed Budget maintains authorized staffing levels of 63 authorized positions for the City Attorney's Office. Two authorized positions for Assistant City Attorney remain vacant to allow for the unanticipated reappointment of a Deputy City Attorney to his or her former position.

The Proposed Budget for Personnel Cost Adjustment is \$154,033. This amount is approximately \$25,000 less than the amount budgeted for 2010. The Grant and Aids Deduction of \$30,000 budgeted for 2010 remains the same for 2011.

**Operations and Equipment:** Operating expenditures of \$413,000 are slightly down from the 2010 budget amount of \$449,000. The amount budgeted for equipment in 2011 is \$79,000, which is \$25,000 more than budgeted for 2010. This increase reflects costs associated with file server consolidation. The Department of Administration-Information Technology Management Division (ITMD) does not support the law-related programming of the Office of the City Attorney, which is dependent upon the availability of outside consulting and IT support for certain critical functions including docketing, calendaring and document control systems.

**Community Prosecution:** Since 2005, the Community Prosecution Unit of the City Attorney's Office has collaborated with community agencies and other City departments to abate nuisance properties, eliminate known drug and gang houses, investigate problem licensed premises, and prosecute prostitution. The Community Prosecution Program continues to operate successfully and with positive support from the neighborhoods served. The 2005 budget provided initial funding to hire two additional Assistant City Attorneys, and three attorneys are currently assigned to community prosecution efforts. The City Attorney's Office reports that it is understood that more could be done, especially in matters of nuisance abatement, if additional attorneys were to be assigned. It should be noted that the District Attorney also provides coordinated support to these efforts.

In addition to resolving problems referred to the Community Prosecutors by numerous sources, the City Attorney's Office also continues activities that were originally begun with several Citywide community prosecution initiatives. The activities of community prosecutors now include the following:

- Nuisance property investigation and abatement
- Drug house abatement
- Gang house abatement
- Licensed premises investigation and prosecution
- Retail drug paraphernalia strategies
- Bankruptcy and foreclosure involving properties
- Police Department training and assistance
- Assistance to the Department of Neighborhood Services in raze cases and other matters

**Delinquent Tax Collection Efforts:** The City filed in rem proceedings to foreclose on 508 properties in 2008, 816 properties in 2009 and 979 properties in 2010. The City acquired 184 of these properties upon default judgment in 2008, 398 in 2009 and 480 in 2010. With four in rem files proposed for 2011, consisting of approximately 1,700 properties, and considering acquisition rates approaching 50%, the number of properties acquired through default judgment will most likely increase significantly in 2011. The Kohn Law Firm continues to collect delinquent property taxes and accounts receivable under a 5-year contract with the City that was awarded effective January 1, 2007.

**Special Purpose Accounts:** Special Purpose Accounts (SPAs) are not included in departmental budgets, but expenditure authority over them is typically extended to departments by Common Council resolution following budget adoption. The City Attorney's Office administers five special purpose accounts.

Damages and Claims Account: This account provides for payment of general liability judgments against the City. The Proposed Budget for the Damages and Claims Account remains at \$1,375,000. Approximately \$35,000 to \$55,000 is paid out monthly for routine claims and lawsuit payments. Another \$75,000 is paid annually for uninsured motorist claims.

Insurance Fund: Policy premiums of \$450,000 are required for the Local Government Insurance Fund. The Insurance Fund was budgeted at \$220,504 in 2010, with the 2011 increase representing a return to historic levels after a one-year relief in payments due to state legislation that authorized distribution of surplus funds from the Wisconsin Local Government Property Insurance Fund.

Outside Counsel/Expert Witness Fund: The City Attorney has expenditure authority for the Outside Counsel/Expert Witness Fund Special Purpose Account, advising the Judiciary and Legislation Committee in writing within 48 hours of the hiring of any outside counsel whose compensation is anticipated to exceed \$10,000. The City Attorney submits a written report to the Judiciary and Legislation Committee every other

<b>Special Purpose Accounts</b>	<b>2009 Expenditure</b>	<b>2010 Budget</b>	<b>2011 Proposed</b>
Damages and Claims Fund	\$4,399,201	\$1,375,000	\$1,375,000
Insurance Fund	441,461	229,504	450,000
Outside Counsel/Expert Witness	578,330	430,000	430,000
Collection Contract	821,531	1,000,000	1,000,000
Nuisance Abatement (Receivership) Fund	6,723	25,000	25,000
<i>Total</i>	<b>\$6,247,246</b>	<b>\$3,059,504</b>	<b>\$3,280,000</b>

meeting of expenditures from the Outside Counsel/Expert Witness Fund Special Purpose Account. The reports for 2006 through 2010 can be accessed as attachments to Council Files #051004, #060942, #070993, # 081060 and # 091531.

Nuisance Abatement Fund: The Receivership Fund was renamed the "Nuisance Abatement Fund" in 2008, reflecting the end of servicing the Woodlands receivership project and the actual use of these funds for other nuisance abatement efforts. The amount budgeted for this SPA remains at \$25,000.

## Capital Projects

The 2011 Proposed 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.

## Issues to Consider

- The operational efficiencies to be gained by consolidating the City Attorney's offices on one floor have not been quantified. Any benefits to consolidating the offices to a single floor, and any benefits to the location of City Hall as opposed to the Municipal Building should be studied and discussed before any decisions are made regarding the capital budget request related to moving the City Attorney's offices.
- City in rem proceedings to foreclose are expected to reach 1,700 properties in 2010, and acquisition rates have raised to nearly 50%. This could increase the number of acquired properties to 800-900 in 2011. Alternatives to in rem action to lower the number of properties acquired could be explored, along with consideration of increasing efforts to sell City-owned residential properties.
- The performance measures described in the Proposed Plan and Executive Budget Summary are largely numbers of documents reviewed or drafted and numbers of cases handled. None of the measures appear to directly address quality of work or successful outcomes. It could benefit the department to review measures used by other City Attorney offices regarding quality assurance and successful outcome evaluation. For instance, it may be advisable to have an independent law firm, or another City's legal office conduct a review or audit.



# DEPT. OF NEIGHBORHOOD SERVICES

## RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

EXECUTIVE SUMMARY: 2011 PROPOSED BUDGET

HEARING DATE: OCTOBER 1, 2010

1. **Expenditures and Revenues:** The 2011 Proposed Budget is \$15,685,462, an increase of \$1,567,738 (11.1%) from \$14,117,724 in the 2010 Budget. The estimated revenue in the 2011 Proposed Budget is \$17,016,900, an increase of \$959,585 (6.0%) from \$16,057,315 in the 2010 Budget. **Department revenues continue to exceed department expenditures.** (Page 2)

2. **Grant Funding:** Total grant funding is proposed to increase by \$1,199,471 (34%), from \$3,523,702 budgeted in 2010 to \$4,723,173 proposed in 2011. Additional federal Neighborhood Stabilization Program – 3 (NSP3) funds have yet to be allocated and will be used for demolition of blighted properties. (Page 3)

### Program Changes:

3. **Targeted Code Enforcement/Internships.** Due to a proposed increase in CDBG funding, the department proposes expanding the internship program which would aid in the management of foreclosed and vacant properties and increase entry-level job opportunities for City residents. The number of code enforcement positions would increase from 3 to 9. (Page 4)

4. **Operation Immediate Clean-up.** Due to a proposed increase in CDBG funding, the department proposes expanding the number of Nuisance Control Officers for this program. Two half-time seasonal positions would be added in order to address the problem of garbage nuisances. (Page 4)

5. **Demolition.** Due to an increase in NSP funding, the department is proposing an increase in the number of demolitions to be completed. The department estimates that it will raze 156 properties in 2011, an increase of 62 (66%) over the 94 projected for 2010. (Page 4)

6. **Vacant Building Registration.** A vacant building registration program was begun in 2010 to stabilize and improve the maintenance on vacant buildings that in large part are a result of the foreclosure crisis. Currently there are 1,842 vacant properties registered. The department estimates that 1,500 additional properties will be registered in 2011. The department proposes the addition of one Office Assistant, funded through new NSP-3 allocations, to manage the additional administrative demands. (Page 4)

7. **Elevator Inspections.** To meet the state code requirements of annual elevator inspections, the department is proposing the addition of one Elevator Inspector in 2011. (Page 5)

8. **Residential Rental Inspection Pilot Program.** The program began in 2010 with 1,690 units having been inspected as of August 2010. Because approximately half the units received a 4-year certificate, the need for inspections will be decreased in 2011. Therefore, the department is proposing a reduction in the number of Inspectors for this program from 4 to 2. (Page 5)

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Operating	\$821,058	\$927,660	13.0%	\$965,685	4.1%
Capital	\$0	\$76,141	100.0%	\$0	-100.0%
O&M FTEs	157.05	162.50	3.5%	169.00	4.0%
Non-O&M FTEs	27.54	34.50	25.3%	44.50	29.0%
Positions	229	240	4.8%	247	2.9%

## **Department Service Measures**

DNS has received over 30,000 complaints or requests for service annually since 1999. The total for 2009 was 35,906, up 4.8 % from 34,252 in 2008. The top complaints relate to garbage, graffiti, building conditions, vehicles, zoning and animals. One service goal of DNS is to respond to complaints within 14 days. From January 1 through July 2010, the average complaint response was 7.7 days, down from 8.6 days in the same time period for 2009. The service goal of closing violations within 45 days of the compliance date established by Inspectors was met 80.4% of the time through July of 2010, down from 82.9% in the same time period in 2009.

## **2011 Proposed Budget**

### **Expenditures**

The total 2011 Proposed Budget is \$15,685,462, an increase of \$1,567,738 (11.1%) from \$14,117,724 in the 2010 Budget.

Personnel costs increase \$1,456,113, or 12.9%, in the 2011 Proposed Budget. Net salaries and wages increase 7.6% while fringe benefits increase 26%. While the increases in personnel costs are due in part to program expansions discussed on pages 4 and 5, the majority is due to contractual salary increases. Operating expenditures increase \$38,025,

or 4.1%. Equipment purchases increase by \$34,600, or 224.7%, for computer replacements unfunded in 2010. The amount allocated to special funds increases \$39,000, or 2.1%. There is no increase to the Community Sanitation Fund (\$30,000) and a slight increase of \$5,000, to \$165,000, for the Anderson Lake Tower Fund to cover additional maintenance costs. A total of \$35,000 is added to the Animal Pound Contract Fund for increased costs for the City's contract with the Milwaukee Area Domestic Animal Control Commission (MADACC).

## **Revenues**

The estimated revenue in the 2011 Proposed Budget is \$17,016,900, an increase of \$959,585 (6.0%) from \$16,057,315 in the 2010 Budget. Estimated revenues from licenses and permits, and intergovernmental aid vary less than 1%. Estimated revenue from charges for services increase \$1,112,575 or 11.3%.

Category	2010 Budget	2011 Proposed
Charges for Services	\$9,854,525	\$10,967,100
Licenses & Permits	\$5,197,790	\$5,043,800
Intergovernmental Aid	\$1,005,000	\$1,006,000
Total	\$16,057,315	\$17,016,900

## Grants

<b>CDBG Funding</b>	<b>2010 Budget</b>	<b>2011 Proposed</b>
Code Targeted	\$1,209,216	\$1,360,671
Demolition	\$200,000	\$200,000
Graffiti Abatement	\$150,000	\$150,000
Immediate Clean-up	\$69,290	\$119,210
Landlord/Tenant	\$47,500	\$47,500
NIP	\$799,004	\$798,964
Receivership	\$95,014	\$92,014
<b>Total</b>	<b>\$2,570,024</b>	<b>\$2,771,359</b>

Total Community Development Block Grant (CDBG) funding is proposed to increase by \$201,335, or 7.8%, in 2011. The increases are primarily in the Code Enforcement Inspector Targeted and the Operation Immediate Clean-up programs. Additional discussion of these programs can be found on page 4. It should be noted that Graffiti Abatement funding was for 2 years beginning in 2010 and is not guaranteed beyond 2011.

<b>NSP Funding</b>	<b>2010 Budget</b>	<b>2011 Proposed</b>
NSP-1	\$774,000	\$809,867
NSP-2	\$179,678	\$1,091,547
NSP-3	\$0	TBD
<b>Total</b>	<b>\$953,678</b>	<b>\$1,901,414</b>

DNS has also received federal grant funding from the Neighborhood Stabilization Program (NSP) for use in demolition. While administratively difficult, these funds are expected to cover demolition costs for 62 properties in 2010 and at least 86 properties in 2011. The NSP allocations have been phased in in 3 stages. Additional funding is expected from NSP-3. Further discussion on demolition can be found on page 4.

## Special Purpose Accounts

<b>Account</b>	<b>2010 Budget</b>	<b>2011 Proposed</b>
Essential Services	\$75,000	\$65,000
Graffiti Abatement	\$170,000	\$170,000
Razing	\$1,050,000	\$1,019,000
<b>Total</b>	<b>\$1,295,000</b>	<b>\$1,254,000</b>

Special Purpose Accounts are funded at \$1,254,000 in the 2011 Proposed Budget, a decrease of \$41,000 (-3.2%) from \$1,295,000 in the 2010 Budget. SPA funds for Graffiti Abatement are proposed to remain at the same level, \$170,000, in 2011 as in the 2010 Budget. Funding for Essential Services is decreased by \$10,000, or 13.3%, from the 2010 Budget. Essential Services funds are used to repair or maintain essential equipment (such as heating, electrical or sanitary facilities) whose failure would constitute a substantial threat to the health and safety of citizens. DNS may make these repairs after a landlord has been informed of the conditions and does not correct them. The cost of the repairs and an administrative fee is charged to the owner and placed on the owner's tax bill. Funds for Razing are decreased by \$31,000, or 3.0%, from the 2010 Budget. These funds are expected to cover demolition costs for 32 properties in 2010 and 70 properties in 2011. Further discussion on demolition can be found on page 4.

## Capital Projects

The 2011 Proposed 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 for replacing the NSS system.

## **Program Changes**

### **Targeted Code Enforcement/Internships**

This program, funded through CDBG, conducts inspections for community groups, in Targeted Investment Neighborhoods (TINs), vacant or foreclosed properties and historically non-compliant properties. Due to a proposed increase in CDBG funding, the department proposes expanding the number of Code Enforcement Interns that are associated with this program. The expansion of internships would aid in the management of foreclosed and vacant properties and increase entry-level job opportunities for City residents. The program would increase the number of Code Enforcement Interns from 3 to 9 (the 3 are presently vacant). The positions would be classified as Code Enforcement Inspector II but under-filled at the Code Enforcement Intern level. Once participants have completed 31 college credits and proven specific competencies such that they could be promoted to a Code Enforcement Inspector II. The additional cost to the program is estimated to be \$46,885 per intern for a total of \$281,310, which is partially funded by \$116,785 in CDBG reprogramming funds from 2010 and an increase of \$151,455 in CDBG funding in 2011.

### **Operation Immediate Clean-up**

The Operation Immediate Clean-up program funds inspectors to generate clean-up orders on properties exhibiting litter, garbage and debris nuisances. Due to a proposed increase in CDBG funding, the department proposes expanding the number of Nuisance Control Officer II positions for this program. Two half-time seasonal positions would be added for a total of 5 positions at an additional salary cost of \$29,751. DNS lost funding for 3 Nuisance Control Officer II positions, representing 2.5 FTEs, in the 2010 Budget. The proposed increase in 2011 would help offset the loss of nuisance control resources from 2010.

### **Demolition**

Due to an increase in NSP funding, the department is proposing an increase in the number of demolitions to be completed. The department estimates that it will raze a total of 156 properties in 2011, an increase of 62 (66%) over the 94 projected for 2010. Funding for demolition comes from both NSP and a Special Purpose Razing Account. The Special Purpose Account was decreased by \$31,000, or 3.0%, in the 2011 Proposed Budget. The number of demolitions attributed to funding sources, as projected by the department, is presented below.

**Estimated Number of Demolitions**

<b>Funding</b>	<b>2010 Budget</b>	<b>2011 Proposed</b>
NSP-1	54	0
NSP-2	8	86
NSP-3	0	TBD
SPA	32	70
<b>Total</b>	<b>94</b>	<b>156</b>

A deconstruction pilot program began in 2010. The City committed \$100,000 of NSP-1 funds to the deconstruction pilot program of 6 parcels. The winning proposal was \$237,372 for the 6 parcels. The decision was made to award the deconstruction of 2 parcels in 2010 using NSP-1 funds and completing the remaining 4 parcels in 2011 with NSP-2 funds. The estimated average cost to raze, not deconstruct, a one-family property is \$10,000 and a 2-family property is \$12,000.

## **Vacant Building Registration**

A vacant building registration program was begun in 2010 to stabilize and improve the maintenance of vacant buildings that in large part are a result of the foreclosure crisis. Currently, there are 1,842 vacant properties registered. Based on Water Works data of dormant accounts, the department estimates that 1,500 additional properties will be registered in 2011. Inspections are done by code enforcement inspectors within their districts at the equivalent of 4 Code Enforcement Inspector II positions at a salary cost of \$165,984. DNS proposes the addition of one Office Assistant III, funded through new NSP-3 allocations, to manage the additional administrative demands.

## **Elevator Inspections**

State code requires elevator inspections to be conducted on an annual basis. Presently, the department inspects elevators approximately every 15 months. To increase the capacity to inspect elevators every 12 months, DNS is proposing the addition of one Elevator Inspector II in 2011. The salary cost is \$81,438 which is offset by permit and inspection fees.

## **Residential Rental Inspection Pilot Program**

The program began in 2010 with 1,690 units having been inspected as of August 2010. Because approximately half the units received a 4-year certificate, the need for inspections will be reduced in 2011. Therefore, the department is proposing reducing the number of Code Enforcement Inspector II positions for this program from 4 to 2. During the amendment process for the 2010 Budget, position authority and funding was granted by the Common Council for 6 Code Enforcement Inspector II positions for this pilot program. Because the program revenue was yet to be recognized by the Comptroller, funding was not given to the positions. DNS is covering the costs for 4 positions in 2010 with its existing salary budget until the revenue is recognized later this year.

## **Fire Protection Engineer**

The department intends to pursue the reclassification of a currently vacant Electrical Inspector position to a Fire Protection Engineer in 2011. The reclassification is not a part of the 2011 Proposed Budget. One of the duties of this position would be to review shop drawing submittals for fire alarm systems. This review is associated with a new fee included in the 2011 Budget omnibus fee ordinance taking effect January 1, 2011. DNS does not intend to charge this new fee until a Fire Prevention Engineer position is created and filled.

## **Issues to Consider**

1. The sustainability of programs that have added positions based on one-year increases of CDBG funding is in question (Targeted Code Enforcement and Operation Immediate Clean-up).

2. The sustainability of Graffiti Abatement beyond 2011 (end of CDBG funding allocation) needs to be addressed.
3. The demand for demolition/razing due to the foreclosure crisis versus the funding available for demolition must be looked into.
4. Whether the Residential Rental Inspection Pilot Program should be expanded to other areas of the City needs to be determined.



# City of Milwaukee

City Hall  
200 East Wells Street  
Milwaukee, WI 53202

## Meeting Agenda FINANCE & PERSONNEL COMMITTEE

**ALD. MICHAEL J. MURPHY, CHAIR**

**Ald. Robert J. Bauman, Vice-Chair**

**Ald. Joe Dudzik, Ald. Milele A. Coggs, and Ald. Nik Kovac**

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Wednesday, October 6, 2010

1:30 PM

Room 301-B, City Hall

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### BUDGET HEARINGS

1. [100675](#) Communication from the Mayor relating to the proposed 2011 budget.

**Sponsors:** THE CHAIR

- Election Commission
- Dept. of Administration (all divisions, including CDBG)
- Deferred Compensation
- Grant & Aid Fund
- Comptroller
- City Debt
- City Revenues
- Tax Stabilization Fund
- C.C. Contingent Fund
- City Treasurer

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# ELECTION COMMISSION

## RESEARCH AND ANALYSIS SECTION – LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2011 City of Milwaukee Proposed Budget

Hearing Date: October 6, 2010

### 2011 ADJUSTMENTS

1. The 2011 Proposed Budget for the Election Commission decreases by 35.4% from 2010 to 2011. This is primarily attributable to the fact that there will be two elections in 2011 compared to four in 2010. The elections in 2011 will also be low-turnout elections. The Proposed Budget includes a decrease of 11.76 FTE positions from 2010 to 2011.
2. The Election Commission's Operating Budget decreases from \$2,073,779 to \$1,334,791, or by 35.4%, between the 2010 Budget and 2011 Proposed Budget.
3. In the 2011 Proposed Budget, there are 19 authorized positions, 88 fewer than those authorized for 2010.
4. There is one vacant position in the Election Commission – Program Assistant I.
5. The Proposed Budget includes \$25,000 for *Professional Services*. This funding will be used to contract for the data entry of voter registration applications and absentee ballot request applications.
6. *Facility Rental* decreases from \$69,000 in the 2010 Budget to \$52,800 in the 2011 Proposed Budget. This account includes funds for lease of a privately-owned warehouse.
7. The allocation for *Other Operating Services* decreases by 52.6% between the 2010 Budget and the 2011 Proposed Budget, from \$771,365 to \$395,315. Included in this item are payments to election workers for two elections, absentee ballot processing, poll worker and voter registration activities and printing and postage expenses.
8. No equipment purchases are anticipated by the department in 2011.
9. There are no new capital improvement projects scheduled for 2011.
10. Two elections are scheduled in 2011. The estimated voter turnout for each is as follows:

Spring Primary, Feb. 15, 2011	75,000
Spring Election, April 15, 2011	120,000

Research & Analysis Section – Legislative Reference Bureau 2011 Proposed Budget Summary: Election Commission					
Expense Category	2009 Actual	2010 Budget	2009-2010 Change	2011 Proposed	2010-2011 Change
Total Operating Expenditures	\$1,274,652	\$2,064,779	+62%	\$1,334,7	-35.4%
O&M FTE Positions	11.80	21.56	+9.76	9.80	-11.76
Authorized Positions	20	107	+87	19	-88

## PERSONNEL

### Number of Authorized and Funded Positions

Changes in number of positions, 2010 Budget and 2011 Proposed Budget:

	2010 Budget	2011 Proposed	Change
O&M Funded FTE Positions	21.56	9.80	-11.76
Authorized Positions	107	19	-88

### Vacancies

- There is currently one vacant position in the Election Commission. A *Program Assistant I* position has been vacant since September 20, 2010.

- Facility Rental* decreases from \$69,000 in the 2010 Budget to \$52,800 in the 2011 Proposed Budget. This account will be used to lease a privately-owned warehouse at 4300 N. Richards Street.

## LINE ITEMS

- The 2011 Proposed Budget contains \$25,000 for *Professional Services*. This funding will be used for absentee ballot applications with data entry services by a private contractor. To date, this has proven beneficial to the department's goal of increasing database accuracy, overall efficiency and cost-effectiveness.

- The allocation for *Other Operating Services* decreases by 52.6% between the 2010 Budget and the 2011 Proposed Budget, from \$771,365 to \$395,315. Included in this item are payments to election workers (\$271,200), including compensation for training, absentee ballot processing, poll worker and voter registration activities, printing and postage expenses, Election

Day polling place and field supplies, advertising purchased from Milwaukee County and technical support agreements on programming and results software.

### **CAPITAL IMPROVEMENTS**

There are no capital improvements scheduled for 2011.

### **REVENUE**

The projected revenue for 2011 is \$1,000, which is derived from the sale of lists of registered voters and copies of financial reports. This amount is \$200 more than the amount budgeted in 2010.

### **2011 ELECTIONS**

The Election Commission will conduct two municipal elections in the spring of 2011. Included are elections for Associate Justice for the Wisconsin Supreme Court, Circuit Court Judges, Municipal Court Judge and the School Board. In addition, a special election may be held for County Executive or Mayor following the results of the November 2, 2010 General Election. Voter turnout for the two elections scheduled for 2011 is expected to be as follows:

<b>Election Date</b>	<b>2/15/11</b>	<b>4/15/11</b>
<b>Election</b>	Spring Primary	Spring Election
<b>Expected Turnout</b>	75,000	120,000

### **ISSUE TO CONSIDER**

Following the November 2, 2010 election, a special election may be held for County Executive or Mayor. Is sufficient funding included in the budget for this purpose?

# DEPARTMENT OF ADMINISTRATION / UNIFIED CALL CENTER

## RESEARCH AND ANALYSIS SECTION – LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2011 City of Milwaukee Proposed Budget

Hearing Date: October 6, 2010

1. **Total Expenditures and Personnel Changes:** The 2011 Proposed Budget for the **Department of Administration** is \$8,140,878, an increase of \$238,847 (3.2%) from the \$7,902,031 funded in the 2010 Budget. The 2011 Proposed Budget for personnel costs for the **Department of Administration** is \$6,238,521, an increase of \$216,887 (3.6%) from the \$6,021,634 funded in the 2010 Budget. The 2011 Proposed budget contains 110 positions in the **Department of Administration**, an increase of 4 positions from 106 authorized in the 2010 Budget. One position of Management and Accounting Officer within the Business Operations Division is proposed for elimination. Five positions are added to the Department of Administration. (Pages 2 and 3)

The 2011 Proposed Budget for the **Unified Call Center** is \$131,960, a decrease of \$391,562 (-74.8%) from the \$524,522 funded in the 2010 Budget. Personnel costs for 2011 are projected to be \$116,960, a decrease of \$437,862 (-74%) from the 2010 Budget. Twenty-nine positions are eliminated from the **Unified Call Center**, leaving one position of Call Center Director remaining within the department. (Pages 9 and 10)

2. **Special Funds:** The 2011 Proposed Budget for **Department of Administration** special funds is \$1,205,000, a decrease of \$139,000 (-10.34%), from the \$1,344,000 in funds allocated in the 2010 Budget. This decrease is attributed to the Disparity Study special fund not receiving an additional allocation for 2011. (Pages 5 and 6)

3. **Special Purpose Accounts:** The 2011 Proposed Budget for **Department of Administration** special purpose accounts is \$86,741, a decrease of \$5,430,000 (-98.4%), from the \$5,516,741 in funds allocated in the 2010 Budget. Much of the decrease is attributed to the Complete Count and Wages Supplement Fund SPA's being unfunded in 2011. (Page 6)

4. **Revenue:** The 2011 Proposed Budget projects that the **Department of Administration** will receive \$431,000 in revenues, a decrease of \$53,000 (-11%) from the \$484,000 projected in the 2010 Budget. (Page 3)

5. **Capital Projects:** The 2011 Proposed 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. (Page 7 and 8)

The 2011 Proposed 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. (Page 10)

## Department of Administration

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Personnel Costs	\$7,017,575	\$6,021,634	-14.19%	\$6,238,521	3.60%
Operating Expend.	\$666,957	\$697,807	4.62%	\$679,357	-2.64%
Equipment Purch.	\$16,682	\$37,590	1.25%	\$18,000	-52.11%
Special Funds	\$1,226,926	\$1,145,000	-6.67%	\$1,205,000	5.24%
<b>TOTAL</b>	<b>\$8,928,140</b>	<b>\$7,902,031</b>	<b>-11.49%</b>	<b>\$8,140,878</b>	<b>3.2%</b>
Positions	106	106	0	110	4

The 2011 Proposed Budget includes 110 authorized positions in the Department of Administration, an increase of 4 positions from 106 authorized in the 2010 Budget.

Five positions are created within the Department of Administration and one position is eliminated. One position of Management and Accounting Officer within the Business Operations Division is proposed for elimination. In addition, the department is proposing to create a separate Office of Environmental Sustainability (OES) for 2011. Three of the 5 positions created in the 2011 Proposed Budget are to be located in the proposed EOS division. The 3 EOS positions are grant funded: one position of Environmental Sustainability Program Manager and one position of Grant Monitor are both funded by the Energy Efficiency Conservation Block Grant, and one position of Project Manager – Milwaukee Shines funded by the Solar Cities America Grant. Community Development Grants Administration proposes to add one position of Administrative Specialist Senior grant funded through the Neighborhood Stabilization Program grant. One position of GIS Analyst is created within ITMD and grant funded through the Community Mapping, Planning, and Analysis for Safety Strategies (COMPASS) grant.

In Addition one position of Legislative Fiscal Manager was funded at 0.50 FTE instead of at 1.0 FTE to reduce salary and fringe benefit costs during 2010. Proposed for 2011 this position will be brought back to 1.0 FTE in preparation for the 2010-12 state budget cycle with the duties and responsibilities of this position will be split

between the Budget and Management Division and Intergovernmental Relations Division.

The 2011 Proposed Budget includes \$0 in the Wages Supplement Fund, a decrease of \$5,380,000 (-100%) from the amount budgeted for 2010. The department had included \$2,100,000 in its requested budget.

### 2011 Proposed Budget

#### **Total Expenditures**

2010 Budget	2011 Proposed	% Change
\$7,902,031	\$8,140,878	3.2%

### **Personnel**

1. **Office of Environmental Sustainability (OES):** The 2011 Proposed budget includes the addition of 3 grant funded positions. One position of Environmental Sustainability Program Manager (SG 11) and one position of Grant Monitor (SG 6) both funded by the Energy Efficiency Conservation Block Grant. One position of Project Manager – Milwaukee Shines (SG 8) funded by the Solar Cities America Grant. The incumbents in these positions assist the OES Director in conducting outreach activities that are necessary to build strong public/private sector partnerships to position Milwaukee as a leader and innovator on environmental sustainability.

## 2. Community Development Grants Administration

**(CDGA):** Proposes to add one position of Administrative Specialist Senior (SG 4) funded through the Neighborhood Stabilization Program grant.

**3. Business Operations Division (BOD):** One position of Management and Accounting Officer (SG 6) is proposed for elimination. This position is vacant due to a retirement.

**4. Intergovernmental Relations Divisions (IRD):** One position of Legislative Fiscal Manager (SG 11) was funded at 0.50 FTE instead of at 1.0 FTE to reduce salary and fringe benefit costs during 2010. Proposed for 2011 this position will be brought back to 1.0 FTE in preparation for the 2010-12 state budget cycle. In addition, the duties and responsibilities of this position will be split between the Budget and Management Division and IRD. The position will serve as an IRD liaison to the Budget Office. The individual will be assigned to the Budget Office during a portion of the year and will keep critical information moving between the two divisions. This opportunity will strengthen IRD staff resources and address significant financial planning and “structural change” projects. In addition, the position will devote significant time to developing relationships at the state and federal agency levels in order to enhance Milwaukee’s funding and policy opportunities. Such initiatives require legislative proposals at the state and federal level and are intended to support Milwaukee’s long-term fiscal health.

The position of Administrative Specialist (SG 2) was reclassified to a non-management, non-represented position of Administrative Services Coordinator (SR 555) following a DER study.

## 5. Information and Technology Management Division

**(ITMD):** The changes in the Internet Analyst (SR 510) Internet Analyst – Sr. (SR 532) are related. The incumbent in the Internet Analyst position was promoted from under-fill at the beginning of pay period 17 (August 8, 2010) to the Internet Analyst – Sr. position. Thus ITMD’s 2011 budget proposes to eliminate an Internet Analyst and add an Internet Analyst – Sr.

The additional GIS Analyst (M) (SR 598) position is a result of increased CDBG funding for Compass activities.

## Operating Expenditures

The Department of Administration 2011 Proposed Budget for operating expenditures is \$679,357, a decrease of \$18,450 (-2.64%) from the 2010 Budget. Operating expenses were reduced in various DOA divisions.

## Revenues

Revenue Category	2009 Actual	2010 Budget	% Change	2011 Estimated	% Change
Property Sales	\$342,428	\$378,000	10.38%	\$328,000	-13.22%
Charges for Services	\$105,570	\$106,000	0.40%	\$103,000	-2.83%
<b>TOTAL</b>	<b>\$447,998</b>	<b>\$484,000</b>	<b>8.30%</b>	<b>\$431,000</b>	<b>-10.95%</b>

## Budget and Management Division

Since 2004, the authorized analyst staff in the Budget Office has declined 22%. This reduction, combined with frequent turnover and the persistent structural imbalance facing the City Budget, places substantial limitations on the time the Budget Office has available for formulation of fiscal policy initiatives or the development of new funding partnerships. Sharing the position of Legislative Fiscal Manager with IRD is a creative approach to

management and is hoped will enable crucial budget problems and service opportunities change to be addressed more thoroughly and in a manner that may offer sustainable solutions.

## Office of Environmental Sustainability

The department is proposing to create a separate Office of Environmental Sustainability for 2011 to allow for more flexibility and accountability to manage its grant funding and programs. This action will move the position Environmental Sustainability Director out of the Administration Director's Office.

## Community Development Grants Administration

All personnel and operating expenses of the Community Development Grants Administration Division are wholly funded by the City's annual CDBG and HOME allocations. The 2011 Proposed Budget for the Division (excluding the Grant Compliance Manager position) is \$1,125,800; this amount includes fringe benefits. \$375,000 of the total amount is CDBG funds and \$750,000 of the total amount is HOME funds. The cost of one position of Grant Compliance Manager (SG 9), is \$101,439 (salary and benefits), and is supported entirely by City operating funds.

The following 2 CDGA projects have been recommended by the local office of the U.S. Department of Housing and Development to receive National Best Practices award: Milwaukee Builds Program and the City of Milwaukee Strengthening Diversity in Urban Forestry Services Delivery.

The Grants Compliance Manager assists DOA in working with City departments to identify grant opportunities, apply for grants, ensure compliance with

grant requirements and evaluate opportunities for improving and streamlining current grant procedures.

With the assistance of the Grants Compliance Manager the City was able to secure the following grants in 2010: 2010 Port Security Grant for the Milwaukee Port Security Collaborative (\$386,795), 2010 Weed & Seed (\$157,000), State of Wisconsin – Bureau of Justice Assistance Grant (\$78,000); CDGA EAP funding for housing repair through the CDGA (funding source is the State of Wisconsin, Department of Commerce).

The Grants Manager also worked with the Emergency Management/Office of Homeland Security and Intergovernmental Relations in developing the supplemental information letter and other follow-up correspondence that led to the successful appeal of FEMA's initial denial for Individual Assistance for victims of the July 2010 flood. The Grants Manager also works with the EM/OHS office on the Urban Area Security Initiative application, which has garnered over \$12 million in 2010.

## Business Operations Division

1. **Emerging Business Enterprise Program:** The 2010 successes of the Emerging Business Enterprise Program has to date:
  - Successfully implemented all facets of MORE ordinance programming.
  - Reviewed and awarded 5 Revolving Loans, totaling just over \$124,000. In the past 3 years, the average annual Revolving Loan distribution was less than \$75,000.
  - Managed to secure Revolving Loan repayments of approximately \$105,000. In the past 3 years, the annual goal for repayment was \$65,000.
  - Successfully executed the 2<sup>nd</sup> Annual Emerging Business Sustainability Conference in collaboration

with Associated Bank, and the various Chambers of Commerce.

- Received national recognition for the offices efforts in implementing the MORE ordinance programming by the National Black Caucus of Local Elected Officials.
- EBE Program Manager recognized by the U.S. Small Business Administration as the 2010 Minority Small Business Champion.

2. **The “MORE” Ordinance (CCFN 080218):** In 2010, administration of the “MORE” ordinance included the following the successes: all MORE programming has been implemented and EBE has developed a closer working relationship with the Department of City Development. A challenge with implementation has been that few development projects have been approved that meet the MORE ordinance threshold of \$1 million in combined City financing assistance. To date there has been 2 projects, the Moderne project and the Century City development.

3. **Emerging Business Enterprise Program Special Fund:** The Division’s Proposed 2011 Budget includes \$19,000 in a special fund to support the activities of the Emerging Business Enterprise Program. Specifically, this fund pays for the City’s use of a private contractor for certification and re-certification of emerging business enterprises. The same amount was allocated in the 2010 Budget.

4. **Disparity Study Special Fund:** Although no funds are proposed for allocation to this special fund in 2011, the study was previously allocated \$199,000 from a variety of sources, the Economic Development Committee Fund (\$50,000), 2008 CDBG Reprogramming Funds (\$50,000), and the Milwaukee Metropolitan Sewerage District (\$99,000). Phase 1 of the Disparity Study has been successfully completed, and a draft report presented to the Common Council and the Milwaukee community in July 2010. Phase 2

is currently underway and the final report will be presented to the Common Council and the Milwaukee community by the end of the year.

In 2011, policy makers will make a decision as to if the existing race/gender-neutral EBE program will become race/gender-conscious, as well as other programmatic changes. The EBE Office will assist in research, providing additional data/information, and further development of a sound emerging business enterprise program for the City of Milwaukee.

## Intergovernmental Relations Division

In November, IRD will bring a proposed list of legislative items to pursue in the upcoming 2011-12 State Legislative session before the Judiciary and Legislative Committee for approval. Once approved by the Council, that list will provide the authority for the City’s lobbying team to pursue those initiatives during the session on behalf of the City. Once the package is approved, additional initiatives or requests to take positions on introduced bills will be brought before the Judiciary and Legislation Committee. Items from past agendas that will likely continue to be key priorities include lowering the local property tax burden by maintaining or restoring state aids, preserving the City’s property tax base, and protecting local decision making.

In addition, IRD plans to work with the Common Council and departments to generate a federal legislative package that will guide the work that IRD and the Director of the Department of Administration pursue with the City’s federal delegation. The package will be brought to the Council for approval by the end of the year with the intent of having it finalized in advance of the Congressional City Conference in Washington DC that a number of Council members generally attend. There are several key federal initiatives that it will be key to track closely, such as the reauthorization of the



Workforce Investment Act and the reauthorization of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) that was temporarily extended through the end of this calendar year (first quarter of FY11).

In previous years, the City hired a contract lobbyist to assist with initiatives at the federal level. The IRD team feels that having a more formal federal legislative package will help better manage the lobbying effort in the absence of outside support.

## Information and Technology Management Division

**Enterprise Resource Management Special Fund:** This fund pays for support of the City's human resources and financial management systems, particularly license fees and hosting fees. The 2011 Proposed Budget includes \$1,186,000 in funds to Enterprise Resource Management. This allocation represents an increase of \$60,000 (5.32%) from the 2010 Budget.

Detailed Expenses	
Oracle/Peoplesoft annual software maintenance	\$696,000
Crestone hosting services	\$473,000
Novell server license	\$2,000
Training	\$15,000
<b>TOTAL</b>	<b>\$1,186,000</b>

## Special Purpose Accounts

**1. E-Government Systems SPA:** This special purpose account provides funding for development and ongoing maintenance of applications that enable City residents and businesses to conduct business through the City's web site. Examples include online payment, via credit card or electronic check, of Health Department license fees, Municipal Court fines and property taxes. The proposed funding level for 2011

is \$60,000, the same funding level as the 2010 Budget.

Detailed Expenses	
Content Management System (CMS) support	\$20,000
Annual software maintenance for CMS	\$10,000
Websphere annual software maintenance	\$14,200
Miscellaneous software maintenance	\$7,300
Domain name renewal & SSL certification	\$2,500
E-payment transaction fees	\$6,000
<b>TOTAL</b>	<b>\$60,000</b>

**2. E-Civis Grants Locator SPA:** eCivis grants locator software is used by City departments in locating grants that may be available to support their functions. Proposed funding level for this special purpose account for 2011 is \$26,741. This is the same funding that was provided in the 2010 Budget. From January 1<sup>st</sup> through September 15<sup>th</sup>, 2010, the e-civis system has been logged into 526 times. There have been 1,508 grant descriptions viewed, 21 of those have been saved for additional action and 150 have been routed to other individuals within the system.

**3. Wages Supplement Fund SPA:** This fund acts as a "savings account" for City salary and fringe benefit costs while labor contracts are pending. It provides the funding needed for increases in salaries and fringe benefits resulting from contract settlements. The 2011 Proposed Budget provides no allocation to the Wages Supplement Fund, a decrease of \$5,380,000 (-100%) from the amount budgeted for 2010. (The department had requested \$2,100,000.) The Department of Administration indicates that no new appropriations were required for existing contracts. The collective bargaining position for 2011 unsettled unions is consistent with the 0% pattern set by the current negotiated agreements.

## Capital Projects

The 2011 Proposed 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 Department of Administration's total 6-year capital request was \$5,115,250.

### Currently funded projects:

1. **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.
2. **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.
3. **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; Health Alert Systems; DPW's Road Life and Traffic Accident

databases; the MIPS payroll system (obsolete but still needed); and several others.

4. **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**:

1. **Exchange Server Replacement – \$250,000:** 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.
2. **Webcasting – \$140,000:** This project would centralize the purchase and implementation of hardware and software which would allow departments to add streaming videos, 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.

3. **Remodeling – 809 Building – \$2,240,250:** 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.

funding for repair or replacement. Webcasting would ensure a consistent video experience throughout the city's website and allow the city to retain ownership of posted video.

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 Milwaukee 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)

## Issues to Consider

- Creating a separate Office of Environmental Sustainability (OES) will make it challenging to dissolve when grant-funded positions within the OES expire.
- Is it possible to divide the duties of the position of Legislative Fiscal Manager successfully between Intergovernmental Relations and the Budget and Management when preparations will be beginning for the 2011-12 state budget cycle?
- Leaving the Wages Supplement Fund SPA unfunded for 2011.
- The implications of not funding the exchange server replacement and webcasting capital projects. An exchange server failure may require emergency

## Unified Call Center

<b>Expense Category</b>	<b>2010 Budget</b>	<b>2011 Proposed</b>	<b>% Change</b>
Personnel Costs	\$449,522*	\$116,960	-73.98%
Operating Expend.	\$75,000	\$15,000	-80.0%
Equipment Purch.	\$0	\$0	-
Special Funds	\$0	\$0	-
<b>Total</b>	<b>\$524,522</b>	<b>\$131,960</b>	<b>-74.84%</b>
Capital	\$950,000	\$0	
Positions	30	1	-29

\*29 positions funded for the 4<sup>th</sup> quarter of 2010

A Unified Call Center is proposed to be a separate department overseen by the Department of Administration. The Call Center was created in the 2010 Budget. Funding for the department in the amount of \$131,960 is requested for 2011, a decrease of \$392,562 (-74.84%) from the 2010 Budget. Personnel costs for 2011 are projected to be \$116,960, a decrease of \$437,862 from the 2010 Budget. Twenty-nine positions are eliminated from the Unified Call Center with one position, the Call Center Director, remaining in the department. Operating expenditures are budgeted at \$15,000, a decrease of 60,000 (-80%) from the 2010 Budget. Originally the 29 positions were funded for the 4<sup>th</sup> quarter of 2010 and were to be transferred and consolidated from existing communications positions within the DPW-Administration Call Center, the Parking Enforcement Call Center, Water Works Control Center, City Hall Operator, and DNS Code Enforcement Center.

For 2011, these positions are funded in their current departments due to the uncertainty at time of budget publication regarding final cost and implementation timeline of the CRM solution. The updated timeline for this project is:

- Contract negotiations – October 2010.
- Hardware purchase and configuration – November 2010.
- Installation and configuration of CRM Solution – December thru April 2011.

- Go Live – May 2011.

In 2011, the Call Center will be primarily located at the 123 Building (123 N. 25<sup>th</sup> Street) in the Menomonee Valley where the Parking Call Center is currently located. The City Hall Operator station in City Hall will also serve as a virtual extension of the Call Center. Facilities and location will be reviewed with the Call Center Director.

The 2010 Proposed Budget provided \$950,000 in capital funding for Customer Relationship Management (CRM) technology. Funding is for licensing fees and implementation of the technology. The CRM technology was to replace DNS Neighborhood Services System and DPW Administration legacy systems. During 2010, the original RFP was abandoned and a second RFP was issued, a vendor was been chosen for the second group of respondents.

The long-term goal is to discontinue several of the legacy systems when the new CRM solution is in place and operational. Among the first applications to go off-line: ITMD E-Service application, DPW Call Center application and DPW on-line service request system.

## 2011 Proposed Budget

### Total Expenditures

<b>2010 Budget</b>	<b>2011 Proposed</b>	<b>% Change</b>
\$524,522	\$131,960	-74.84%

Funding for the department in the amount of \$131,960 is requested for 2011, a decrease of \$392,562 (-74.84%) from the 2010 Budget.

## Personnel

Personnel costs for 2011 are projected to be \$116,960, a decrease of \$437,862 from the 2010 Budget. Twenty-nine positions are eliminated from the Unified Call Center with one position, the Call Center Director, remaining in the department. Originally the 29 positions were funded for the 4<sup>th</sup> quarter of 2010 and were to be transferred and consolidated from existing communications positions within the DPW-Administration Call Center, the Parking Enforcement Call Center, Water Works Control Center, City Hall Operator, and DNS Code Enforcement Center.

The positions are funded in their current departments due to uncertainty at the time of budget publication regarding final cost and implementation timeline of the CRM. There is reimbursable authority included in the appropriate 2011 Budget resolution that will allow for the funding to be charged by the UCC mid-year. At that time, a change to the Positions Ordinance will also be required. This will provide the Common Council an opportunity review the system implementation.

Interviews are currently being scheduled for the Call Center Director position. Hiring is to coincide with the CRM implementation.

## Operating Expenditures

Operating expenditures are budgeted at \$15,000, a decrease of 60,000 (-80%) from the 2010 Budget. In 2011, the Call Center will be primarily located at the 123 Building (123 N. 25<sup>th</sup> Street) in the Menomonee Valley where the Parking Call Center is currently located. The City Hall Operator station in City Hall will also serve as a virtual extension of the Call Center. Facilities and location will be reviewed with the Call Center Director.

## Capital Projects

The 2011 Proposed 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.

## Issues to Consider

- The original timeline was not attained in 2010. Is the revised timeline attainable in 2011?
- With the exception of the Call Center Director, there are no personnel assigned and budgeted for 2011.
- Personnel transferred from various departments to staff the Unified Call Center may have other duties or functions within that department. These transfers may affect departmental operations and service levels. For example, in addition to requests from the public for night parking permits and reports of parking-related complaints, staff from the Parking Enforcement Call Center also respond to calls for service from police officers and parking checkers.

# DEFERRED COMPENSATION

RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

EXECUTIVE SUMMARY: 2011 PROPOSED BUDGET

HEARING DATE: OCTOBER 6, 2010

1. **Total Expenditures:** The 2011 Proposed Budget for Deferred Compensation is \$1,481,961, a decrease of \$76,826 (-4.9%) from \$1,558,787 in the 2010 Budget. An increase in salary and fringe benefit costs of \$21,134 was off-set by a decrease in operating expenditures of \$97,960.
2. **Operating Expenditures:** Operating expenditures in the 2011 Proposed Budget are \$1,481,961, down \$97,960 (-7.5%) from the 2010 Budget amount of \$1,558,787. The reduction in operating expenditures was due to both adjustments made to the budget by the Executive Director based on past actual expenses and successful contract negotiations with Plan providers that have resulted in more favorable professional service fees.
3. **Special Funds:** The Plan has a Contingent Fund of \$75,000 that is the same as in 2010. The purpose of the fund is to provide contingent expenditure authority that can be repaid by participant charges.
4. **Revenues:** All expenditures are recovered through charges for service to Plan participants. Therefore, estimated total revenues for 2011 are \$1,481,961, the amount of total expenditures. **The Deferred Compensation department budget has no tax levy impact.**
5. **Plan Valuation:** The value of the entire Plan increased from \$478.3 million at year's end in 2008 to \$578 million at year's end in 2009. As of June 30, 2010 the valuation was down to \$565.5 million. This rise and fall of assets reflects the volatile market conditions.
6. **Plan Participation:** As of June 30, 2010, there were a total of 7,757 participants in the Plan; 4,973 were active participants. The number of participants increased by 473 over last year, but the number of active participants decreased by 125. The decrease in participants reflects the aging of City employees and the number of retirements occurring.
7. **Asset Preservation:** As of June 30, 2010, 42% of the Plan's participants were 50 years of age or older, holding 63% of the Plan's assets. As participants retire and begin to withdraw funds and fewer City employees contribute to the Plan, the asset balance is challenged. This impact of an aging population is especially at issue during a period of volatile market performance as is the case now.
8. **Hardship Withdrawals:** The Plan saw a large increase in hardship withdrawals in 2009, many due to foreclosures and evictions. However, the number, while still high in 2010, appears to be leveling off.

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Total Expenses	\$1,114,302	\$1,558,787	39.9%	\$1,481,961	-4.9%
Operating	\$919,290	\$1,306,025	42.1%	\$1,208,065	-7.5%
Capital	\$0	\$0	0%	\$0	0%
O&M Positions	2	2	0%	2	0%
FTE's (all)	2	2	0%	2	0%

The City of Milwaukee Deferred Compensation Plan allows all City employees to invest a portion of their income before federal and state taxes are withheld. The Plan is administered by a 9-member Deferred Compensation Board consisting of the Mayor, Chair of the Finance and Personnel Committee, City Attorney, City Comptroller, City Treasurer, Employee Relations Director and 3 appointed members. An Executive Director, who makes policy recommendations regarding investment portfolio management, Plan marketing and participant education strategies, assists the Board. A Program Assistant II provides support services to the Executive Director and Board.

## **2011 Proposed Budget**

The total 2011 Proposed Budget is \$1,481,961, a decrease of \$76,826 (-4.9%) from \$1,558,787 in the 2010 Budget.

## **Personnel Expenditures**

Personnel costs increase \$21,134, or 11.9%, in the 2011 Proposed Budget. Net salaries and wages increase 1.3% while fringe benefits increase 37.7%. The increase in fringe benefit cost was accentuated by the use of a higher, and more accurate, rate than was used in 2010. Personnel cost increases were offset by a decrease in operating expenditures.

## **Operating Expenditures**

Operating expenditures in the 2011 Proposed Budget are \$1,481,961, down \$97,960 (-7.5%) from the 2010 Budget amount of \$1,558,787. The reduction in operating expenditures was due in part to adjustments made to the budget by the Executive Director based on past actual expenses. For example, Nationwide Retirement Solutions, the Plan's third party administrator, has taken on much of the costs associated with the production and distribution of marketing materials. In addition, successful contract negotiations with Plan providers have resulted in more favorable professional service fees. (These savings are exhibited in the high percentage increase in expenditures from 2009 Actual to 2010 Budget in the table above.)

## **Special Funds**

The Plan has a Contingent Fund of \$75,000 that is the same as in 2010. The purpose of the fund is to provide contingent expenditure authority that can be repaid by participant charges. The Deferred Compensation Plan budget is offset by revenue collected from member fees. Because government accounting regulations do not allow the City to "net budget" if the Plan underestimates its costs, the Contingent Fund is the only source of additional revenue. If no additional funding (over budget) is



required, members will not be charged any additional fee.

## Revenues

All expenditures are recovered through charges for service to Plan participants. Therefore, estimated total revenues for 2011 are \$1,481,961, the amount of total expenditures. **The Deferred Compensation department budget has no tax levy impact.**

## Plan Overview

The Plan currently offers 7 investment options. These options include a stable value fund, an active equity fund, a U.S. passive equity fund, an international passive equity fund, an actively managed income fund, a balanced socially responsible fund and a personal choice retirement account. A fund-of-funds investment approach is utilized, whereby participant selection of an option actually results in investment among multiple funds with similar goals. The 7<sup>th</sup> option is a Charles Schwab & Co.-administered Personal Choice Retirement Account (PCRA). The self-directed account provides participants with greater investment flexibility and options.

## Plan Valuation and Performance

The value of the entire Plan increased from \$478.3 million at year's end in 2008 to \$578 million at year's end in 2009. As of June 30, 2010, the valuation was down to \$565.5 million. This rise and fall of assets reflect the volatile market conditions as exhibited in the account performance in the following table.

**Plan Performance**

	2008	2009	2010 (YTD)
Stable Value	+4.3%	+3.0%	+1.3%
Actively Managed Income Account	-8.1%	+17.4%	+3.7%
Actively Managed Account	-40.6%	+35.2%	-1.0%
Passively Managed U.S. Account	-37.3%	+29.3%	-5.4%
Passively Managed International Account	-44%	+38.7%	-5.7%
Socially Conscious Account	-24.3%	+21.2%	-11.5%

The Plan's average net expense ratio of 0.52 basis points remained well below the peer group's average of 0.72 basis points listed in the Deloitte Consulting 2009 Annual 401(k) Benchmarking Survey.

## Plan Participation

As of June 30, 2010, there were a total of 7,757 participants in the Plan; 4,973 were active participants. The number of participants increased by 473 over the last year, but the number of active participants fell by 125. The decrease in participants reflects the aging of City employees and the number of retirements occurring.

The average monthly cash deferral per-participant at year end 2009 was \$486. That was a decrease from the year before of only \$3 per month. The goal for 2011 is \$500. The participation rate of current eligible employees is approximately 73%, up from 67% one year ago.

The following table shows the number of participants and valuation for each of the Plan's options.

	Number of Participants (as of 6/30/10)	2009 Valuation (in millions)
Stable Value	4,742	\$220.3
Actively Managed Income Account	2,396	\$36.9
Actively Managed Account	5,276	\$147.7
Passively Managed U.S. Account	3,900	\$79.2
Passively Managed International Account	3,708	\$56.4
Socially Conscious Account	1,821	\$17.4
Schwab PCRA	252	\$18.4
American United Life (old, no new investments allowed)	93	\$1.5

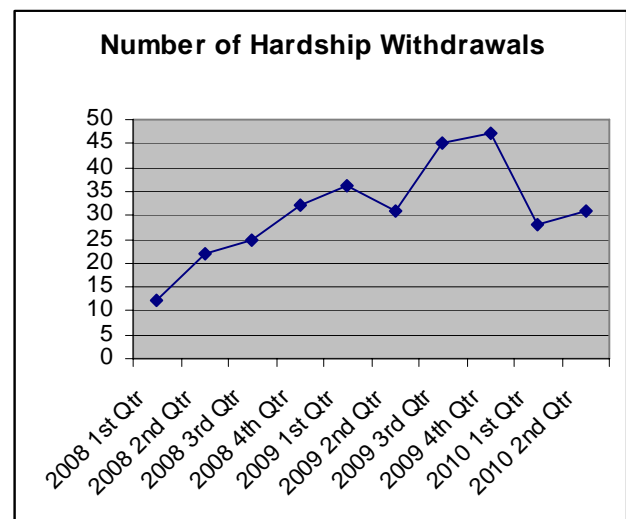
## Asset Preservation

Asset preservation and growth is a primary goal of the Plan. Because of the Plan's asset size, participants save money by investing in institutional class mutual funds which are offered at reduced costs. In addition, the Plan's fees will decline over time as a percentage of the account balance because the Plan's account balances are growing faster than the Plan's fee increases.

As of June 30, 2010, 42% of the Plan's participants were 50 years of age or older, holding 63% of the Plan's assets. As participants retire and begin to withdraw funds and fewer City employees contribute to the Plan, the asset balance is challenged. This impact of an aging population is especially at issue during periods of volatile market performance as is the case now. (ERS reports that the number of employees taking advantage of the recent retirement incentives is high. In July there were 76 retirements, in August there were 85. The average had been 40 per month.)

## Hardship Withdrawals

The Plan saw a large increase in hardship withdrawals in 2009, many due to foreclosures and evictions. The trend in hardship withdrawals can be found in the following chart.



Hardship withdrawals are regulated by section 457 of the Internal Revenue Code. To receive a hardship

withdrawal, the participant must demonstrate one of the following:

1. A sudden and unexpected illness or accident of the participant, the spouse of a participant or of a dependent of the participant.
2. Loss of a participant's property due to casualty that are not covered by insurance.
3. Foreclosure of a primary residence.
4. Another similar extraordinary and unforeseeable circumstance as a result of events beyond the control of the participant.

## **Plan Marketing**

In 2011, representatives from the Plan will continue to attend new employee orientations and meet with employees of departments granting permission to the Plan to give presentations. The Plan will be using PeopleSoft queries to identify and reach the employees that are not enrolled in the Plan. In addition, employees who have separated from employment or are nearing retirement will be identified. An attempt will be made to decrease their plan withdrawals.

To further address the growing number of retirees, the Plan will be diversifying retiree investment options by designing a Retiree Model Portfolio and possibly introducing a custom Retiree Insurance Product which lessens tax consequences and allows them to pass more of their retirement savings on to their heirs.

The Plan is also offering participants, at the least on a quarterly basis, the customized workshops of "Countdown To Your Retirement" and "3 Steps to Plan Your Retirement Income." The "Countdown To Your Retirement" workshop is tailored to meet the needs of those participants that are one to 10 years away from retirement and the "3 Steps to Plan Your Retirement Income" is tailored to meet the needs of those participants that are within one year of retirement.

## **Issues to Consider**

1. As of June 30, 2010, 42% of the Plan's participants were 50 years of age or older, holding 63% of the Plan's assets. The long-term viability of the Plan in light of the aging of the participant population needs to be examined.
2. There is a volatile market and tight economy. Ways of increasing Plan participation in such an adverse economic environment needs to be investigated.

# GRANT AND AID FUND

## RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

EXECUTIVE SUMMARY: 2011 PROPOSED BUDGET

HEARING DATE: OCTOBER 6, 2010

CATEGORY	2009 Actual	2010 Budget	2010-2011 Change	2011 Proposed	2010-2011 Change
Grantor Share (non-City)	\$52,394,849	\$76,117,944	N/A	\$72,446,206	-4.8%
<b>TOTAL</b>	<b>\$52,394,849</b>	<b>\$76,117,944</b>	N/A	<b>\$72,446,206</b>	-4.8%

**Function:** The Grant and Aid Fund is a “parent” account that accumulates grant funds prior to allocation on a project-by-project basis during the fiscal year. The Fund provides expenditure authority for federal, state, and other grants whose proceeds are restricted to operating expenditures for specific purposes. As set forth in the Code of Ordinances, no expenditures may be made from this account without Common Council approval. To expend funds, a Common Council resolution is adopted to authorize a specific project, create a sub-account, and allocate specific funding from the “parent” account. **Because revenues offset the account and there is no “draw down” without an award, the fund has no impact on the tax levy.**

### 2010-2011 COMPARISON OF PROJECTED GRANT ACTIVITY

Department	2010	2011	Change	% Change
Administration	\$25,910,997	\$27,167,122	\$1,256,125	4.8%
City Clerk	\$10,000	\$10,000	\$0	0.0%
City Development	\$1,235,000	\$1,235,000	\$0	0.0%
Fire	\$1,303,000	\$907,688	-\$395,312	-30.3%
Fire & Police Commission	\$0	\$207,992	\$207,992	100.0%
Health	\$8,158,750	\$8,198,100	\$39,350	0.5%
Library	\$1,084,700	\$1,086,100	\$1,400	0.1%
Police	\$11,833,912	\$10,080,549	-\$1,753,363	-14.8%
Public Works	\$3,581,585	\$3,553,655	-\$27,930	-0.8%
Unanticipated	\$23,000,000	\$20,000,000	-\$3,000,000	-13.0%
<b>Total</b>	<b>\$76,117,944</b>	<b>\$72,446,206</b>	<b>-\$3,671,738</b>	<b>-4.8%</b>

### Grant Changes by Department

\$1.3 million, or 4.8%, in grant funds from the 2010 Budget for a total of \$27.2 million.

### Department of Administration

Community Development Block Grant (CDBG) funding is included in this department. The projected increase of \$1,256,125 is mainly due to an increase in CDBG funding. CDBG allocations were increased in 2010, after the 2010 Budget, and will continue into 2011. The department anticipates an increase of

### Fire Department

Grant funding to the department decreases by \$395,000, or 30%, to \$908,000. The decrease is due to losses in funding from the following grants: Urban Areas Security Initiative (UASI), Metropolitan Medical Response System and EMS Funding Assistant Program.

## **Fire and Police Commission**

The Commission appears to have an increase of \$207,992. This is due to a change in location of the Office of Homeland Security. The grant funds are also carried over and are primarily from UASI funding.

## **Police Department**

Grant funding to the department decreases by \$1.7 million or 14.8%. Most of the decrease is from a \$800,000 reduction in the Brewers grant and a \$1.25 million reduction in the COPS Secure Our Schools and COPS in Schools grants. Some new or increased grants are also anticipated in 2011.

## **Unanticipated Grant Funding**

Unanticipated grant funding is down \$3 million to \$20 million. This figure is an estimate by the Budget Office in conjunction with the Comptroller's Office and is based on anticipated grant opportunities.

## **ARRA**

Most American Recovery and Reinvestment Act (ARRA) funding was in 2009 and 2010. One grant, totaling \$2.5 million, for the Broadband Technology Opportunities Program, is expected for 2011 but has yet to receive Common Council approval. The primary recipients of this funding will be the Library and Department of Administration (ITMD). Position changes associated with this grant were not included in the 2010 Proposed Budget. The City has also applied for an additional \$10 million in funding for 2010 for the Putting Prevention to Work program. An Economic Stimulus Task Force was created by the Common Council to monitor and oversee the City's application for and use of ARRA funds.

## **Capital Grants**

Only operating grants are included in the Grants and Aid Fund. Discussion of capital grants can be found in the Capital Improvements section as well as LRB's departmental reports.

**Executive Summary: 2011 City of Milwaukee Proposed Budget  
2010**

**Hearing Date: October 6,**

1. **Personnel:** Reflecting a City-wide increase in fringe benefit costs, the Comptroller's Office personnel costs increase by approximately \$257,000, of which approximately \$239,000 of the increase can be attributed to fringe benefits. The 2011 Proposed Budget provides funding for 67 positions, the same number as 2010. (page 2)
2. **Operating Expenditures:** An overall decrease of just \$3,000 is proposed for 2011 operating expenditures for a total operating expenditure budget of \$410,000. (pages 2 and 3)
3. **CDBG Funding:** For 2011, the Comptroller's Office has requested \$726,000 in CDBG funding to support the salaries and fringes benefits for CDBG accounting and auditing services that are performed by a staff of 11 full-time positions and one part-time intern. However, the Comptroller's Office has been informed that the Mayor's recommended CDBG allocation could be \$111,000 less than the amount requested. (pages 3)
4. **Auditing:** As in previous years, 2 auditing positions will remain vacant in 2011 to offset the cost of audit related consulting services. The use of outside consultants has allowed the office to successfully complete some audits that may not have been possible without this assistance. (pages 3 & 4)
5. **Special Purpose Accounts:** Special purpose accounts are not included in departmental budgets, but expenditure authority over such accounts is typically extended to a department via Council resolution. The 2011 Proposed Budget provides funding for the 7 Special Purpose Accounts that will be administered by the Comptroller. (pages 4 & 5)

Expense Category	2009 Actual*	2010 Budget*	% Change	2011 Proposed*	% Change
Operating*	\$ 5,560,256	\$ 5,066,065	-9%	\$ 5,320,238	5%
Capital	\$ -	\$ -	0%	\$ -	0%
Positions	66	67	2%	67	0%

\* includes O & M and non O & M Funded positions

## Personnel

Reflecting a City-wide increase in fringe benefit costs, the Comptroller's Office personnel costs increase by approximately \$257,000, of which approximately \$239,000 of the increase can be attributed to fringe benefits. The 2011 Proposed Budget provides funding for 67 positions, the same number as 2010.

Of the 67 positions, there are currently 4 vacant positions, 3 Auditing Specialist Positions and 1 City Payroll Assistant position. Regarding the 3 vacant Auditing Specialist positions, 2 of these positions have been vacant since 1999 and there is no current plan to fill them. The funding for these two positions is annually budgeted in the professional services account for outside consultants to assist the Comptroller's Office on the major City audits. The third current vacancy occurred in June 2010 when the incumbent transferred to another City department. The Comptroller's Office request to fill that position was approved by the Finance and Personnel Committee, and the Office expects to fill it before year-end.

The City Payroll Assistant position became vacant in August of 2010 due to a transfer to DOA-Procurement Services. The department is currently studying the feasibility of reassigning this position's duties to other payroll positions. If reassignment is not feasible, the Comptroller's will submit a request to the Budget Office to fill the position.

## Operating Expenditures

An overall decrease of just \$3,000 is proposed for 2011 operating expenditures for a total operating expenditure budget of \$410,000.

The 2011 Proposed Budget provides \$35,000 for the **General Office Expense**, the same amount as provided in 2010. The 2011 funding will be used for office supplies (\$25,500), magazines, subscriptions, and books (\$7,450), and postage (\$2,050).

The 2011 Proposed Budget provides \$9,000 **Non-Vehicle Equipment Rental**. In 2011, this funding is shifted from the 2010 **Information Technologies Account** and will be used for a debt and finance management system from SS&C Technologies.

The 2011 Proposed Budget provides \$260,000 for the **Professional Services** account, the same amount as provided in 2010. The 2011 funding will be used for audit services (\$165,000), payroll and financial system (\$25,000), accounting Issues (\$50,000), and miscellaneous services (\$20,000).

The Comptroller's Office 2011 Proposed Budget includes \$79,000 for **Other Operating Services**, a slight increase from the \$78,000 provided for this account in 2010. The uses of the 2011 funding will include accounting and PeopleSoft training (\$25,500), Debt Issuance Printing (\$13,000), Comprehensive Annual Financial Report (\$12,000), equipment maintenance (\$11,000), and rating agency visits (\$6,500).

## **CDBG FUNDING**

For 2011, the Comptroller's Office has requested \$726,000 in CDBG funding to support the salaries and fringe benefits for CDBG accounting and auditing services that are performed by a staff of 11 full-time positions and one part-time intern. However, the Comptroller's Office has been informed that the Mayor's recommended CDBG allocation could be \$111,000 less than the amount requested.

Activities performed exclusively by the CDBG-funded staff of the Comptroller's Office include:

- Performing preliminary reviews for newly-funded agencies and financial site reviews for existing funded agencies in accordance with the requirements of the federal government's Office of Management and Budget (OMB).
- Determining the amount of issue, monitor and control operating cash advances to subrecipient agencies.
- Reviewing, commenting, and following up on OMB's mandated audits of subrecipient agencies.
- Preparing financial statements and the Single Audit Report.
- Determining, prepare and submitting the listing of Federal Cash Transactions and the Quarterly Reconciliation of the City's lines of credit with the Federal Government.

The Comptroller's Office has also requested \$101,000 in HOME funds, which will be administered by the Department of Administration, as a reimbursable for the fiscal oversight the office provides to the HOME program. The Comptroller's Office has been informed that the Mayor's recommended HOME allocation is about \$7,000 less than the amount requested.

To address the potential shortfall, the Comptroller's Office will monitor the salaries account, and if additional funding is needed, they will have to talk to the Budget Office about a wage supplements fund transfer or request contingent funding.

## **Auditing**

As in previous years, 2 auditing positions will remain vacant in 2011 to offset the cost of audit related consulting services. The use of outside consultants has allowed the office to successfully complete some audits that may not have been possible without this assistance.

In 2008 and 2009, an outside CPA firm conducted a financial Review of Port Fixed Assets. In 2008 and 2009, an outside consultant conducted an Audit of IS External Network Connections and another consultant *expert in* property tax assessments assisted on the Audit of Commercial Property Assessments.

In 2010, consultant assistance was obtained in 2010 for the Audit of City Utility Bills, Audit of TID Expenditure Controls, and the Audit of Video Service Provider Fees.

In addition to the 2010 audits that required the use of outside consultants, the other internal audits other major assignments that have been completed in 2010 are shown below. It is important to note that 3 auditor vacancies from 2008 and 2009 were filled in July 2010. This high number of vacancies resulted in fewer audits being completed in 2009 and 2010. Audits completed in 2010 include:

- Audit of City Assessments for Commercial Property (issued 1/4/10)
- Audit of 2009 Payroll W-2s, internal memo (issued 2/15/10)



- Audit of City Treasurer Cash Controls (issued 3/24/10)
- Audit of IS Disaster Recovery (issued 7/12/10)

The following internal audits and other major assignments are planned for the remainder of 2010:

- Audit of Parking Fund Cash
- Audit of the Sewer Maintenance Fund
  - Audit of IS Datacenter Controls
  - Audit of IS Security Policies
  - Audit of IS Firewalls
  - Audit of Utility Bills
  - Hotline Annual Report

The following internal audits and other major assignments are planned for 2011:

- Audit of 2010 Payroll W-2s
- Audit of City Treasurer Cash Controls
- Audit of DPW Fleet Inventory
- Audit of IS Application Change Management
- Audit of Video Service Provider Fees
- Audit of TID Expenditure Controls
- Audit of Water Department Cash Controls
- Audit of DCD Permit Center
- Audit of Workers Compensation Processing
- Audit of IS Internal Network Vulnerability
- Audit of Vacant Property Management
- Audit of MPD Cash Controls
- Audit of IS Wireless Vulnerability
- Audit of City Call Center
- Hotline Annual Report

In addition to audits previously mentioned, the Comptroller's Audit Division accounting support throughout the year, including the police trust account, mobile home billings, House of Corrections billings.

### **Special Purpose Accounts**

Special purpose accounts are not included in departmental budgets, but expenditure authority over such accounts is typically extended to a department by Council resolution. The 2011 Proposed Budget provides funding for the 7 Special Purpose Accounts that will be administered by the Comptroller:

Annual Payment to DNR (\$7,100): The \$7,100 is the same amount as provided in the 2010 Budget. This account represents a refund to the State Department of Natural Resources (DNR) of its payment-in-lieu-of-taxes to the City for the operation and maintenance of the Havenwoods property. The City has agreed to return each annual payment to the DNR for park operations and maintenance costs.

Boards and Commissions Reimbursement Expense (\$20,000): The \$20,000 is the same amount as provided in the 2010 Budget. This account funds the reimbursement of private citizens who serve on City boards and commissions for expenses related to their service. Reimbursement is set at \$20 per meeting, with a maximum of 12 meetings a year. Members of the Board of Assessment receive \$60 per meeting and members of the Administrative Review Board receive \$180 per meeting. Members of other City boards and commissions are paid through departmental administrative funds.

Care of Prisoners Fund (\$71,600): This account funds the costs of reimbursing the County for transporting and housing costs of persons convicted of City violations and sentenced to the House of Corrections. This amount is the same amount provided in the 2010 Budget and is based

on the Comptroller's annual analysis of recent data for this account. The Comptroller's Office has had an ongoing billing dispute with Milwaukee County since 1991 concerning charges billed to the City for prisoners held in the House of Correction on City violations. The Comptroller's Office adjusted the County's invoices to eliminate ineligible charges until April 2008 when the County's invoice detail was changed and such adjustments could no longer be made. No payments have been made on the County's monthly invoices since April 2008. City Attorney assistance was requested in November 2008. The County has been unresponsive to City Attorney's Office requests to settle the dispute. Unspent appropriations from prior years have been carried over and together with the 2011 budget appropriations will be needed at some point to settle the unpaid invoices with the County.

Contribution Fund-General (\$2,400,000): The \$2,400,000 is the same amount of funding that was provided in 2010. This account provides expenditure authority for any contribution received during the year. Expenditures are made in accordance with Section 304-24 of the Milwaukee Code of Ordinances. This account has a revenue offset, and therefore, does not have a tax levy impact.

Firemen's Relief Fund (\$130,000): The \$130,000 is the \$10,000 less than the amount that was provided in the 2010 Budget. This account helps defray the costs of the Fire Department Relief Association, established under section 20-18 of the City Charter. The Association provides assistance to injured or fatally injured firefighters and their families. Funding is set per charter, and represents 1/8 of the State Aids for Fire Insurance Premiums ("Fire Dues").

MMSD-Sewer User Charge Pass Through Less Cost Recovery from Sewer User Charge (net of \$1): This account provides authority to administer the billing of

MMSD sewer user charges by the City. The account is a revenue offset.

Reserve for 27th Payroll (\$1,500,000): The \$60,000 increase from the \$1,440,000 million provided for this account in 2010 reflects anticipated contract settlements. This account is used for the accrual of extra days' salary costs beyond the annual standard of 26 pay periods. City employees are paid bi-weekly with the salary and wages recorded for full pay periods only. A 27th pay period occurs once every 11 years, most recently in 2005. The accruals are made in accordance with Generally Accepted Accounting Principles. Funding this SPA annually avoids a huge tax levy impact every 11 years when funds are required for the 27th pay period. The next year where 27 payrolls occur is 2016.

## Revenues

The Comptroller Office's revenue is primarily generated from charges for services provided to the Water Works and Sewer Maintenance Fund. The 2011 estimated revenue for the Comptroller's Office increases \$25,000 (10%) from the 2010 estimate.

Category	2009 Actual	2009 Budget	% Change	2010 Proposed	% Change
Charges	\$396,838	\$250,000	-37%	\$275,000	10.0%

## Issues to Consider

Given the City's current and future fiscal situation, the issue of how will adequate funding be provided to the Comptroller's Office to meet the growing demand for accounting, financial and auditing services in the years ahead will need to be studied

Given the City's current and likely future salary constraints, how the City will be able to be competitive with the private sector in attracting accounting and financial professionals will also needs to be studied.

Prepared by: James Carroll 286-8679  
LRB-Research & Analysis Section  
September 30, 2010

## City Debt Overview

1. The City Budget for Debt Service includes Milwaukee Public School Debt and all City government-related debt. The City may use its own borrowing authority for school purposes.
2. The debt service needs for the City in 2011 total \$323.9 million, an increase of approximately \$43.1 million from the 2010 debt service budget. Over half of the increase is due to a \$28.9 increase in Revenue Anticipation Notes (RANs). The City of Milwaukee annually issues short-term RANs to finance the City's and the MPS operating budgets until the City receives shared revenue payments from the State of Wisconsin. The \$28.9 million increase is related to issuing the City RAN. The budget includes \$160 million for the principal portion of the City RAN, compared to \$130 million in the prior year. In 2010 the City issued \$147 million. The 2011 budget brings the budget closer to the principal amount expected to be issued in 2011. As this is the principal portion that is budgeted, it has no levy impact. Of the remaining \$14.2 million in increases in the Debt Service budget, \$9.5 million relates to self-supporting debt, including: \$4 million for delinquent tax receivables, \$3.6 million in MPS debt reimbursed by the school district and \$2 million for TIDs..

Of special note is the MPS RAN, of which the City only budgets the interest portion. The Public Debt Commission (PDC) and the Comptroller's office

delayed issuance of the fall \$225 million borrowing which comes due in 2011. This delay of two months saved \$50,000 in interest paid by the debt service tax levy. In addition, the PDC and Comptroller's Office structured the borrowing in 2 parts maturing \$50 million of borrowing \$225 million at the end of 2010 with the remaining borrowing \$175 million maturing in June 2011. This structure will save an additional estimated \$127,000 of debt service tax levy.

3. Debt expenditures for 2011 TIDs increase by approximately \$9.3 million to approximately \$16.8 million. However, the 2010 TID increments will generate \$25.8 million.
4. Debt expenditures for delinquent taxes increase by approximately \$3.2 million to \$27.8 million. It is estimated that the collection of delinquent taxes, interest and penalties will provide \$27.7 million as source of debt funds, an increase of \$4 million from 2010. The debt service tax levy after self-supporting sources are accounted for declined by \$1.1 million with most of this reduction due to the elimination of \$750,000 of bad debt reserve for delinquent taxes. The current bad debt reserve for delinquent taxes is not needed at this time due to the improvement of the condition of the delinquent tax fund.
5. Tax levy debt service costs related to City borrowing for capital improvement projects are estimated to

total \$83.9 million in 2011, an increase of \$16.8 million.

6. The self-supported portion of the 2010 debt service budget is \$66.7 million, a decrease of approximately \$1.8 million in 2010.
7. The 2010 proposed debt service tax rate is \$2.56, a \$0.07 increase from the 2009 debt service tax rate of \$2.49.

## Public Debt Amortization Fund

As of December 31, 2009, the unsegregated Public Debt Amortization Fund (PDAF) totaled \$50.4 million. This was a slight decrease of approximately \$500,000 from the comparable 2008 year-end balance.

On August 18, 2010, the Public Debt Commission approved a \$4.9 million transfer from the PDAF. The withdrawal is used to offset the tax levy impact of 2011 debt service.

The current PDAF balance and withdrawal policy, adopted in 1997, primarily utilizes measurements of non-self-sustaining (tax levy-supported) general obligation (GO) debt outstanding as the basis for determining PDAF size and withdrawal parameters. The policy recommends limits on the annual PDAF withdrawal in a similar manner to those associated with the Tax Stabilization Fund withdrawal policy. The policy recommends that the unsegregated balance be maintained between a 15-percent minimum and a 20 percent-maximum of such non self-supporting debt with a "target level" at the mid point between these ranges. The 15% and 20% limits are recalculated annually, and may affect the target balance. This positions the PDAF balance to respond to changes in outstanding debt

levels, i.e., the PDAF target balance increases as non-self-supporting outstanding debt levels grows. In fact, this is what has occurred since 2000; the minimum target balance in the PDAF has grown from \$58.7 million to \$71.6 million due to amount of tax levy-debt outstanding increasing from \$391.1 million at end of 2000 to \$477.1 million at end of 2009.

Based on \$477.1 million of non-self-sustaining GO debt outstanding, as of December 31, 2009, the 2010 minimum and maximum recommended limits for the PDAF balance are \$71.6 million and \$95.4 million, respectively. With a PDAF withdrawal of \$4.9 million in 2010 for 2011 debt service, the 2010 estimated PDAF year-end balance is projected to remain unchanged at \$50.4 million, which is \$21.1 million below the \$71.6 million minimum balance recommended by the current PDAF reserve policy.

The withdrawal of \$4.9 million from the Public Debt Amortization Fund reduces the 2011 debt service tax rate from \$2.76 to \$2.56.

The table below shows the PDAF fund balance and withdrawal for the last 10 years.

PUBLIC DEBT AMORTIZATION FUND (PDAF) HISTORICAL PREPAYMENTS (WITHDRAWALS) (\$ in millions)		
YEAR (Dec.31)	AMORTIZATION FUND UNSEGREGATED FUND BALANCE (1)	PDAF PREPAYMENT (In Following Year)
2001	\$43.7	\$ 7.0
2002	\$44.6	\$ 5.0
2003	\$44.1	\$ 4.0
2004	\$45.0	\$ 4.0
2005	\$46.5	\$ 5.0
2006	\$48.7	\$ 7.3
2007	\$50.8	\$ 7.4
2008	\$50.9	\$ 6.5
2009	\$50.4	\$ 5.4
2010	\$50.4	\$ 4.9

with low probability of execution, low compensation, and high underwriting risk. All of the City's regular issuance of debt is by competitive sale, a state law requirement for General Obligation Bonds.

Prepared by: James Carroll 286-8679  
LRB-Research & Analysis Section  
October 1, 2010.

As in prior years, the PDC can encourage EBE firms to bid, and for lead firms to include EBE firms. However, the City Attorney has opined that in competitive sales, the City is limited to selecting the lowest cost bid without regard to EBE participation. Therefore, the extent of minority participation in competitive City bond and note sales is highly dependent on the extent of bidding by minority owned firms. The PDC has met and spoken with numerous minority firms, and has made it clear that participation in competitive transactions will be used as a significant selection criteria when selecting firms for the few negotiated transactions the City performs. As a result, over the past few years, the PDC has instituted changes to further encourage minority participation, but have only received limited success.

In the underwriting business, all firms would prefer to spend their time and use their capital in engagements with: 1) High probability of execution; 2) High compensation; and 3) Low underwriting risk. That means minority firms direct their resources towards negotiated sales, not competitive sales. Only the large firms have sufficient capacity to allocate resources, on a meaningful and consistent basis, to competitive sale transactions

# CITY REVENUES

RESEARCH AND ANALYSIS SECTION

LEGISLATIVE REFERENCE BUREAU

2011 City of Milwaukee Proposed Budget

Hearing Date: October 6, 2010

## 2011 Proposed Sources of Funds For General City Purposes

Category	2009 Actual	2010 Budget	% Change	2010 Proposed	% Change
General City Revenues	457,584,709	464,532,972	1.5%	\$463,844,925	-0.1%

1. A variety of revenue sources support the general City purposes budget, including payments in lieu of taxes, licenses and permits, intergovernmental aid, vehicle registration fees, property taxes, charges, miscellaneous revenues, the Tax Stabilization Fund, fines and forfeitures, fringe benefit offset and cost recovery.
2. The 2011 proposed Budget includes an estimated \$16.5 million in revenue attributed to taxes and payments in lieu of taxes (PILOTs), an increase of \$1.3 million from 2010. The PILOT revenue increase is primarily the result of an increase in the taxing units of government tax rates, combined with an increase in the assets of the Water Works, which increased the Water Works PILOT by \$1.35 million to \$10.6 million.
3. Revenues from licenses and permits are estimated to be approximately \$12.057 million in 2011, a decrease of approximately \$700,000. The decrease can be attributed to permits associated with construction activities, which have been affected by the recession. The Administration has proposed an ordinance to adjust several licenses and permits, which the Budget Office estimates will generate an additional \$560,000. Since the Common Council has not acted on the proposed ordinance, the City Comptroller has not recognized the additional revenue. However, the Administration did include the additional revenue in the 2011 Proposed Budget as an additional \$560,000 in anticipation of revenue withdrawal from the Tax Stabilization Fund.
4. Intergovernmental revenues total \$271.6 million in the 2011 Proposed Budget, an increase of \$723,000. Of this amount, \$228.345 million is comprised of anticipated state general shared revenue. This is an increase of \$95,000, reflecting an increase in the utility portion of the payment. Also, Local Street Aids are expected to be approximately \$27.9 million in 2011, an increase of \$560,000 from 2010, and Expenditure Restraint Aid will increase \$650,000 to \$8.6 million.
5. The 2011 Proposed Budget includes \$99.1 million in revenue from charges for services provided by City departments, an increase of \$3 million from 2010.
  - The 2011 Proposed Budget includes a revenue estimate for the Solid Waste Charge of \$32.2 million, the same as 2010. It is important to note that the estimate is based on the 2010 Charge of \$170.17 per year, per dwelling unit. The Administration has proposed a decrease in the Solid Waste Charge to

\$166.64 per year and a new \$20 per cart, per year charge, for dwelling units with more than 1 cart per unit. The Budget Office's estimated revenue for the reduced charge is approximately \$566,000 less than the \$32.2 million estimate in the Proposed Budget. The Budget Office estimates the proposed \$20 extra cart fee will offset this revenue reduction by generating approximately \$566,000. Since the Common Council has not acted on the proposed charge reduction and extra garbage cart charge, the Comptroller's estimate reflects the existing 2010 Solid Waste Charge. Based on Common Council action, the Comptroller will review the 2011 Solid Waste Charge revenue to determine if an adjustment to the current revenue estimate is necessary.

- The 2011 proposed budget includes a revenue estimate that assumes Common Council adoption of a resolution establishing a Snow and Ice Control Charge at \$0.6917 per foot of property frontage, the same as 2010. It is estimated the 2011 charge will generate the same amount of revenue as in 2010, \$6.5 million.
  - In 2011, leaf pick-up, street-sweeping, and tree pruning costs will continue to be recovered through the City's sewer maintenance fee. These costs are recovered through an approximately \$12.4 million transfer from the Sewer Maintenance Fund, an increase of \$200,000 from 2010.
  - The Department of Neighborhood Services revenue increases by approximately \$1.2 million, primarily due to increases in revenue from reinspection fees, rental recording fees and the vacant building registration fee.
6. The proposed Property Tax Levy will provide \$111.5 million for general City purposes in 2011. This is an increase of \$21.5 million from 2010, reflecting the levy funding required to cover the 2010 pension shortfall is not required in 2011. The proposed 2011 levy for all tax supported purposes is \$246.7 million, the same as 2010.
  7. Revenue from Fines and Forfeitures is \$5.2 million in the 2011, the same as 2010.
  8. Miscellaneous Revenues include transfers from the Parking Fund and interest on investments, funds from the sale of surplus property, real estate property sales, various spending offset accounts, and other revenues not accounted for in other revenue categories. Miscellaneous Revenues are projected to total \$35.3 million in 2011, a decrease of approximately \$6 million from 2010. This decrease is primarily due to the elimination of the \$3 million transfer from the Water Works, a \$1.5 decrease in the Parking Fund transfer to \$20.8 million and \$300,000 decrease in the Potawatomi payment and \$450,000 decrease in investment earnings. One other item of note, the estimated total revenue from the vehicle registration fee remains at \$6.6 million for 2011.
  9. The balance in the Tax Stabilization Fund (TSF) totals approximately \$29.1 million. The proposed withdrawal for 2011 is approximately \$14.6 million. After the 2011 withdrawal and anticipated regeneration at the end of 2010, the Budget Office estimates the TSF should have a fund balance of approximately \$25.5 million.



Prepared by: James Carroll 286-8679  
LRB-Research & Analysis Section  
September 30, 2010

# TAX STABILIZATION FUND

RESEARCH AND ANALYSIS SECTION

LEGISLATIVE REFERENCE BUREAU

2011 City of Milwaukee Proposed Budget

Hearing Date: October 6, 2010

## Overview

Tax Stabilization Fund 2002-2011		
Year	Balance Available*	Withdrawal
2002	21,529,440	11,000,000
2003	29,122,000	9,300,000
2004	33,745,000	16,870,000
2005	34,342,000	16,621,000
2006	33,900,000	16,328,000
2007	46,822,000	23,175,000
2008	58,951,000	29,475,500
2009	44,757,000	22,378,500
2010	25,500,000	13,000,000
<b>2011</b>	<b>29,096,000</b>	<b>14,600,000</b>
<b>Average</b>	<b>35,531,844</b>	<b>17,281,000</b>

1. The Tax Stabilization Fund (TSF) balance available for 2010 purposes and subsequent years' budgets is **\$29,096,000**. The 2011 proposed budget TSF annual withdrawal of **\$14,600,000** would leave a remaining available balance of approximately **\$14,500,000** prior to 2010 regeneration
2. A balance of \$14.5 million will remain prior to 2010 regeneration.
3. At this time, the Budget Office's estimated 2010 TSF regeneration is approximately \$11.0 million.
4. At the end of 2010, the Budget Office estimates the TSF balance will be approximately \$25.5 million.
5. It is important for the TSF maintain a stable or growing balance. In 2009, two debt rating agencies, Moody's and Fitch, noted the decline in the TSF balance in recent debt rating reports. Moody's includes, "Deterioration of reserve levels with no demonstrated commitment to restoring structural financial balance", as an event that that could move the rating down in its March 20, 2009 report. Fitch noted that "continued financial weakening resulting from economic erosion and/or state funding losses could trigger a bond rating downgrade. By continued "financial weakening", Fitch was referring to further draw downs of the TSF balance.
6. Since the Common Council has not acted on the proposed ordinance increasing fees, the City Comptroller has not recognized the additional revenue. However, the administration did include the additional revenue in the 2011 Proposed Budget as an additional \$560,000 in anticipation of revenue withdrawal from the Tax Stabilization Fund.

- Any internal service fund retained earnings that exceed 5% of that fund's budget.

## Description and Legal Basis

Prepared by:

Jim Carroll, 286-8679  
Legislative Reference Bureau  
September 30, 2010

1. The Tax Stabilization Fund (TSF) is the portion of the unrestricted general fund balance not designated for a specific purpose.
2. Withdrawal from the TSF serves as a revenue item in the budget, and offsets the amount of property tax levy that would otherwise be required.
3. State law permits cities of the first class to establish a TSF. The City of Milwaukee, in establishing a TSF, set forth the following purposes and objectives for the fund in section 304-29 of the Milwaukee Code:
  - To assist in stabilizing the city's tax rate "within reasonable limits" from year to year.
  - To protect the City and its citizens from fluctuations in the City property tax rate "which can result from erratic variations in non-property tax revenues".
  - To improve the City's financial planning ability.
  - To better enable the City to comply with state levy limits.
4. The primary **funding sources** for the TSF established by section 304-29 of the Milwaukee Code are:
  - Revenue surpluses, i.e., the difference between estimated revenues and the actual receipts.
  - Unexpected appropriations not carried over, except from internal service funds.

# CONTINGENT FUND

RESEARCH AND ANALYSIS SECTION  
LEGISLATIVE REFERENCE BUREAU

2011 City of Milwaukee Proposed Budget

Hearing Date: October 6, 2010

## Overview

COMMON COUNCIL CONTINGENT FUND			
Year	Appropriation	Expenditure	Expended
2000	5,000,000	5,000,000	100%
2001	5,000,000	5,000,000	100%
2002	5,420,458	5,420,458	100%
2003	5,000,000	5,000,000	100%
2004	5,000,000	5,000,000	100%
2005	5,000,000	5,000,000	100%
2006	5,500,000	5,436,801	98.9%
2007	5,500,000	5,500,000	100%
2008	5,000,000	5,000,000	100%
2009	5,000,000	1,449,764	28.9%
Average			

1. City Contingent Fund spending has been authorized since 1874, when the state legislature enacted a new charter for the City of Milwaukee. Currently, the fund is authorized by section 18-04-4 of the Milwaukee City Charter and state statute. The Contingent Fund provides for unanticipated needs by enabling transfer of funds into existing or new accounts. Other applications of the funds may be for emergency uses or for purposes for which no express provisions are made in the Budget. Unspent funds revert to the Tax Stabilization Fund. Contingent Fund appropriation requires a 3/4 vote of the Common Council.
2. In December 1992, the Common Council adopted Resolution File Number 921360 established criteria and information standards for submittal of all resolutions by City departments and agencies requesting Common Council Contingent Fund appropriations. Any Contingent Fund requests are expected to meet the following criteria to be considered by the Finance and Personnel Committee:

- Emergency Circumstances;
- Obligatory Circumstances; or
- Fiscal Advantage/Compliance with Fiscal Management Principles.

There was no explicit policy of Common Council control over Contingent Fund expenditures prior to adoption of this resolution. The intent of this legislation was to underscore concerns over using the Contingent Fund to initiate new programs or fund non-programmed capital requests outside the budget process.

For purposes of this analysis, Contingent Fund expenditures have been classified as:

**Discretionary** - An expenditure that could be deferred until the following year without significant negative consequences or which should have been foreseen and, consequently, budgeted. Some examples of discretionary expenditures include expenditures for:

- **Consultant services or studies**

- City employee attendance at **conventions and seminars**
- **A new service or program**, or an expanded service or program, outside the budget process
- **Capital improvement projects** not included in that year's budget

Prepared by:

Jim Carroll, 286-8679  
Legislative Reference Bureau  
September 30, 2010

**Non-discretionary** - An expenditure that is required due to the nature of the circumstances that clearly meet the newly established criteria: emergency, obligatory or fiscal advantage or, which if deferred, would result in significant negative consequences.

#### **Non-Discretionary Contingent Fund Expenditures**

For 2009, the Common Council approved **\$1,449,764** in non-discretionary Contingent Fund Expenditures. The following major expenditures were approved for 2009:

- \$850,000 for Walgreen remission of taxes .
- \$107,270.83 remission of taxes for 311 E. Greenfield.

#### **2011 Proposed Fund Appropriation**

The 2011 proposed budget provides \$5,000,000 for the Contingent Fund, the same amount provided in the 2010 Budget.

For 2011, the unpredictability of weather could expose the 2008 Contingent Fund to appropriations for snow and ice control. Contingent Fund expenditures for Snow & Ice Control were needed in 1990, 1993 – 1996, 1999, 2000, 2005, 2007, and 2008.

Based on volatility in recent years, there is also uncertainty regarding the price of energy.

1. **In rem filings increased to four times a year:** In 2011, the City Treasurer will increase the number of regular in rem filings to four per year. This change will allow the Treasurer to spread the workload over several files, instead of processing one large batch per year. The number of annual filings has increased steadily in the past few years, due to the ongoing foreclosure crisis. The City Treasurer filed in rem proceedings against 816 properties in 2009, 979 in 2010, and will file against approximately 1,500 properties in 2011, plus an additional 100 to 200 expedited filings.

properties in a filing. The redemption rate has decreased in the past several years to nearly 50%, doubling the rate at which the City is acquiring these properties. This negative trend of acquisition rates, combined with the increased number of tax-delinquent properties, is resulting in a large increase of properties acquired by the City. A redemption rate of 50%, combined with a planned 1,700 in rem foreclosure proceedings in 2011, could result in the acquisition of 850 additional properties.

2. **Accelerated in rem filings:** The Proposed Budget includes funding for 100 to 200 filings against properties that the Common Council and City departments identify as the most critical to blight prevention and redevelopment objectives. Expedited foreclosure is intended to prevent the deterioration of the properties, minimize the blight on the neighborhood, and redevelop and return the properties to occupancy at the earliest possible time. DNS, DCD and the local Council member will identify tax-delinquent properties that are vacant or abandoned, and refer these properties to the Treasurer and City Attorney for in rem foreclosure proceedings at the earliest lawful time following tax delinquency.

3. **In rem redemption rates down near 50%:** Historically, properties with in rem proceedings have been redeemed by their owners at a rate of nearly 75%, leaving the City to acquire just 25% of the

Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Total Expenditures	\$2,967,640	\$2,951,830	-0.5%	\$3,241,414	+9.8%
Positions	58	59	+1.7%	60	+1.7%
FTE's (all)	30.25	28.25	-6.6%	30.8	+9.0%

The stated mission of the City Treasurer is to receive and account for all monies paid to the City, make disbursements vouchered for payment by the Comptroller, invest City funds that are not needed to meet current expenditures, collect current property taxes and delinquencies for all six tax levies within the City, settle property tax collections on a prorated basis and remit to each taxing jurisdiction their share of the monies collected..

**2011 Proposed Budget:** The Proposed Budget for the City Treasurer's Office is \$3,241,414, an increase of 9.8% from the 2010 budgeted amount of \$2,951,830. This increase is due to an increase to four in rem filings in 2011, expedited in rem proceedings against 100 to 200 properties, additional costs associated with in rem filings involving a deceased property owner, and increased overtime due to holiday scheduling. One position of Tax Enforcement Specialist and a total of 2.55 FTEs are added in the Proposed Budget.

**Increase to Four In Rem Filings in 2011:** The Proposed Budget includes funding for four in rem filings in 2011. A resolution establishing this process has been submitted with the proposed budget. The City Treasurer has previously processed one large in rem file per year, though it is not unusual for one to two smaller filings to occur later in a year. In 2010, there was one main in rem filing in the spring, a second filing to account for changes in the process regarding deceased property owners and a third filing targeted at a few property owners that attempt to use serial bankruptcy filings to avoid in rem foreclosure.

In 2011, the City Treasurer will increase the number of regular in rem filings to four per year. This change will allow the Treasurer to spread the work load over several files, instead of processing one large batch per year. The number of annual filings has increased steadily in the past few years, due to the ongoing foreclosure crisis. The City Treasurer filed in rem proceedings against 816 properties in 2009, 979 in 2010, and will file against approximately 1,500 properties in 2011, plus an additional 100 to 200 expedited filings. In rem files are planned for March, June, September and November of 2011, though the schedule could change.

The change to four in rem filings will present some challenges to the City Treasurer's Office. Each property in the file produces a significant amount of paperwork. As the documentation maintained by the Treasurer's Office is often required for the legal proceedings, careful and accurate filing is required. The Treasurer's Office often answers questions from those in the tax collection process. Additional care will need to be exercised to identify where in the process a particular property is, as it could be in one of four files instead of just the one file in past years. A total of 2.55 FTEs are added in 2011 to support this process, including a new Tax Enforcement Specialist position, two part-time Customer Service Representative II positions, and an increase in temporary Customer Service Representative I staff. The total cost for the Treasurer to file in rem proceeding against 1,500 tax-delinquent properties from the 2008 tax levy through four filings, and expedite an additional 200 tax-delinquent properties, is \$229,000, with \$114,000 funded in the operating budget and \$115,000 funded through the NSP 3 grant.

**Expedited In Rem Foreclosure:** Common Council File Number 091517, adopted April 13, 2010, provides for expedited in rem foreclosure action against tax-delinquent vacant or abandoned residential properties. Expedited foreclosure is intended to prevent the deterioration of the properties, minimize the blight on the neighborhood, and redevelop and return the properties to occupancy at the earliest possible time. DNS, DCD and the local Council member will identify tax-delinquent properties that are vacant or abandoned, and refer these properties to the Treasurer and City Attorney for in rem foreclosure proceedings at the earliest lawful time following tax delinquency. Criteria for identifying properties eligible for expedited in rem proceedings are established both in File Number 091517 and a resolution submitted with the proposed budget.

The Proposed Budget includes funding for 100 to 200 filings against properties that the Common Council and City departments identify as the most critical to blight prevention and redevelopment objectives. The additional cost for these proceedings is included in the \$229,000 discussed in the previous section. The expediting of some properties could also have a negative effect on Delinquent Tax Fund revenues. This fund has traditionally broken even, but properties acquired by the City earlier than the normal three-year period will represent two years less of property tax interest and fines and could eventually result in a shortfall in the fund.

**Increased Number of Properties Acquired Through In Rem Foreclosure:** Increasing numbers of in rem foreclosures will result in a larger inventory of City-owned properties. Historically, properties within an in rem proceeding have been redeemed by their owners at a rate of nearly 75%, leaving the City to acquire just 25% of the properties in a filing. The redemption rate has decreased in the past several years to near 50%,

doubling the rate at which the City is acquiring these properties. This negative trend of acquisition rates, combined with the increased number of tax-delinquent properties, is resulting in a large increase of properties acquired by the City. A redemption rate of 50%, combined with a planned 1,700 in rem foreclosure proceedings in 2011, could result in the acquisition of 850 additional properties.

Levy Year	Filed Against	Redemption Rate	Parcels Acquired
2003	389	61.7%	149
2004	413	56.4%	180
2005	598	56.0%	263
2006	417	61.6%	160
2007	385	59.7%	155
2008	508	63.8%	184
2009	816	51.2%	398
2010	979	51.0%	480

The increasing number of acquired properties will result in increased foreclosure-related costs in other City departments. The 2011 proposed budget includes additional funding of \$150,000 to DCD for Land Management, including \$100,000 in the special purpose account and \$50,000 from CDBG; an increase to DNS for demolition funded through NSP 3, and a \$50,000 increase to DPW for vacant lot maintenance funded through NSP 3. In addition, the 2011 proposed capital budget includes \$300,000 in the Housing Infrastructure Preservation Fund to stabilize the condition of neighborhood properties that are priority candidates for significant restoration or rehabilitation.

**Increased Cost of In Rem Filings Involving a Deceased Property Owner:** The City Treasurer filed a second in rem file in 2010 to comply with court rules regarding the processing of deceased property owners. Any in rem proceedings against a deceased individual will require additional costs to the City. These costs are



reflected in an increase to the City Treasurer's budgeted professional services, from \$3,000 in 2010 to \$18,380 in the Proposed Budget. The increased costs are due to fees for a special administrator at probate court and to provide supporting documents including birth and death certificates.

**Increased Overtime Costs:** The Proposed Budget includes an increase in overtime pay for the City Treasurer's Office of \$15,265 over the 2010 adopted amount. This increase is due mainly to the scheduling of holidays during the December tax season. The City Treasurer's Office will be open on December 27 and 31, 2010 for tax collection purposes. Both of these days are in Pay Period 1 of the 2011 budget year and both are City holidays. Likewise, the City Treasurer's Office will be open on December 23, 2011, which is also a City holiday. The City Treasurer stays open on these days to accommodate the collection of property taxes before the end of the year, which is required if a property owner plans to claim the taxes paid on their 2010 tax return.

## Capital Projects

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

## Issues to Consider

- A redemption rate of 50%, combined with a planned 1,700 in rem foreclosure proceedings in 2011, could result in the acquisition of 850 additional properties. Combined with the 480 properties acquired in 2010, the City is acquiring property at a much faster rate than it can dispose of them. The increasing number

of acquired properties is resulting in increased foreclosure-related costs to several City departments and this trend does not appear to be slowing. The acquisition, management and disposal of tax-delinquent properties will be a major challenge facing the City for many years to come.

- The Proposed Budget includes funding for 100 to 200 filings against properties that the Common Council and City departments identify as the most critical to blight prevention and redevelopment objectives. Expedited foreclosure is intended to prevent the deterioration of the properties, minimize the blight on the neighborhood, and redevelop and return the properties to occupancy at the earliest possible time. DNS, DCD and the local Council member will identify tax-delinquent properties that are vacant or abandoned, and refer these properties to the City Treasurer and City Attorney for in rem foreclosure proceedings at the earliest lawful time following tax delinquency. It will be important that the established criteria for expedited foreclosure are followed to protect the City from any non-uniform enforcement claims.



# City of Milwaukee

City Hall  
200 East Wells Street  
Milwaukee, WI 53202

## Meeting Agenda FINANCE & PERSONNEL COMMITTEE

**ALD. MICHAEL J. MURPHY, CHAIR**

**Ald. Robert J. Bauman, Vice-Chair**

**Ald. Joe Dudzik, Ald. Milele A. Coggs, and Ald. Nik Kovac**

**Staff Assistant, Tobie Black, 286-2231; Fax: 286-3456,**

***tblack@milwaukee.gov***

**Legislative Liaison, Jim Carroll, 286-8679,**

***jcarro@milwaukee.gov***

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Thursday, October 7, 2010

9:00 AM

Room 301-B, City Hall

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### BUDGET HEARINGS

1. [100675](#) Communication from the Mayor relating to the proposed 2011 budget.

**Sponsors:** THE CHAIR

9:00 A.M.

-Port of Milwaukee

-Municipal Court

1:30 P.M.

-Milwaukee Public Library

This meeting will be webcast live at [www.milwaukee.gov/channel25](http://www.milwaukee.gov/channel25).

Members of the Common Council and its standing committees who are not members of this committee may attend this meeting to participate or to gather information. Notice is given that this meeting may constitute a meeting of the Common Council or any of its standing committees, although they will not take any formal action at this meeting.

Upon reasonable notice, efforts will be made to accommodate the needs of persons with disabilities through sign language interpreters or auxiliary aids. For additional information or to request this service, contact the Council Services Division ADA Coordinator at 286-2998, (FAX)286-3456, (TDD)286-2025 or by writing to the Coordinator at Room 205, City Hall, 200 E. Wells Street, Milwaukee, WI 53202.

Limited parking for persons attending meetings in City Hall is available at reduced rates (5 hour limit) at the Milwaukee Center on the southwest corner of East Kilbourn and North Water Street. Parking tickets must be validated in Room 205, (City Clerk's Office) or the first floor Information Booth in City Hall.

**Persons engaged in lobbying as defined in s. 305-43-4 of the Milwaukee Code of Ordinances are required to register with the City Clerk's Office License Division. Registered lobbyists appearing before a Common Council committee are required to identify themselves as such. More information is available at [www.milwaukee.gov/lobby](http://www.milwaukee.gov/lobby).**

## Executive Summary: 2011 City of Milwaukee Proposed Budget 2010

Hearing Date: October 7,

1. **Personnel:** The 2011 Proposed Budget eliminates the Port's Graduate Intern position (0.5 FTE), for a savings of \$15,111. This position was created by the 2010 Budget and has never been filled. The 2011 Budget also provides full-year funding for the Deputy Port Director position, also created in the 2010 Budget, but only funded for half of this year. This position is not yet filled. **(page 2)**
2. **Operating Expenditures:** An overall increase of just 1.3% is proposed for 2011. However, several line items will experience significant changes. Funding from the Professional Services line item is being increased by 19%, to \$250,000, in part to fund the hiring of a consultant to develop a long-range facility maintenance program (anticipated cost: \$50,000). **(page 2)**
3. **Special Funds:** Again, the overall increase is modest – just 2.1%. However, the Dockwall and Breakwater Rehabilitation special fund, which was not funded in 2010, is once again funded for 2011 (\$100,000). The Energy Efficiency Upgrade special fund is not funded for 2011, as the Port has not yet been able to expend any of the 2008-2010 capital or special-fund allocations for this project. Funding for the Environmental Cleanup special fund is doubling, to \$100,000, to bring funding in line with actual expenditures and reduce the need to transfer funds from other accounts. **(page 3)**
4. **Capital Projects:** No new capital funding is provided for the Port in the 2011 Proposed Budget. However, the Port will have substantial carryover borrowing authority (currently over \$3 million) available in 2011. Also, the 2011 Proposed Budget provides O&M funding (special funds) for many of the types of projects that were previously funded by capital. **(page 4)**
5. **Revenues:** The Comptroller's Office projects a slight (2.4%) increase in the Port's revenues for 2011. However, due to weakness in the economy, the Port's actual revenues in 2009 and 2010 (year-to-date) from various tonnage-related categories were down significantly from the previous year. **(pages 3 and 4)**
6. **"Surplus" Transferred to General Fund:** Whenever the Port's revenues exceed its operating expenditures, the "surplus" is transferred to the City's General Fund. For the past several years, the Port has realized a surplus – including \$1,076,000 in 2009. **(page 4)**

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Personnel Costs	\$1,801,548	\$1,746,227	-3.1%	\$1,897,825	8.7%
Operating Expend.	\$794,314	\$1,210,000	72.3%	\$1,226,000	1.3%
Equipment Purch.	\$0	\$0	0.0%	\$0	0.0%
Special Funds	\$1,527,258	\$1,934,000	26.6%	\$1,882,300	-2.7%
<b>TOTAL</b>	<b>\$4,031,150</b>	<b>\$4,890,227</b>	<b>21.3%</b>	<b>\$5,006,125</b>	<b>2.4%</b>
Capital	\$561,035	\$0	-100.0	\$0	-100.0%
Positions*	35	37	+2	36	-1
* Authorized positions – includes funded/permanent positions, unfunded/auxiliary positions and members of the Board of Harbor Commissioners (BHC) members.					

## Personnel

The most significant personnel change proposed for the Port in 2011 is the elimination of the Graduate Intern position (0.5 FTE) in the department's Marketing Section. This position was created in the 2010 Budget to provide assistance to Port marketing and finance staff in the areas of marketing/promotion, website development, media relations and compilation of statistical reports. However, the position has never been filled.

The 2010 Budget also created the position of Deputy Port Director (SG 12) and provided funding to fill the position for the second half of the year. Duties of this new position are to include:

- Preparing presentations to the Common Council relating to BHC and Port business, leases, capital plans and legislative items.
- Managing Port staff, labor contract interpretations and multi-divisional projects.
- Assisting the Port Director in maintaining contacts with state and federal agencies.

The Deputy Port Director position has not yet been filled. The 2011 Proposed Budget provides full-year funding for this position.

The Port currently has 5 other vacant, permanent positions, for a total of 7 positions out of 24.

## Operating Expenditures

While the 2011 Proposed Budget increases the Port's total operating expenditures by a modest 1.3%, more significant changes are proposed for individual line items, including:

- Information Technology Services (\$50,000; up 233% from the 2010 funding level of \$15,000). The Port has a number of IT projects planned for 2011, including purchasing a new server, upgrading 16 computers to Microsoft Office 2007 and replacing several older computers.
- Professional Services (\$250,000, up 19% from the \$210,000 provided in the 2010 Budget). This account funds memberships in trade/professional organizations, attendance at trade shows and consultant studies of the Port's land and equipment use. The Port plans to use \$50,000 from this fund to hire a consultant to develop a long-range facility maintenance program for the Port.
- Other Operating Supplies (\$30,000, down 54% from the 2010 funding level of \$65,000). The reduction is proposed to make the funding level more consistent with actual expenditures in prior years.

## **Special Funds**

Excluding the Summerfest Revenue Transfer to the City's General Fund, the 2011 Proposed Budget contains 8 Port of Milwaukee Special Funds totaling \$545,000. This is an increase of 2.1% from the \$534,000 budgeted for 2009. Significant changes for 2011 are:

- The Dockwall and Breakwater Rehabilitation special fund, which was not funded for 2010 but had been in previous years, is funded at the level of \$100,000 in 2011. This special fund supports an ongoing program to maintain the Port's dockwalls in an appropriate condition to meet the needs of modern cargo-handling activity and to prevent costly emergency repairs. Historically, the Port has also used capital funding and grant proceeds to pay for this work. However, the Port does not anticipate any grant funding for this purpose in 2010 and 2011, and no capital funding is provided in either year's budget.
- No funding is provided for the Port's Energy Efficiency Upgrade special fund in the 2011 Proposed Budget. The 2009 and 2010 budgets provided \$100,000 and \$50,000 for this fund, respectively. The purpose of this special fund is to improve the energy efficiency of Port terminal buildings by replacing their roofs with aluminum-coated roofs. The Port has not yet expended any of these funds and does not anticipate doing so in 2010. The Port will likely request that these funds be carried over to 2011 (another \$100,000 for this project is available from 2008 capital borrowing authority that has been carried over).
- The funding allocation for the Environmental Cleanup special fund is increased from \$50,000 in 2010 to \$100,000 for 2011. This fund pays for environmental monitoring and cleanup related to DNR-required environmental remediation of Port-controlled properties. Funding is being increased to

bring it in line with actual expenditures (e.g., \$75,744 for 2009; in each of the last 3 years, the Port has had to transfer funds from other accounts to make up for funding shortfalls in this special fund).

## **Capital Projects**

Like the 2010 Budget, the 2011 Proposed 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 Port capital improvement projects.

While no new capital funding is provided, the 2011 Proposed 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 Proposed 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.

## **Revenues**

The Comptroller's Office projects that the Port of Milwaukee will receive \$5,006,125 in revenues in 2011, all in the category of "charges for services". This represents an increase of 2.4% from estimated 2010 revenues. (Since the Port is an enterprise-fund agency, its projected revenues are budgeted to match its expenditures). The following table shows the Port's major revenue sources for 2011 (per the Revenue Estimation Worksheets). In all major revenue categories except facility rent (which is based on long-term

contracts, not short-term economic fluctuations), 2009 revenues fell well short of projections. This is the result of the unanticipated, severe downturn in economic conditions that began in 2008. This recession has directly affected the volume of cargo handled by the Port (see table), which in turn has a direct impact on the Port's revenues.

The continued weakness of the economy, as reflected in the volume of traffic at the Port of Milwaukee, is also taking its toll on Port revenues in 2010. As of September 30, year-to-date revenues were down in major tonnage-related categories: wharfage (-31%), dockage (-49%) and crane rental (-36%).

Port of Milwaukee Cargo (in tons)	
2008	2,931,125
2009	2,910,515
Pct. Change	-0.7%
2009 thru August	1,863,978
2010 thru August	1,413,607
Pct. Change	-24.2%

Port of Milwaukee Revenues						
Revenue	2009 Budget	2009 Actual	Difference Actual v. Budget	2010 Budget	2011 Proposed	Change
1. Facility Rent*	\$2,005,000	\$2,307,200	+15.1%	\$2,247,200	\$2,375,000	+5.7%
2. Wharfage Charges	\$655,100	\$626,700	-4.3%	\$650,000	\$626,700	-3.6%
3. Dockage Charges	\$371,200	\$338,400	-8.8%	\$350,000	\$338,300	-3.3%
4. Billable Labor Charges	\$245,000	\$143,300	-41.5%	\$240,000	\$140,000	-41.7%
5. Crane Rental	\$275,000	\$126,500	-54.0%	\$175,000	\$125,000	-28.6%
* Does not include rent payments for Maier Festival Park.						

## Port Surplus Revenue Transfers to

### City General Fund

The Port of Milwaukee operates as a self-supporting "enterprise fund". When the department's revenues exceed its expenditures, the surplus revenue is transferred to the City's General Fund. For the past several years, the Port's revenues have exceeded its operating expenses (excluding depreciation), resulting in the following amounts being transferred to the General Fund:

2004	\$1,105,000
2005	\$1,707,000
2006	\$939,000
2007	\$1,634,000
2008	\$208,000

2009	\$1,076,000
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### Issues to Consider

- The Graduate Intern position proposed for elimination could be potentially beneficial to the Port.
- The City continues to provide funding and position authority for a number of long-vacant Port positions.
- Could existing Port positions (some of which may be currently vacant) develop the long-range facility maintenance program for the Port, rather than hiring a consultant for \$50,000?
- The 2011 Proposed Budget continues to shift funding for the Port's infrastructure maintenance projects from capital to O&M funding.

- Total revenue projection may be overly optimistic in light of recent tonnage-related revenue drops.



# MUNICIPAL COURT

**Executive Summary: 2011 City of Milwaukee Proposed Budget  
2010**

**Hearing Date: October 7,**

1. Personnel: The feasibility study for the electronic case file project anticipated a reduction in court staffing at the time of full implementation of the program and the MPD's transition to the TraCS system. Because MPD's implementation of the TraCs electronic citations is behind schedule, the Court does not anticipate the corresponding staff reduction until late 2011 or 2012. (pages 2, 3 & 5)
2. Operating Expenditures: An overall decrease of \$43,971, from 2010 is proposed for 2011 operating expenditures for a total operating expenditure budget of \$993,300. The decrease is largely due to the implementation of the Electronic Case File Project, which resulted in the elimination of the purchase of paper case files. (page 3)
3. Special Purpose Accounts: The 2011 Proposed Budget continues funding for the 3 SPAs administered by the Municipal Court, including \$50,000 in tax levy funding for the Drivers Licensure and Employment Project SPA. (pages 3 & 4)
4. Revenue: The Court anticipates 2011 revenues to be just over \$7 million. (page 4)
5. Collections: The firm of Harris & Harris collects past due Municipal Court judgments upon referral of claims by the Court. (page 4)
6. Capital: Although the 2011 Proposed Budget provides no new funding, the Municipal Court has one on-going capital project, the Electronic Case Jacket project. (page 5)

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Operating	\$ 3,598,619	\$ 3,379,436	-6%	\$ 3,569,175	5%
Capital	\$ 818,800	\$ 473,320	0%	\$ -	0%
Positions	45	45	0%	45	0%

## Case Filings

The 2011 Municipal Court Proposed Budget anticipates the Court will handle 160,000 cases in 2011.

The table below shows the number of cases filed by City departments from 2005 to 2009.

CASE FILINGS BY DEPARTMENT					
	2005	2006	2007	2008	2009
<b>MPD</b>	123,833	121,059	125,786	149,759	151,282
<b>DNS</b>	2,615	3,113	2,541	2,088	2,815
<b>Health</b>	79	60	50	100	42
<b>Parking</b>	5,205	6,287	7,234	6,318	6,325
<b>Total</b>	<b>131,732</b>	<b>130,519</b>	<b>135,611</b>	<b>158,312</b>	<b>160,464</b>

Based upon case filings through August, the Court estimates total filings in 2010 to be in the range of 145-150,000 cases. The actual number of 2010 filings will be almost entirely dependent upon MPD activity.

## Personnel

The 2011 Proposed Budget provides funding for 45 authorized positions in the Municipal Court Budget, the same amount of positions as 2010. In the 2011 Proposed Budget, the funding for one Programmer I position that

supported implementation of the Court Case Management System shifted from capital to O & M funding.

The Court indicates that the impact of staff retirements and normal attrition on the Court has been substantial. In the last 12 months, there have been 9 retirements and 3 other vacancies (one a transfer related to a retirement in another department). These 12 vacancies represent one-third of the court's staff.

Currently, the Court has the following staff positions vacant:

- 2 - Court Services Assistant (CSA) II – currently filled by 2 temporary staff.
- 2 - Court Services Assistant II – one request to fill pending/one currently held open.
- 2 - Court Clerk I – The Court is working to fill one of these positions internally and have requested authorization to fill the other. (The internal fill will also create a vacancy that will have to be filled.) To maintain courtroom operations, the Court indicates that it is essential to fill both Court Clerk I positions
- 1 - Legal Office Assistant IV – currently filled by a part-time temporary employee on a trial basis.

The feasibility study for the Electronic Case File Project anticipated a reduction in Court staffing after the program was fully implemented and the MPD had fully transitioned to TraCS for the issuance of both traffic and municipal citations. Because MPD's implementation of the Traffic

and Criminal Software (TraCs) electronic citations is behind schedule, the Court does not anticipate full implementation of the project until late 2011 or 2012. This means that the Court will have to maintain staff to scan hand-written citations into the electronic system. This staff will remain in place until the MPD has completed its transition to TracCS. To maintain the flexibility to make staff reductions at the appropriate time, the Court intends to maintain staffing of 2 CSA II positions with temporary staff. However, the Court will need to fill at least one of the remaining CSA II positions and will wait on the remaining position until it is in a better position to assess the workload created by the need to scan the MPDs handwritten citations.

### **Operating Expenditures**

An overall decrease of \$43,971 from 2010 is proposed for 2011 operating expenditures, for a total operating expenditure budget of \$993,300.

The 2011 Proposed Budget provides \$202,500 for the **General Office Expense**, a decrease of \$61,951. This represents savings due to the implementation of the Electronic Case File Project since the Court will then be able to eliminate the purchase of paper case files. The implementation of the Electronic Case File Project will also allow the Court to substantially reduce courier costs as it will no longer have to transport case file jackets to the Branch A court at the Criminal Justice Center.

The 2011 Proposed Budget provides \$82,500 for the **Information Technology Account**, a \$6,250 increase from 2010. The majority of expenditures from this account are for software licenses and maintenance. The reason for a portion of the increase is that the conversion to electronic case files has required the purchase of additional software to support the document management

and scanning processes. The reason for the remaining portion of the increase relates to small increases in the nearly 20 software licenses included in this account.

The 2011 Proposed Budget provides \$23,000 for the Reimburse Other Departments account, an increase of \$5,000 from the funding provided in 2010. The 2011 funding will be used for audit services (\$165,000), payroll and financial system (\$25,000), accounting Issues (\$50,000), and miscellaneous services (\$20,000).

The Municipal Court's 2011 Proposed Budget includes \$17,000 for **Other Operating Services**, a \$7,000 increase from the \$10,000 provided for this account in 2010. This includes a \$1,000 increase in travel in recognition of the change in state law that will require mandatory training for Court Clerks. The remaining portion of the increase is the result of a transfer of printing expenditures from General Office Expense to Other Operating Services.

The 2011 Proposed Budget also provides funding of \$50,000 for the Courts cleaning contract in the Property Services Account.

The 2011 Proposed Budget provides \$3,000 for **Replacement Equipment** primarily for office furniture, the same amount as provided by the 2010 adopted budget.

The 2011 Proposed Budget continues to provide a total of \$35,000 in special funds with \$10,000 for **Minor Projects**, and \$25,000 for the **Court Hardware Replacement Project**.

### **Special Purpose Accounts**

The 2011 Proposed Budget continues funding for the following 3 SPAs administered by the Municipal Court:

**Clerk of Court Witness Fees (\$9,000):**

The \$9,000 is the same amount as provided in 2010. This account reimburses witnesses subpoenaed by the City to appear before the Municipal Court (excluding police officers) as stipulated by City ordinance and s. 814.67(1)(a), Wis. Stats.

**Municipal Court Intervention Program (\$425,320):** The \$425,320 is the same amount as provided in the 2010 Budget. The goal of this program is to provide defendants with alternatives to serving jail time when they are unable to pay fines due to indigence or who are in need of special services. Justice 2000, a local community-based organization, staffs the program. This special purpose account funds these contractual services.

**Driver's Licensure and Employment Project (\$50,000)**

The 2010 Proposed Budget includes \$200,000 in funding for the Driver's Licensure and Employment SPA, with \$150,000 provided through CDBG funding and \$50,000 provided by tax levy funding by the SPA.

The Drivers Licensure and Employability Program is a workforce development program that is directed toward low- and moderate-income citizens who do not have driver's licenses due to their failure to pay court ordered judgments. This program targets referrals from agencies with clients who are job-ready or ready to begin apprenticeship or training programs but cannot proceed without a driver's license. The project is coordinated by Justice 2000, Inc., with a 2011 budget of approximately \$930,000, with the City providing \$200,000 and the remaining portion provided by various agencies and foundations. The October 1 2010 "Report to the City of Milwaukee Common Council Center for Driver's License Recovery and Employability, Wisconsin Community Services" contains an update of activity and

accomplishments of the Program. The update indicated that in 2009:

- The Center provided 1,484 persons with case management (59% of all clients).
- The remaining 41% of the 2,520 total clients were given a license recovery plan and advice, but not case-managed, as their cases required assistance beyond the Center's capacity and/or control.
- Fifty-six percent of all case-managed clients (582 of 1,040 case closures) recovered their driver's licenses in an average of 5 months.
- Sixty-five percent of the clients that received case management also required legal services.

**Revenues**

The table below shows the Municipal Court actual revenues for 2009 and the estimated amount for 2010 and 2011.

	2009	2010	2011
Revenues	\$6,498,180	\$6,868,600	\$7,098,000

Municipal Court revenues through August 2010 total \$5,423,459. The Court anticipates 2010 revenues to be just over \$7 million and is expected to exceed the Comptroller's estimate.

**Collections**

The firm of Harris & Harris collects past due Municipal Court judgments upon referral of claims by the Court. The firm is paid by the City from the City Attorney's Collections Special Purpose Account. In 2009, Harris & Harris collected approximately \$4 million in outstanding judgments and has collected approximately \$3.6 million through August 2010.

The Tax Intercept Program has not experienced an increase in collections in 2010, but continues to produce

revenues of \$1.4 million in the first 8 months of 2010 – the same as collected in the first 8 months of 2009.

## **Capital**

Although the 2011 Proposed Budget provides no new funding, the Municipal Court has an ongoing capital project, the Electronic Case Jacket project and recently completed IT Disaster Recovery project. Since 2007, the Electronic Case Jacket project has received just over \$1.3 million and is nearing completion. In 2010, almost \$140,000 was allocated for the IT Disaster Recovery project and this project will be completed by the end of 2010.

## **Electronic Case Management 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 templates for outgoing 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 be required to scan paper citations to make them compatible with the electronic system. 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 its own data center which will allow it 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 5 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.

## **Issues to Consider**

A Police Department upgrade of TraCS is taking longer than anticipated to implement, resulting in the Municipal Court not being able to fully implement the Electronic Case Jacket Project.

Prepared by: James Carroll 286-8679  
LRB-Research & Analysis Section  
October 3, 2010

# LIBRARY

## RESEARCH AND ANALYSIS SECTION – LEGISLATIVE REFERENCE BUREAU

### Executive Summary: 2011 City of Milwaukee Proposed Budget

Hearing Date: October 7, 2010

**1. Total Expenditures and Personnel Changes:** The 2011 Proposed Budget for MPL is \$22,265,743, an increase of 2,132,241 (10.6%) from the \$20,133,502 funded in the 2010 Budget. Four neighborhood libraries: Bay View, East, Washington Park and Zablocki will increase hours of operation from 35 to 45 hours per week. **(Pages 2 to 4)**

The 2011 Proposed Budget for personnel costs is \$18,262,982, an increase of \$1,929,223 (7.97%) from the \$16,333,759 funded in the 2010 Budget. The 2011 Proposed Budget includes 372 positions at the Milwaukee Public Library, an increase of 4 positions from 368 authorized the 2010 Budget. One vacant position of Printer is proposed for elimination in the 2011 Proposed Budget. **(Pages 2 and 4)**

**2. Equipment Purchases:** The library materials budget is \$1,435,000 in the 2011 Proposed Budget, an increase of \$57,857 (4.20%) from the 2010 Budget. **(Page 5)**

**3. Grants:** The 2011 Proposed Budget contains \$1,598,529 in grant funding for the Milwaukee Public Library. **(Pages 5 and 6)**

**4. Contributions:** The Library Foundation has made \$316,768 in contributions to the Library. **(Page 6)**

**5. Revenues:** Estimated revenue in the 2011 Proposed Budget is \$1,384,800, a decrease of \$122,200 (-8.10%) from the 2010 Budget. **(Page 6)**

**6. Capital Projects:** The 2011 Proposed Budget includes 2 capital improvement items for the

Milwaukee Public Library, totaling \$2,526,000, a decrease of \$1,549,000 (38%) from the \$4,075,000 in the 2010 Budget. **(Pages 6 and 7)**

**7. Reciprocal Borrowing:** The current member agreement period is from January 1, 2008 through December 31, 2011. Through June 2010, 93,000 more items were checked out by Milwaukee residents at suburban libraries than by suburban residents at MPL, when compared with the same time period in 2009. **(Page 8)**

**8. Library Services:** Information including circulation, patron count and library computer use are found on **page 8**.

**9. Outreach:** Milwaukee Public Library outreach program information is found on **pages 8 and 9**.

<b>Expense Category</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>% Change</b>	<b>2011 Proposed</b>	<b>% Change</b>
Personnel Costs	\$18,855,858	\$16,333,759	-13.37%	\$18,262,982	11.81%
Operating Expend.	\$2,399,391	\$2,237,000	-6.76%	\$2,415,482	8.0%
Equipment Purch.	\$1,776,891	\$1,562,743	-12.05%	\$1,587,279	1.6%
<b>TOTAL</b>	<b>\$23,032,140</b>	<b>\$20,133,502</b>	<b>-12.58%</b>	<b>\$22,265,743</b>	<b>10.6%</b>
Positions	377	368	-9	372	4

The 2011 Proposed Budget includes 372 positions at the Milwaukee Public Library, an increase of 4 positions from the 2010 Budget. One position of Printer is proposed for elimination in 2011; the position is vacant as the incumbent has retired. As a result of this elimination, the library print shop will close and printing services will be contracted out. Four positions of Librarian II are created in the 2011 Proposed Budget. The addition of these positions is due to the increase in the weekly hours of operation at 4 neighborhood libraries.

Four neighborhood libraries: Bay View, East, Washington Park and Zablocki, will increase hours of operation from 35 to 45 hours per week. For 2011, it is proposed that the remaining neighborhood libraries: Atkinson, Capitol, M.L. King, Tippecanoe, Forest Home, Mill Road, and Villard Avenue, weekly hours will maintain the same as in 2010 at 35 hours a week. Central Library proposes to remain open 54 hours a week in 2011, with the Art and Humanities rooms being open to the public 42 hours a week, the same number as 2010. As Center Street Library is funded through Community Development Block Grant entitlement funding, it is open 50 hours a week, and it is proposed to remain open with the same number of hours in 2011.

The library materials budget is \$1,435,000 in the 2011 Proposed Budget, an increase of \$57,857 (4.20%) from the 2010 Budget.

The Library Board of Trustees approved a motion February 23, 2010 relating to an alternative approach to

the current Milwaukee library system. The Board approved the following steps to be implemented beginning in 2011:

- Average weekly hours of operation will be stabilized at 35 hours a week and increased over time.
- Materials budget will be stabilized and increased over time.
- A new facilities plan will be implemented over the next 10 years, including a combination of neighborhood libraries (2 to 4), area libraries (2 or 3), mixed-use libraries (3), and express libraries (2 to 3).
- Priority will be given to buildings in the poorest condition and with the greatest need of capital investment, so that replacement or consolidation with another library will result in service enhancement and long-term savings.
- In the transition period, the Board will make facilities-related decisions, seek to minimize the distance and time Library patrons must travel to reach libraries, promote access to libraries, taking into account differing transportation resources available to City residents and collaborative relationships with members of the Milwaukee County Federated Library System.

It is hoped this new approach will meet the goals of quality service and cost savings.

At the March 25, 2010 meeting of the MPL Board of Trustees, Paula Kiely, informed board members that MPL did not meet the state Maintenance of Effort (MOE) requirement for 2010. Section 43.15(4)(c), Wis. Stats., establishes certain requirements that a municipality,



county or joint public library must meet in order to participate in a public library system like the Milwaukee County Federated Library System (MCFLS). One of these is the requirement that the appropriation received from the library's governing body is not less than the average of such funding received for the previous 3 years. This is commonly called "maintenance of effort", or MOE, found in section 43.15(4)(c)5, Wis. Stats. Funding for MOE may not come from any other source other than the library's local operating levy. It may not come from funds such as grants, donations, unspent funds, or capital. The intent of the provision is to ensure that a municipality does not take undue advantage of state-funded library system services and neighboring libraries (and property taxpayers) while failing to support its own library.

If a municipality within a library system, such as MCFLS, fails to meet its MOE, the system would issue a plan and timeframe for coming back into compliance. If not resolved within that timeframe, failure to comply could lead to penalties and eventual expulsion from the system.

Expulsion of the library from MCFLS would mean an end to shared services including:

- Participation in a shared catalog.
- Borrowing materials via interlibrary loan.
- Benefitting from group pricing.

These steps must be approved by the Wisconsin Department of Public Instruction, Division for Libraries, Technology, and Community Learning (DLTCL).

Due to the \$1.2 million budget reduction, the Library did not meet the MOE requirement for 2010. MPL requested a waiver to the MOE requirement, but there is no appeals process provided in the statute. The Library was informed that the Department of Public Instruction (DPI) policy, not statute, was to limit the MPL's access to

Library Services and Technology Act (LSTA) grant funds until the Library is in compliance. LSTA grant funds are used by MPL to fund special programs and projects. MPL applied for LSTA funds in 2009 and received the funds in 2010. As a result of not meeting MOE, the Library is not eligible to apply in 2010 for 2011 LSTA Funds. The Library may apply in 2011 for funding to be received in 2012.

The MCFLS Board approved a motion June 21, 2010, to submit the following plan to the DPI to bring MPL back into compliance:

1. MCFLS will withhold all MCFLS staff technology consultant services from MPL, except for those absolutely necessary for the effective functioning of the system.
2. If MPL continues to be non-compliant with the MOE requirement as it pertains to library system membership, the MCFLS board could decide to add increasing penalties, with approval of DLTCL, in an effort to encourage MPL to come back into compliance. Projected system review is planned for September 2010, to coincide with submission of the MCFLS 2011 Plan of Service to DLTCL

Due to increased funding for the Library in the 2011 Proposed Budget, the Library will meet the MOE requirement in 2011.

## **2011 Proposed Budget**

### **Total Expenditures**

<b>2010 Budget</b>	<b>2011 Proposed</b>	<b>% Change</b>
\$20,133,502	\$22,265,743	10.6%

The 2011 Proposed Budget provides \$22,265,743 for total expenditures, an increase of \$2,132,241 (10.6%) from the 2010 Budget. This increase can be attributed to the increase in weekly hours of operation at 4 neighborhood libraries, the addition of 4 Librarian II

positions, an increase in the library materials budget and the Maintenance of Effort requirement. (Please see the above narrative for detailed information relating to Maintenance of Effort.)

## Personnel

The 2011 Proposed Budget provides \$18,262,982 for personnel costs, an increase of \$1,929,223 (11.81%) from the 2010 Budget. The 2011 Proposed Budget includes 372 positions at the Milwaukee Public Library, an increase of 4 positions from the 2010 Budget. One position of Printer (SR 260) is proposed for elimination in 2011; the position is vacant as the incumbent has retired. As a result of this elimination, the Library print shop will close, and printing services will be contracted out.

Four positions of Librarian II (SR 557) are created in the 2011 Proposed Budget. The addition of these positions is due to the increase in weekly hours of operation at 4 neighborhood libraries.

## Operating Expenditures

2010 Budget	2011 Proposed	% Change
\$2,237,000	\$2,415,487	8%

The 2011 Proposed Budget provides \$2,415,482 for operating expenditures, an increase of \$178,482 (8%) from the 2010 Budget. Four neighborhood libraries: Bay View, East, Washington Park and Zablocki, will increase hours from 35 to 45 hours per week. For 2011, it is proposed that the remaining neighborhood libraries: Atkinson, Capitol, M.L. King, Tippecanoe, Forest Home, Mill Road, and Villard Avenue, weekly hours will maintain the same as in 2010 at 35 hours a week. Central Library is proposed to remain open 54 hours a week in 2011, with the Art and Humanities rooms being open to the public only 42 hours, the same number of

hours as 2010. As Center Street Library is funded through Community Development Block Grant entitlement funding, it is open 50 hours a week, and it is proposed to remain open with the same number of hours in 2011.

### 2011 TENTATIVE Service Hours:

#### Central Library

Monday: 10 a.m. – 8 p.m.  
 Tuesday: 10 a.m. – 8 p.m.  
 Wednesday: 9 a.m. – 5:30 p.m.  
 Thursday: 9 a.m. – 5:30 p.m.  
 Friday: 9 a.m. – 5:30 p.m.  
 Saturday: 9 a.m. – 5:30 p.m.  
 (54 hours a week)

#### Central Library – Art & Humanities Rooms

Monday: 12 – 8 p.m.  
 Tuesday: 12 – 8 p.m.  
 Wednesday: 11 – 5:30 p.m.  
 Thursday: 11 – 5:30 p.m.  
 Friday: 11 – 5:30 p.m.  
 Saturday: 11 – 5:30 p.m.  
 (34 hours a week)

#### Capitol, King, Tippecanoe, Villard

Monday: 1 – 8 p.m.  
 Tuesday: 1 – 8 p.m.  
 Wednesday: 1 – 8 p.m.  
 Thursday: 10 a.m. – 5 p.m.  
 Friday: 10 a.m. – 5 p.m.  
 Saturday: Closed  
 (35 hours a week)

#### Atkinson, Forest Home, Mill Road

Monday: 1 – 8 p.m.  
 Tuesday: 1 – 8 p.m.  
 Wednesday: 1 – 8 p.m.  
 Thursday: 10 a.m. – 5 p.m.  
 Friday: Closed  
 Saturday: 10 a.m. – 5 p.m.  
 (35 hours a week)

#### Bay View, East, Washington Park, Zablocki

Monday: 10 a.m. – 8 p.m.  
 Tuesday: 1 – 8 p.m.  
 Wednesday: 1 – 8 p.m.  
 Thursday: 1 – 8 p.m.  
 Friday: 10 a.m. – 5 p.m.  
 Saturday: 10 a.m. – 5 p.m.  
 (45 hours a week)

Center Street (CDBG Funded)

Monday: 12:30 – 8 p.m.

Tuesday: 12:30 – 8 p.m.

Wednesday: 9:30 a.m. – 8 p.m.

Thursday: 9:30 a.m. – 8 p.m.

Friday: 10 a.m. – 5 p.m.

Saturday: 10 a.m. – 5 p.m.

(50 hours per week)

Sunday Hours (October – April): 1 – 5 p.m. at Central, Zablocki, and Capitol Libraries.

Other increases in operating expenditures include additional funding for security targets, for furniture, equipment repair, printing services and additional guard services and cameras to increase security at neighborhood libraries

Energy, for neighborhood libraries, is budgeted at \$341,000, a decrease of \$24,900 from the 2010 Budget due to efficiencies from changes to lamps and ballasts as well as solar power generation.

## Equipment Purchases

The 2011 Proposed Budget provides \$1,587,279, an increase of \$24,536 (1.6%) from the 2010 Budget. The library materials budget is \$1,435,000 in the 2011 Proposed Budget, an increase of \$57,857 (4.2%) from the 2010 Budget. The following table shows the types of library materials to be purchased, the estimated amount to be spent on each type of material and the estimated percentages of the total amount to be spent on each type of material:

Material Type	2011 Proposed Amount	Estimated Percentage
Books	\$789,250	55%
Databases	\$287,000	20%
Magazines, Newspapers	\$215,250	15%
DVDs	\$71,750	5%
CDs	\$35,875	2.5%
Audio-books	\$35,875	2.5%
<b>TOTAL</b>	<b>\$1,435,000</b>	<b>100%</b>

## Grants

The 2011 Proposed Budget contains \$1,598,529 in grant funding for the Milwaukee Public Library.

### 1. The Wisconsin Talking Book & Braille Library

**Grant** (Formerly known as the Wisconsin Regional Library for the Blind and Physically Handicapped):

This grant funds a continuing program which provides library services in an appropriate form for use by the visually and physically handicapped of the state. For 2011 the Library has applied for \$989,100, the same funding level as 2010. The grant period, from the State of Wisconsin, is from July 1, 2011 to June 30, 2012. This grant funds 15 positions. The funding is for personnel, salary and wages (\$523,545), fringe benefits (\$214,653), and supplies (\$250,902).

	2008	2009	2010 (thru 8/31)
<b>Circulation</b>	238,010	252,910	205,129

### 2. Community Outreach and Technology Center,

**CDBG Grant:** Since 2003, Center Street Library has received funding through CDBG entitlement funding. The 2011 Proposed Budget funding of \$512,529 is for 10 positions, the same staffing strength as in the 2010 Budget. The funding is for personnel, salary and wages (\$371,929), and operating and materials costs (\$140,600). Fringe benefits will be funded by City operating dollars. Center Street Library had 287 CDBG-funded programs in 2010, and 141 programs were offered January through August of 2010.

**3. Interlibrary Loan Services Grant:** This grant is a joint project set up in cooperation with the State of Wisconsin Department of Public Instruction-Division for Library Services – Reference and Loan Library, and the Milwaukee County Federated Library System. Under this grant, access is provided to specialized library materials not available at most libraries.

Materials made available to City residents under this grant support the purposes of jobs, additional education and training, and college attendance. The ILS Grant is capped at 6,000 requests per year through the state contract at the current funding level. \$97,000, an increase of \$1,400 (1.5%) from the 2010 Budget. The 2011 Proposed Budget anticipated funding is Budget of \$95,600. The grant period is from July 1, 2011 through June 30, 2012. This grant funds 1.5 positions, Library Circulation Assistant I (1 FTE) and Library Reference Assistant (0.50 FTE). The funding is for personnel, salary and wages (\$57,447), fringe benefits (\$27,575), and other costs (\$11,978).

## Contributions

Funds received from the Library Foundation through the Library's Contribution Account are listed below. The Foundation also supports the Library's activities directly.

	2008	2009	2010*
Books and Materials	\$406,882	\$270,327	\$80,492
Programs	\$52,371	\$184,913	\$136,276
Capital Imp.	N/A	\$5,200	\$100,000 (est.)
<b>TOTAL</b>	<b>\$459,253</b>	<b>\$460,440</b>	<b>\$316,768</b>
*January thru August 2010.			

## Revenues

Estimated revenue in the 2011 Proposed Budget is \$1,384,800, a decrease of \$122,200 (-8.10%) from the 2010 Budget. The MPL Services estimate includes overdue charges, photocopy services, postage, and photocopy coin machines.

Revenue Category	2009 Actual	2010 Budget	Change	2011 Estimated	Change
MPL Services	\$535,647	\$537,000	0.25%	\$584,700	8.88%
MCFLS Agreements	\$945,909	\$970,000	2.54%	\$800,100	-17.51%
<b>TOTAL</b>	<b>\$1,481,556</b>	<b>\$1,507,000</b>	<b>1.71%</b>	<b>\$1,384,800</b>	<b>-8.10%</b>

In the 2011 Proposed Budget, the Comptroller's Office projects MCFLS Agreements will generate \$800,100 in revenues, a decrease of \$169,900 (-17.5%) from the 2010 Budget. Above-right is a breakdown of these agreements:

Agreement	Term	Amount
Member Agreement	Expires 12/31/2011	\$14,824
Resource Library Agreement	Expires 12/31/2011	\$237,956
Lease Agreement	Expires 12/31/2011	\$126,000
Bibliographic Database Agreement	Expires 12/31/2011	\$421,320
<b>TOTAL</b>		<b>\$800,100</b>

## Capital Projects

The 2011 Proposed Budget includes 2 capital improvement items for the Milwaukee Public Library totaling \$2,526,000, a decrease of \$1,549,000 (38%) from the \$4,075,000 in the 2010 Budget.

### Currently funded projects:

1. **Library Facility Initiative - \$2,000,000:** This level of funding represents a \$1.3 million 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. The 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)

A \$300,000 request for the development of an express library was also not included in the Mayor's proposed budget.

## **2. 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:**

**1. 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.

<b>6 Year Request Neighborhood Library Improvements</b>			
<b>Year</b>	<b>Amount</b>	<b>Purpose</b>	<b>Branch</b>
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>		

## **2. 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.

**3. Villard Square Project - \$0:** No capital funding was requested or provided in the 2011 Proposed 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. RACM has purchased the condominium unit that will house the library. The City has entered into a 7-year lease

agreement 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.

## Reciprocal Borrowing

**Background** – MPL is a member of the Milwaukee County Federated Library System (MCFLS). Established in 1973, by state statute, MCFLS is an agency of Milwaukee County. It is state-funded, and is a county wide library cooperative that provides shared services. Shared services include an automated circulation system, reference services and reciprocal borrowing.

**Members** – All municipalities within Milwaukee County participate in the System through a member agreement. The member agreement provides Milwaukee County residents with access to the collections and services of any public library in Milwaukee County and allows MPL and other libraries to share resources. The Village of West Milwaukee has no local library and participates through a separate contractual agreement.

**Current Member Agreement** – The current member agreement period is from January 1, 2008 through December 31, 2011. Under the agreement MCFLS will reimburse net-lending libraries for reciprocal borrowing costs, relieving MPL of this expense. In MCFLS, a reciprocal borrowing transaction occurs when a resident from one municipality checks out or requests materials from another Milwaukee County library. Reciprocal borrowing costs are incurred when materials borrowed between municipalities are not in balance. MCFLS contracts with MPL to provide cataloging services for the entire system. This ensures quality cataloging of all materials added to the catalog. The new agreement

includes a charge-back to members based on the number of items each library adds. MPL will have no charge back cost for 2010 or 2011.

There was a 25% overall increase of reciprocal borrowing from 2010 over 2009. Through June 2010, 93,000 more items were checked out by Milwaukee residents at suburban libraries than by suburban residents at MPL, when compared with the same time period in 2009.

## Library Services

Circulation system-wide is down 11.6% and patron count is down 16.4%, January through July 2010, when compared with the same period in 2009. The drop in circulation, patron count and computer use at libraries is a reflection of the drop in weekly hours of operation to 35 hours in 2010.

The number of individuals who visited the MPL website one or more times during July 2010 was 79,798 down 15.6% from the same month in 2009.

## Outreach

**1. Ready to Read with Books2Go:** The Library developed the “Ready to Read with Books2Go/”Libros Para Llevar” Program to improve the reading readiness skills of Milwaukee children, 0-5 years of age. The program focuses on childcare providers and families located in neighborhoods with the highest concentration of poverty. Books2Go was started with federal funds in 1999 and is supported through grants and other gifts to the Milwaukee Public Library Foundation. An average of 321 children and 57 adults participated each month in outreach story times at child care centers receiving Ready to Read services.

From January-August 2010, an average of 657 children and 109 adults participated each month in outreach literature-based classes at child care centers receiving Ready to Read services.

2. **Summer Reading Program:** Each summer, the library offers free reading programming for children. The program offers activities and incentives for reading books. For 2010, 20,879 children enrolled in the Super Reader Program, and 800 registered in the Teen Reading Program.

3. **Computer Classes:** 472 computer classes were offered in both English and Spanish in 2009 and 350 in 2010 (January thru August).

## Issues to Consider

- Increases in the weekly hours of operation at 4 neighborhood libraries can not begin until the 4 positions of Librarian II created in the 2011 Proposed Budget are filled.
- The MOE requirement should be considered when amending the Library's budget to decrease allocations.
- Are funding increases to the Library budget to meet the MOE requirement sustainable in future years?
- Will executing a new facilities plan make it difficult for MPL to meet the MOE requirement because operating expenditures will be decreased while capital expenditures are increased?
- Presentation to Council members of an implementation plan for the new facilities plan outside of the budget process will be useful.
- The increase in reciprocal borrowing may affect negotiations for the renewal of the MCFLS member agreement in December, 2011.
- Nine of the 12 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.
- The current key system at Central Library is approaching its maximum threshold for key variations. Cost savings may be realized by eliminating the need to make new keys and to rekey door locks. These costs have not been quantified. A key-card access system would also improve building security and employee safety.



# City of Milwaukee

City Hall  
200 East Wells Street  
Milwaukee, WI 53202

## Meeting Agenda FINANCE & PERSONNEL COMMITTEE

**ALD. MICHAEL J. MURPHY, CHAIR**

**Ald. Robert J. Bauman, Vice-Chair**

**Ald. Joe Dudzik, Ald. Milele A. Coggs, and Ald. Nik Kovac**

**Staff Assistant, Tobie Black, 286-2231; Fax: 286-3456,**

**[tblack@milwaukee.gov](mailto:tblack@milwaukee.gov)**

**Legislative Liaison, Jim Carroll, 286-8679,**

**[jcarro@milwaukee.gov](mailto:jcarro@milwaukee.gov)**

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Friday, October 8, 2010

9:00 AM

Room 301-B, City Hall

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### BUDGET HEARINGS

1. [100675](#) Communication from the Mayor relating to the proposed 2011 budget.

**Sponsors:** THE CHAIR

9:00 A.M.

-Dept. of Employee Relations and Employee Benefit Accounts

-Fire & Police Commission

10:30 A.M.

-Dept. of City Development

-Board of Zoning Appeals

Members of the Common Council and its standing committees who are not members of this committee may attend this meeting to participate or to gather information. Notice is given that this meeting may constitute a meeting of the Common Council or any of its standing committees, although they will not take any formal action at this meeting.

Upon reasonable notice, efforts will be made to accommodate the needs of persons with disabilities through sign language interpreters or auxiliary aids. For additional information or to request this service, contact the Council Services Division ADA Coordinator at 286-2998, (FAX)286-3456, (TDD)286-2025 or by writing to the Coordinator at Room 205, City Hall, 200 E. Wells Street, Milwaukee, WI 53202.

Limited parking for persons attending meetings in City Hall is available at reduced rates (5 hour limit) at the Milwaukee Center on the southwest corner of East Kilbourn and North Water Street. Parking tickets must be validated in Room 205, (City Clerk's Office) or the first floor Information Booth in City Hall.

Persons engaged in lobbying as defined in s. 305-43-4 of the Milwaukee Code of Ordinances are required to register with the City Clerk's Office License Division. Registered lobbyists appearing before a Common Council committee are required to identify themselves as such. More information is available at [www.milwaukee.gov/lobby](http://www.milwaukee.gov/lobby).



# DEPT. OF EMPLOYEE RELATIONS

## RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

EXECUTIVE SUMMARY: 2011 PROPOSED BUDGET

HEARING DATE: OCTOBER 8, 2010

1. **Wellness Program:** Kickoff for the City's Wellness Program is scheduled for 2011 with a budget of \$1,200,000. The program is an attempt to get a handle on healthcare costs in the future by promoting health and a healthy lifestyle among enrollees in the City's healthcare programs. Employees and spouses (CHILDREN ARE EXEMPTED) – roughly 10,000 individuals – must take an ANNUAL Health Risk Assessment – including a 30-minute meeting (not on City time) with a health advisor to address health issues and promote good health. This assessment CANNOT be completed by the enrollee's regular doctor. Premium co-pays for employees or spouses who do not take the Health Risk Assessment will increase \$360 to \$720 a year.
2. **Employee Healthcare Benefits:** Employee Healthcare Benefits costs are up roughly \$25,000,000, or 21.03%, for 2011 - primarily driven by a 17.3% increase in HMO premiums and a 14.9% increase in Basic Plan (City-insured) premiums.
3. **Police & Fire Personnel Recruitment:** The Department of Employee Relations ("DER") will transfer the task of recruiting police and fire personnel to the Fire & Police Commission in 2011 along with a \$299,853 budget for this recruitment.
4. **Workers' Compensation:** The City's OSHA Accident Incidence Rate - the number of recordable accidents per work-year per 100 fulltime employees - is down nearly 2 points Citywide in 2010, while 2010 Workers' Compensation-costs are expected to be \$13,900,000 - \$483,000 less than budgeted. DER attributes the decline in incidence rate to heightened awareness and improved management practices as DER has been working with departments to identify and address accident hazards in the workplace.
5. **Unemployment Compensation:** DER contests roughly 23% of all unemployment compensation claims filed, and approximately 70% of these contested claims are denied, but DER does not routinely contest all claims filed because the City must have specific legal grounds to contest claims. In addition, the City's standards for due process and progressive discipline differ from state standards, so the state may sustain an unemployment compensation claim even when the City follows all its procedures and views the discharge as per cause.

## Department Operations Budget

The 2011 Proposed Budget for operations is down \$151,854, or 3.27% from the 2010 Adopted Budget. Changes are summarized in the following chart:

<b>2011 Budget Changes</b>	
<b>Prior Year Budgets</b>	
<b>2009 Actual Budget</b>	\$5,121,857
<b>2010 Adopted Budget</b>	\$4,647,890
<b>Transferred - Fire &amp; Police Commission</b>	
Wages	(115,182)
Fringe Benefits	(55,287)
Professional Services	(61,747)
Drug Testing	(3,000)
Pre-placement Exams	(64,619)
Total Transferred	(299,835)
<b>Other Wages &amp; Fringe Benefits</b>	
Misc. Wage & Staffing Changes	28,809
Personnel Cost Adj.	(28,530)
Reimbursements	(29,691)
Fringe Benefits	183,989
TL Other Wages & Fringes	154,577
Other Operating Services	(27,500)
Purchase Computers	20,904
Total 2011 Budget Changes	(151,854)
<b>2011 Proposed Budget</b>	<b>\$4,496,036</b>

The DER will transfer the task of recruiting key police and fire personnel to the Fire & Police

Commission in 2011 along with 2 staff personnel and a \$299,853 budget to fund the wages and pre-placement exams, drug testing and professional services expenses associated with this recruitment. This is another step in separating the Fire & Police Commission from the DER and making it a fully independent department.

Fringe benefits are up substantially, mainly the result of the City's increased healthcare costs, and the PCA ("Personnel Cost Adjustment") deduction – savings expected from staff turnover – is up somewhat to reflect the Budget Office's PCA rate increase from 2% to 3%. The increased reimbursements deduction is for the services of Employee Assistance Coordinator which are reimbursable by participating City departments.

2011 projected costs of operations are reduced by revenues of \$481,092 DER receives from the Milwaukee Water Works for human resources services rendered and third-party reimbursements received on workers' compensation claims. 2011 revenue projections are up \$48,092 over 2010 projections.

## Employee Healthcare Benefits

Employee Healthcare Benefits - Special Purpose Accounts Comparison					
	'07 Actual	'08 Actual	'09 Actual	'10 Adopted	'11 Requested
Basic Plan	\$31,077,469	\$26,035,603	\$19,893,058	\$22,000,000	\$22,000,000
<i>change</i>	<i>-10.58%</i>	<i>-16.22%</i>	<i>-23.59%</i>	<i>10.59%</i>	<i>0.00%</i>
HMO	\$65,687,198	\$77,112,376	\$86,539,589	\$91,461,000	\$115,400,000
<i>change</i>	<i>23.98%</i>	<i>17.39%</i>	<i>12.23%</i>	<i>5.69%</i>	<i>26.17%</i>
Dental Insurance	\$2,147,900	\$1,997,141	\$2,105,015	\$2,200,000	\$2,200,000
<i>change</i>	<i>-1.20%</i>	<i>-7.02%</i>	<i>5.40%</i>	<i>4.51%</i>	<i>0.00%</i>
Administrative	\$3,165,892	\$3,317,299	\$3,683,956	\$3,981,500	\$5,200,000
<i>change</i>	<i>60.37%</i>	<i>4.78%</i>	<i>11.05%</i>	<i>8.08%</i>	<i>30.60%</i>
Total	\$102,078,458	\$108,462,419	\$112,221,617	\$119,642,500	\$144,800,000
<i>change</i>	<i>11.09%</i>	<i>6.25%</i>	<i>3.47%</i>	<i>6.61%</i>	<i>21.03%</i>

Employee Healthcare Benefits costs are expected to be up roughly \$25,000,000, or 21%, in 2011, which follows on the heels of a 6.61% increase for 2010.

Health Maintenance Organization (“HMO”) premiums for 2011 are up in the aggregate 17.3%, but the rate was “balanced” by insured group to more accurately reflect experience. Premium rates for active employees will be up 11.6%, rates for retirees under 65 will be up 54.93% and retirees over 65 will see rates increase 15.6%. HMO costs are budgeted up 26.2% rather than 17.3% because the HMO may be more attractive to employees and retirees after the rate increases in the Basic Plan, and DER expects some migration by Basic Plan participants to the HMO program.

The HMO budget line item also includes prescription drug coverage costs, self-insured by the City, for both the Basic Plan and the HMO, and administrative fees for the prescription drug claims administrator. Prescription drug coverage

costs have been historically 20% of total healthcare premiums.

The Benefits Review Team considered switching from the City’s insured HMO to a self-insured program but opted to stay with the insured program based on better economies. The City will be free to switch to a self-insured HMO for 2012 if the economies dictate.

2011 premium rates for the Basic Plan, the City-insured healthcare program, are up 14.9% across-the-board based on an analysis of claims. However, the 2011 Proposed Budget for the Basic Plan is unchanged because DER expects some Basic Plan participants will migrate to the economically more attractive HMO.

### Wellness Program

Although budgeted for only \$1,200,000 in 2011, the kickoff of the City’s Wellness Program may hold promise for reducing healthcare benefits costs in the future.

All active employees enrolled in City healthcare programs and spouses (CHILDREN ARE EXEMPTED) - approximately 10,000 individuals - must take a Health Risk Assessment, or their premium co-pays will increase \$720 a year for the family plan or \$360 for single coverage. Premium co-pays for those who smoke or otherwise use tobacco will increase \$240 or \$120 per year (family or single coverage) even if they take the Health Risk Assessment, unless they complete either a 90-minute tobacco cessation program online, or attend 4 one-hour tobacco cessation workshops.

The Health Risk Assessment – which CANNOT be completed by the enrollee's regular doctor - includes:

- Form completion – online if preferred.
- 30-minute (not on City time) visit with a health advisor to draw blood, collect biometric information like blood pressure, and discuss possible health issues and concerns. The health advisor will also explain and discuss programs to address the participant's health issues and encourage participants to enroll in appropriate health programs, at no cost to the participant.

The Health Risk Assessment results are strictly confidential – subject to HIPAA Privacy regulations – and will not be shared with the City.

Employees and spouses will be required to take a Health Risk Assessment, including the 30-minute visit with a health advisor, EVERY YEAR they are enrolled in City healthcare programs.

The City will pay Workforce Health, the program provider, \$6.25/month for each participant completing a Health Risk Assessment and an additional \$15/month for each health program in which participants enroll.

The City optimistically hopes for 80% participation. If 8,000 complete the Health Risk Assessment and 2,800 enroll in health programs, the cost to the City would be approximately \$1,100,000.

## Workers' Compensation

Workers' Compensation Special Purpose Account			
	'09 Actual	'10 Adopted	'11 Requested
Workers' Compensation	\$11,575,195	\$14,383,000	\$13,234,000
<i>year-to-year change</i>	<i>-15.61%</i>	<i>24.26%</i>	<i>-7.99%</i>

Although the City has made some headway in reducing accidents and workers' compensation

costs, 2010 expenses are expected to be \$13,900,000 and the 2011 Proposed Budget of

\$13,234,000 is aggressive based on historic cost trends. DER expects some carry-forward from 2010, plus roughly \$500,000 carry-forward from prior years to supplement any Workers' Compensation shortfall in 2011, and hopes to have a little leftover to supplement 2011 Employee Healthcare Benefit costs if need be.

The City's OSHA Incidence Rate - the number of recordable accidents per work-year per 100 fulltime employees - is down nearly 2 points Citywide, down over 2 points in the Fire Department and down nearly 5 points in the Department of Public Works. Approximately 95% of all City accidents occur in the Fire and Police Departments, and the Department of Public Works.

DER attributes the declining incidence rates to heightened awareness and improved management practices as DER has been

working with departments to identify and address accident hazards in the workplace, though the department is budgeting in 2011 for a slower decline in workers' compensation costs.

OSHA Recordable Accidents			
	2007	2008	2009
<b>Milwaukee Fire Department</b>			
Recordable Cases	364	294	270
Incidence Rate	29.83	24.55	22.49
<b>Milwaukee Police Department</b>			
Recordable Cases	280	251	244
Incidence Rate	12.00	10.69	10.78
<b>Department of Public Works</b>			
Recordable Cases	509	474	374
Incidence Rate	28.74	26.01	21.25
<b>Other City Departments</b>			
Recordable Cases	68	54	39
Incidence Rate	n/a	n/a	n/a
<b>Citywide</b>			
Recordable Cases	1,221	1,073	927
Incidence Rate	18.31	16.01	14.22

## Unemployment Compensation

Unemployment Compensation - Special Purpose Account			
	'09 Actual	'10 Adopted	'11 Proposed
Unemployment Compensation	\$996,914	\$1,015,000	\$1,065,000
<i>year-to-year change</i>	-7.22%	1.81%	4.93%

Unemployment compensation has been trending up for the last few years, apparently the result of the flagging economy. Former employees who might otherwise land new jobs within 2-3 months of separating from the City may now draw unemployment for the full 6 months of the City's liability. 2009 unemployment costs were over-budget, and 2010 is expected to also be \$140,000 over-budget. Trends show recent signs of leveling off, so DER is cautiously

optimistic its \$50,000 budget increase for 2011 will adequately cover costs.

DER contests roughly 23% of unemployment compensation claims filed, but approximately 70% of contested claims are denied. DER does not routinely contest all claims filed because the City must have legal grounds for contesting claims. Efforts are made to contest all "discipline discharges" and "resign in lieu of discharge"

claims. Ever then, the City's standards for due process and progressive discipline differ from state standards, so the state may sustain an unemployment compensation claim ever when the City follows all its procedures and views the discharge as per cause.

The following are 3 highlights from DER's recent audit Unemployment Compensation claims:

- DER will help the Election Commission, the Treasurer's Office, the Department of City Development and the City Clerk's Office develop seasonal staffing models that minimize unemployment compensation liabilities. There were 169 of these seasonal unemployment compensation claims in 2009 costing the City approximately \$600,000.
- DER is working with unemployment claims administrator, TALX, to ensure the City's separation codes match TALX's codes so claims can be fully analyzed.
- TALX will now notify DER when a department fails to contest claims when the claimant was discharged for cause, resigned in lieu of discharge or quit voluntarily.

## Issues to Consider

- The City's Fringe Benefit rate is now 48%, much of the increase fueled by rising healthcare costs. Spiraling healthcare costs continue to be a factor in major budget increases year-to-year.
- The City may be forced to switch over from its insured HMO to a self-insured HMO in the near future, either because no provider will bid to provide the insured HMO or premium rates may be too high to sustain the insured program.
- The jury is still out on the impact of recent changes in workers' compensation procedures and upward pressure on workers' compensation costs continues.
- Some City policies and procedures, including seasonal hires, may be contributing to higher unemployment compensation costs.
- As the City continues to operate at minimal staffing levels, the City's hiring practices may need modifying to ensure the City always hires the "best and the brightest" candidates.

# FIRE AND POLICE COMMISSION

RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

1. **Fire & Police Personnel Recruiting:** The Fire & Police Commission ("F&PC") will take the next step to transition out of the DER ("Department of Employee Services") in 2011 per the PARC report by increasing its 2011 Proposed Budget by roughly \$300,000 to fund 2 personnel for fire and police personnel recruiting and to fund testing costs.
2. **Citizen Complaints:** The City received 319 citizen complaints in 2009 – more than 2½ times the 6-year high of 120 received in 2008. F&PC maintains this is a positive sign of complainant confidence that their voice is being heard and demonstrating F&PC finally has the capacity to investigate each complaint promptly and thoroughly.
3. **Homeland Security:** Both 2011's Proposed Budget and 2010 Adopted Budget for the Homeland Security director and a compliance analyst exceed federal Homeland Security funding by approximately \$18,000 each year, excluding fringe benefits.
4. **Emergency Management:** The Office of Emergency Management and Homeland Security activated the City's Emergency Operations Center in response to the heavy rains and flooding of July, 2010.

## Operating Budget – Changes

<b>2011 Budget Changes</b>	
<b>Prior Year Budgets</b>	
<b>2009 Actual Budget</b>	\$705,258
<b>2010 Adopted Budget</b>	\$970,473
<b>Transferred - Dept. of Employee Resources</b>	
Wages - 2 Human Resource Reps.	114,429
Fringe Benefits	54,926
Professional Services	49,267
Equipment Rental	2,500
Pre-placement Exams	77,600
Total Transferred	298,722
<b>Other Wages &amp; Fringe Benefits</b>	
Misc. Wage & Staffing Changes	15,654
Personnel Cost Adj.	(8,978)
Grants & Aids Deduction	10,303
Fringe Benefits	49,626
TL Other Wages & Fringes	66,605
Professional, Tech & Other Services	(55,500)
Other Operating Expenses	172
Total 2011 Budget Changes	309,999
<b>2011 Proposed Budget</b>	<b>\$1,280,472</b>

The Fire & Police Commission's 2011 Proposed Budget for operations is up roughly \$310,000, or 32%, from the 2010 Adopted Budget as the department continues to flesh out its statutory responsibility to oversee and set general policy, standards, and rules for the Milwaukee Fire and Police Departments and hire personnel.

## Fire & Police Personnel Recruiting

Virtually the entire 2011 Proposed Budget increase, \$298,722, comes from the budgetary transfer of 2 positions from DER to the Fire &

Police Commission to recruit and promote key fire and police personnel, along with the professional services and testing budgets needed for recruiting.

This is the latest step, begun in 2007, to transition the F&PC out of the DER per the PARC ("Police Assessment Resource Center") report to ensure Police Department complaints and internal investigations are thorough, fair and credible.

During this transition, the F&PC will be filling entry-level positions at the fire and police academies from lists of applicants who have already taken written tests, and will not need to do another round of testing of new applicants for 18 months to 2 years. This will allow F&PC to get up-to-speed with its new recruiting role over the next year or so before tackling the task of processing what can be pools of 4,000-6,000 applicants. Also, during 2011, DER will provide assistance as needed.

F&PC expects to hire 50 police officers to begin academy training in 2011 – the 2<sup>nd</sup> year of the 3-year federal COPS ("Community Oriented Policing Services") grant and roughly the same number of new firefighters.

## Citizen Complaints

F&PC received 319 citizen complaints in 2009 – more than 2½ times the 6-year high of 120 received in 2008. Some complaints called into question the actions of more than one officer, so the total number of officers named in complaints



was 384. The F&PC maintains this sharp increase is a positive indication of increased citizen confidence that their voice is being heard and that a fully-staffed team of 2 investigators is capable of effectively addressing all complaints. At mid-year 2010, complaints were 146.

The F&PC conducted a citizen complaint satisfaction mail-in survey in 2009, but the response rate (27%) was too low to draw any meaningful conclusions. Anecdotally, some respondents – who hoped to use the complaint as a first step in suing the City or amending the police report – may have expressed dissatisfaction with the process because their hopes were not realized, suggesting complainant satisfaction may be difficult or impossible to measure with a simple, mail-in survey.

The F&PC now has the authority to order officer disciplinary action on straightforward, clearly valid complaints without a formal hearing – which can cost \$4,000. Part of the department's \$55,000 reduction in "Professional, Tech and Other Services" is the result of reduced complaint hearing costs.

## Homeland Security

Roughly \$10,000 of F&PC's 2011 Proposed Budget increase is due to a reduction in the UASI ("Urban Area Security Initiative") grant to fund Homeland Security.

The 2011 Proposed Budget and the 2010 Adopted Budget for the director and a compliance analyst exceed their respective USAI federal, Homeland Security grants by roughly \$18,000 each year,

The Office of Emergency Management and Homeland Security played a pivotal role in the City's response to the heavy rains and flooding of July, 2010. The office activated the City's Emergency Operations Center and coordinated FEMA and the State Office of Emergency Management.

## Issue to Consider

- The ultimate role of the Fire & Police Commission as the department continues to expand its role and its budget keeps growing.

**Executive Summary: 2011 City of Milwaukee Proposed Budget  
2010**

**Hearing Date: October 8,**

1. **Personnel:** The 2011 Proposed Budget eliminates 3 vacant DCD positions -- a Senior Planner, an Associate Planner and a Graphics Designer II. However, the department's total authorized positions are increasing by 3 as a result of the creation of 6 NSP2-funded positions during 2010. **(page 2)**
2. **Special Funds:** Two new DCD special funds are created by the 2011 Proposed Budget:
  - *In Rem* Property Management Special Fund (\$61,144) - to provide additional resources to maintain and market the City's growing inventory of foreclosed homes.
  - Milwaukee 7 Contribution (\$50,000) - to provide operating support to the 7-county regional economic development initiative. **(pages 2-3)**
3. **Special Purpose Accounts:** Under the 2011 Proposed Budget, funding for the DCD-administered Land Management SPA would be increased from \$200,000 to \$300,000. This account helps pay for managing and maintaining improved properties acquired by the City through the *in rem* foreclosure process. The SPA funding increase corresponds to the recent spike in the number of *in rem* properties acquired by the City. **(page 3)**
4. **Capital:** The 2011 Proposed 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 \$39,402,543 in the 2010 Budget. Significant changes include:
  - Inclusion of \$300,000 in cash-levy funding within the Development Fund for job-training initiatives.
  - Reduction in funding for the recently-created Housing Infrastructure Preservation Fund from \$600,000 to \$300,000.
  - Creation of a new *In Rem* Property Program, with \$200,000 in funding, to pay for minor repairs to City-owned *in rem* properties. **(pages 3-5)**
5. **Revenues:** The Comptroller's Office projects that DCD revenues will decline by 8.8% in 2011 from the 2010 budgeted levels. The majority of this drop is attributable to an expected 25% decline in DCD revenues from sales of City-owned real estate. **(page 5)**

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Personnel Costs	\$4,768,636	\$3,555,428	-25.5%	\$3,838,812	8.0%
Operating Expend.	\$182,777	\$266,000	45.5%	\$266,000	0.0%
Equipment Purch.	\$0	\$0	0.0%	\$0	0.0%
Special Funds	\$368,816	\$125,000	-66.1%	\$236,144	88.9%
<b>TOTAL</b>	<b>\$5,320,229</b>	<b>\$3,946,428</b>	<b>-25.8%</b>	<b>\$4,340,956</b>	<b>10.0%</b>
Capital	\$21,604,832	\$39,402,543	82.4%	\$30,661,257	-22.2%
Positions*	218	201	-17	204	+3
* Includes Redevelopment Authority and City Plan Commission members (14 positions)					

## Personnel

The 2011 Proposed Budget shows a net increase of 3 positions in the Department of City Development. However, the Budget actually eliminates 3 positions. The net increase simply reflects the fact that 6 new positions were created in DCD in 2010 as a result of the awarding of \$25 million in Neighborhood Stabilization Program 2 money to the City this year; these positions were created subsequent to adoption of the 2010 Budget. These positions, which are located primarily in DCD's Housing Development section and focus on addressing Milwaukee's home foreclosure problem, are funded through March, 2013, at which time they are likely to be eliminated.

The 3 positions proposed for elimination are a Senior Planner (PR 576) and Associate Planner (PR 558) in DCD's Planning Section and the Graphics Designer II (PR 535) in the department's Marketing Section. This will leave just 2 positions in DCD Marketing. All 3 positions proposed for elimination are currently vacant.

The two planning positions are being eliminated because of a decrease in the department's planning

workload (e.g., DCD completed the last of the City's comprehensive area plans in 2010). As for the elimination of the Graphics Designer II, it is anticipated that, with changing technology, more of DCD's graphics projects will be handled with desktop publishing.

## Operating Expenditures

No changes.

## Special Funds

The 2011 Proposed Budget creates 2 new DCD special funds:

- \$61,144 in an *In Rem* Property Management Special Fund. This money will be used to contract for property management services to maintain and market the growing number of City-owned properties acquired through the *in rem* foreclosure process. These contractual services will augment, not replace, property management services already performed by DCD staff.
- \$50,000 designated as a contribution to the Milwaukee 7, or "M7". The Milwaukee 7, founded in 2005, is the umbrella economic development

organization serving the 7 counties of southeastern Wisconsin. The \$50,000 would be used for general operating support of M7, which has an annual budget of \$1.5 million and receives about 87% of its funding from private sources. The City contributed \$50,000 to M7 in a 2006 special purpose account titled "Regional Economic Development Initiative".

### **Special Purpose Accounts**

For 2011, funding for the Milwaukee Arts Board and Fourth of July Commission special purpose accounts is unchanged. However, the Proposed Budget increases funding for the DCD-managed Land Management SPA from \$200,000 to \$300,000. This SPA is used by DCD to fund the management and maintenance of improved properties the City acquires through the *in rem* foreclosure process. As the number of City-owned *in rem* properties has risen dramatically since 2008, so has the need for funding to maintain those properties. This trend is expected to continue in 2011, particularly with the Budget funding 4, rather than one, City Treasurer foreclosure filings next year. It is anticipated that an additional \$50,000 for this purpose will come from CDBG funding in 2011.

Year	Improved <i>In Rem</i> Properties Added to City's Inventory
2006	95
2007	78
2008	134
2009	314
2010	424

### **Capital Projects**

The 2011 Proposed 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 district financing 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.

1. 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. Proposed 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.
2. 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. Proposed 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.
3. Tax Incremental Districts – \$26,251,000 This program allows the City to create and fund new TIDs. Potential new TIDs for 2011 include Street Car and First & National, as well as a TID at a confidential location. DCD also expects the Reed

## Capital Program Summary

Program	2011 Proposed	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>

Street Yards TID to move forward in 2011. Although the amount in the proposed budget represents a 46% decrease from the requested amount, this program has over \$167 million in carryover borrowing authority.

4. Development Fund – \$1,500,000 This program supports a wide variety of private economic development projects and activities. Funding is used for 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.

5. 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.
6. 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 of HNI 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.
7. 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.

Bldg. Permits	\$287,200	\$298,000	\$298,000
Property Sales	\$102,600	\$200,000	\$150,000
Fire Prot. Plan Exam.	\$134,700	\$150,000	\$150,000
Plumbing Plan Exam.	\$99,400	\$146,000	\$137,000
HVAC Plan Exam.	\$140,600	\$135,000	\$135,000

8. 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. The proposed funding level represents a 50% decrease from the requested amount.

9. 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 Proposed Budget.

## **Revenues**

The Comptroller's Office projects that DCD will receive \$912,200 in revenues in 2011, a decrease of \$88,800 (-8.9%) from the 2010 budgeted amount.

### **Dept. of City Development – Major Revenue Sources**

	<b>2009</b> <i>Actual</i>	<b>2010</b> <i>Budget</i>	<b>2011</b> <i>Proposed</i>
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## **Issues to Consider**

- What are the long-term ramifications of reducing DCD's in-house planning capabilities (i.e., eliminating the 2 vacant planner positions)?
- Is the return-on-investment of City participation in the Milwaukee 7 sufficient to justify the \$50,000 financial contribution?
- What is the City gaining by reducing funding for the Housing Infrastructure Preservation Fund and simultaneously creating the *In Rem* Property Program, both of which are intended to address the glut of City-owned homes? What are the drawbacks to this change in approach?
- Would the \$61,144 for the new *In Rem* Property Management Special Fund be more wisely spent on creating a new permanent DCD position to assist in managing and marketing *in rem* properties?
- What are the department's – and the City's – strategic plans for comprehensively addressing:
  1. The rapidly growing inventory of City-owned *in rem* properties?
  2. The increased amount of vacant land, highly concentrated in certain neighborhoods, resulting from the demolition of both City-owned and privately-owned structures?

# BOARD OF ZONING APPEALS

RESEARCH AND ANALYSIS SECTION

LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2011 City of Milwaukee Proposed Budget  
2010

Hearing Date: October 8,

Expense Category	2009 Actual	2010 Budget	Difference	2011 Proposed	Change
Personnel Costs	\$208,336	\$239,292	14.9%	\$256,863	7.3%
Operating Expend.	\$36,946	\$47,656	29.0%	\$47,656	0.0%
<b>TOTAL</b>	<b>\$245,282</b>	<b>\$286,948</b>	<b>17.0%</b>	<b>\$304,519</b>	<b>6.1%</b>
Positions*	11	11	0	11	0
* Includes 7 Board of Zoning Appeals members					

## Budget Overview

The 2011 Proposed Budget includes no changes in positions or operating expenditures for the Board of Zoning Appeals ("BOZA"), which is entirely funded through a special purpose account. Rising personnel costs (particularly fringe benefits) account for the 6.1% increase in this SPA's funding for 2011.

## Revenues

As the following table shows, BOZA's revenues, which come from application fees, largely cover its operating expenditures. The 2011 Proposed Budget projects that BOZA will recover over 92% of its operating costs through fee revenues.

## Board Activity/Performance

Year	Number of Appeals to BOZA
2006	737
2007	713
2008	729
2009	726
2010 YTD	517 (through 9/20)

Appeal Type	Pct. Of Appeals, 2009
Special use permit	68.9%
Dimensional variance	12.0%
Change of operator	8.5%
Use variance	7.8%
Other	2.9%

Board of Zoning Appeals – Expenditures vs. Revenues			
	2009 Actual	2010 Budget	2011 Proposed
Expenditures	\$245,282	\$286,948	\$304,519
Revenues	\$282,415	\$245,000	\$281,500
Difference	\$37,133	(\$41,948)	(\$23,019)

Year	Appeals Heard and Decided with One Hearing	Avg. No. of Days to Hear an Appeal and Issue Written Decision
2006	61%	27
2007	56%	30
2008	73%	34
2009	62%	35
2010 YTD	52%	45





# City of Milwaukee

City Hall  
200 East Wells Street  
Milwaukee, WI 53202

## Meeting Agenda FINANCE & PERSONNEL COMMITTEE

**ALD. MICHAEL J. MURPHY, CHAIR**

**Ald. Robert J. Bauman, Vice-Chair**

**Ald. Joe Dudzik, Ald. Milele A. Coggs, and Ald. Nik Kovac**

**Staff Assistant, Tobie Black, 286-2231; Fax: 286-3456,**

**[tblack@milwaukee.gov](mailto:tblack@milwaukee.gov)**

**Legislative Liaison, Jim Carroll, 286-8679,**

**[jcarro@milwaukee.gov](mailto:jcarro@milwaukee.gov)**

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Monday, October 11, 2010

9:00 AM

Room 301-B, City Hall

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### BUDGET HEARINGS

1. [100675](#) Communication from the Mayor relating to the proposed 2011 budget.

**Sponsors:** THE CHAIR

-Fire Department

This meeting will be webcast live at [www.milwaukee.gov/channel25](http://www.milwaukee.gov/channel25).

Members of the Common Council and its standing committees who are not members of this committee may attend this meeting to participate or to gather information. Notice is given that this meeting may constitute a meeting of the Common Council or any of its standing committees, although they will not take any formal action at this meeting.

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Persons engaged in lobbying as defined in s. 305-43-4 of the Milwaukee Code of Ordinances are required to register with the City Clerk's Office License Division. Registered lobbyists appearing before a Common Council committee are required to identify themselves as such. More information is available at [www.milwaukee.gov/lobby](http://www.milwaukee.gov/lobby).

Executive Summary: 2011 City of Milwaukee Proposed Budget

Hearing Date: October 11, 2010

1. **Continuation of Two Daily Brown-outs:** The 2011 Proposed Budget for the Fire Department continues the practice of two brown-outs on most days. A brown-out consists of not staffing an engine in a multi-apparatus company and removing the vehicle from service. The 2010 brown-outs do not seem to have had a major effect upon response times, with overall response times for the department increasing by an average of 9 to 12 seconds citywide.
2. **Measurement of Response Times:** The Fire Department responded to 88% of its total calls for service within five minutes or less during 2009, and 2010 figures appear to be very similar. Average response time to fires remained well below five minutes during 2009, as it has through the first half of 2010. The department exceeds national standards by these measures, but efforts are underway to measure performance by the industry standard, NFP-1710.
3. **Management Reorganization:** The Fire Chief is finalizing a plan to reorganize the management structure of the department, with the intention of making the administrative structure of the department more accountable and efficient. The proposed changes organize the department into functional units, establishing a clearer chain of command and promoting fiscal responsibility for the head of each division. The reorganization includes the elimination of the Fire Public Relations Manager and the creation of the Fire Cause Investigation Unit. The proposed three-person staff will consist of one Fire Captain and two Fire Lieutenants, and will work with the Police Department, the Bureau of Alcohol, Tobacco and Firearms, the State Fire Marshal and the Milwaukee County District Attorney's Office to investigate and prosecute potential cases of arson.
4. **Capital Projects:** The 2011 Proposed Budget includes three capital improvement items for the Fire Department totaling \$3,064,000, a decrease of \$992,000 (24%) from the \$4,056,000 in the 2010 Budget. The decrease was in the Facilities Maintenance Program, and reflects \$1.8 million in carryover borrowing authority available to pay for maintenance projects in 2011. Funding was not provided for the construction a new fire repair facility.

Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Total Expenditures	\$109,909,413	\$99,820,902	-9.2%	\$103,047,292	+3.2%
Positions	1,133	1,027	-9.4%	1,026	-0.1%
FTE's (all)	1,097.16	1,033.55	-5.8%	1,032.55	-0.1%

**Continuation of Two Dally Brown-outs:** The 2011 Proposed Budget for the Fire Department continues the practice of two brown-outs on most days. A brown-out consists of not staffing an engine in a company and removing the vehicle from service. Brown-outs are only scheduled for stations that house both an engine and a ladder truck, insuring that a level of service is still provided by the affected station. Brown-outs were first used on a regular basis by the department during the 2010 budget year. Scheduled brown-outs can be cancelled due to conditions which have the potential to cause unacceptable response times, including severe weather, construction or unusually heavy traffic.

The 2010 brown-outs do not seem to have had a negative effect upon response times. Overall response times for the department have increased by an average of 9 to 12 seconds citywide, dependent upon type of service call. This minor increase could be due to several factors, including a significant increase in road construction during the current year.

The effects of a brown-out can be difficult to quantify. The first call to a company affected by a brown-out should not show any negative consequence, as the engine that is still in service will respond as usual. It is any subsequent calls from the area of a browned-out company that would experience a decrease in response time, as a neighboring company would be needed for the response. While the overall response times for 2010 remain similar to previous years and within national standards, the department has not provided data isolating the effect on response times in the area served by a company that has an engine currently browned out.

The following parameters are used to establish which companies are scheduled for a brown-out:

- o scheduling coincides with the department's 27-day work cycle
- o companies in single-apparatus or special team houses are exempt
- o medical units are exempt
- o companies for the same brown-out period are selected from separate battallions

#### 2010 Brown-Out Schedule

Cycle	Date Range	1 <sup>ST</sup> Eng	2 <sup>ND</sup> Eng
1	12-27-09 to 1-31	E39 (except 1/9 & 1/10/10)	E23 (except 1/7 & 1/8/10), Plus T09 for 12/27 - 12/29/09, 12/31/09 - 1/6/10, 1/9 and 1/10/10)
2	2-01 to 2-27	E24	E11
3	2-28 to 3-26	E04	E10
4	3-27 to 4-22	E30	E35
5	4-23 to 5-19	E37	E14
6	5-20 to 6-13	E32	E23
7	6-14 to 7-12	E39	E11
8	7-13 to 8-8	E04	E10
9	8-9 to 9-4	E30	E35
10	9-5 to 10-1	E37	E23
11	10-2 to 10-28	E32	E11
12	10-29 to 11-24		
13	11-25 to 12-21		

Station 14 is no longer in considered for brown-out due to negative effect on response times.

**Measurement of Response Times:** Timely response to events has a direct impact on the outcome of any emergency. The Fire Department has, traditionally, measured response time as time it takes from dispatch to first unit on scene. The MFD responded to 88% of its total calls for service within five minutes or less in 2009. Average response time to fires remained well below five minutes in 2009, as it has through the first half of 2010. The department exceeds national standards by these measures.

The Fire Department is making efforts to collect data and report on response time in a manner compatible with the National Fire Protection Association's publication NFPA-1710. These standards are much more complex than previous measures, resulting in the need for the department to record several new points of data and complicating reporting procedures. The Fire Chief reports that the department is currently meeting most of the NFPA-1710 standards, and hopes to be able to report on these results to the administration and Common Council during 2011.

**Management Reorganization:** The Fire Chief is finalizing a plan to reorganize the management structure of the department, with the intention of making the administrative structure of the department more accountable and efficient. The proposed changes organize the department into functional units, establishing a clearer chain of command and promoting fiscal responsibility for the head of each division. While the Fire Department has experienced changes to its management structure before, this will represent the first major reorganization in the department's command structure. Proposed changes will not be reflected in budget documents until the Fire and Police Commission and Department of Employee Relations have completed

their review of the changes. These reviews are currently ongoing.

The only position proposed for elimination in the reorganization is the Fire Public Relations Manager. The Fire Chief does not anticipate any negative effect to the department as a result of this change. The public relations responsibilities will be divided among several individuals and bureaus. Currently, the Deputy Chief of Operations handles questions and interviews concerning emergency operations. The Battalion Chiefs in the field talk to the media and perform interviews at emergency scenes if the Deputy Chief is not available. The new point of contact for the media will be the Battalion Chief assigned to training, with help from the Assistant Chief who oversees training. The Community Relations Division will handle public relations, media and the dissemination of information.

**Fire Cause Investigation Unit:** The Fire Chief's reorganization plan includes the reinstatement of the Fire Cause Investigation Unit. The proposed three-person staff, not currently funded in the Proposed Budget, will consist of one Fire Captain and two Fire Lieutenants, and will work with the Police Department, the Bureau of Alcohol, Tobacco and Firearms, the State Fire Marshal and the Milwaukee County District Attorney's Office to investigate and prosecute potential cases of arson. The department currently has a high number of fires categorized as "undetermined", meaning the cause of the fire is unknown. This unit will focus on increasing the number of cases for which a cause can be determined and will aid in pursuing convictions against arsonists. The unit will also track trends in arsons, including time and place, in an effort to remove arsonists from the community as early as possible.

**Status of Labor Negotiations:** The City is currently operating under the 2009 agreement with the Milwaukee Professional Fire Fighters' Association, Local #215. Negotiations have thus far been unproductive and the City has filed for arbitration. Mediation, scheduled for December 15, 2010, is the next step in this process. The Fire Department's chiefs are not organized by a recognized labor body, and they are not covered under the City's management pay plan. Their employment terms are defined in the Code of Ordinances.

Fire Department clerical employees represented by AFSCME DC 48 are working under the contract in effect through 2011. The third union represented within the Fire Department is the Fire Equipment Dispatchers, Local #494, which has settled with the City on a contract through 2011. The contract is similar to that of AFSCME DC48, with the exception that the no-layoff clause is effective for only 2010. There is one point of contention in the contract, related to accrual of overtime, which will be settled through binding arbitration. The previous contract for Local #494 established overtime pay as any accrual of hours over 40 for a work week. Despite this provision, the Fire Department had been administering overtime for any time accrued over eight hours in a single day. The City prefers to keep the provision as previously written, with an understanding that Fire Department procedures will change to reflect the contract. The union seeks a continuance of the past overtime practice and has argued that the new contract should reflect the practice.

**Return to Work Program:** The Fire Department established its Return to Work program during Pay Period 3 of 2009. The primary focus of the program is to monitor injury leave and promote the importance of returning from leave. Starting in 2011, the program will

institute an alternate work schedule for those returning from leave. Under the new initiative, employees on light duty will work a 40-hour week instead of the 49.8-hour week typically scheduled for a firefighter in the field.

Currently, returning employees report to their stations and are assigned jobs as needed, until they are ready for full service. In addition to the change to an 8-hour work day from a 24-hour shift as typically worked by firefighters in the field, the program will temporarily reassign staff to fill needs throughout the department, providing less physical duties for the participants. Examples of assignments that can be performed by employees returning from leave include staffing the safety academy or fire repair shop, staffing public relations events, entering fire data into department databases and helping with billing procedure.

Additional efforts to reduce injury leave in the department include a new safety program for 2011. Program materials have been rewritten, under a mandate by the Chief, for a renewed emphasis on safety for the department. The new program is based upon current research in the field and research performed by Fire Department staff.

**Vacancies and Recruitment:** The Proposed Budget includes funding for one firefighter class of 35 recruits and one paramedic class of 8 recruits in 2011. As of August 5, 2010, the department had 40 vacancies of sworn positions. Recruit classes of 49 firefighters and 10 paramedics began service in February of 2010, and the current recruit class of 31 firefighters will be available for staffing by mid-October of this year.

## Capital Projects

The 2011 Proposed Budget includes three capital improvement items for the Fire Department totaling \$3,064,000, a decrease of \$992,000 (24%) from the \$4,056,000 in the 2010 Budget. Capital projects include the following:

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. Proposed 2011 funding 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 \$20,210,676. This level of funding provides a replacement cycle of 5 years for ambulances, 13 years for engines and 9.5 years for ladder trucks.

Capital Equipment Expenditures (as of Oct 1)				
	2009	2010	2011 (Proposed)	Total
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
Total	\$2,237,223	\$659,999	\$2,854,000	\$5,751,222

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

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 borrowing authority for \$1.8 million will be used to complete necessary projects in 2011. Carryover borrowing amounts are excluded from budget totals to avoid duplication,

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.

Fire Repair Shop \$0: A capital request of \$5,945,000 to construct a new repair facility for firefighting apparatus is not funded in the Proposed 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.

## Issues to Consider

- While brown-outs during 2010 do not appear to have had a major effect upon response times, the department is only providing figures at a citywide scale. Further analysis could be performed to identify the number of calls affected by each specific browned-out engine and any associated effects upon response time.

Though the Fire Department's response time exceeds national standards, as measured from time of dispatch to arrival on scene, the National Fire Protection Association standards, detailed in NFPA-1710 are much more complex and require additional time to measure and analyze. The Fire Chief reports that the department is currently meeting most of the NFPA-1710 standards, but these results are not currently shared with the administration or the Common Council.

- The Fire Chief does not anticipate any negative effect to the department as a result of the elimination of the Fire Public Relations Manager position. However, the sharing of public relations duties among several individuals and bureaus will need to be carefully managed, as lack of communication between the responsible parties could lead to inconsistent messaging by the department and inefficiencies in coordinating responses to the media.
- The Fire Department replaces units in the Fire Suppression and Response Fleet at rates that exceed national standards. However, more analysis is required to determine the current state and future needs for the non-capital, staff vehicle fleet.

- 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.



# City of Milwaukee

City Hall  
200 East Wells Street  
Milwaukee, WI 53202

## Meeting Agenda FINANCE & PERSONNEL COMMITTEE

**ALD. MICHAEL J. MURPHY, CHAIR**

**Ald. Robert J. Bauman, Vice-Chair**

**Ald. Joe Dudzik, Ald. Milele A. Coggs, and Ald. Nik Kovac**

**Staff Assistant, Tobie Black, 286-2231; Fax: 286-3456,**

**[tblack@milwaukee.gov](mailto:tblack@milwaukee.gov)**

**Legislative Liaison, Jim Carroll, 286-8679,**

**[jcarro@milwaukee.gov](mailto:jcarro@milwaukee.gov)**

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Tuesday, October 19, 2010

9:00 AM

Room 301-B, City Hall

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### BUDGET HEARINGS

1. [100675](#) Communication from the Mayor relating to the proposed 2011 budget.

**Sponsors:** THE CHAIR

9:00 A.M.

-Assessor

-Employees' Retirement System

1:30 P.M.

-Health Department

This meeting will be webcast live at [www.milwaukee.gov/channel25](http://www.milwaukee.gov/channel25).

Members of the Common Council and its standing committees who are not members of this committee may attend this meeting to participate or to gather information. Notice is given that this meeting may constitute a meeting of the Common Council or any of its standing committees, although they will not take any formal action at this meeting.

Upon reasonable notice, efforts will be made to accommodate the needs of persons with disabilities through sign language interpreters or auxiliary aids. For additional information or to request this service, contact the Council Services Division ADA Coordinator at 286-2998, (FAX)286-3456, (TDD)286-2025 or by writing to the Coordinator at Room 205, City Hall, 200 E. Wells Street, Milwaukee, WI 53202.

Limited parking for persons attending meetings in City Hall is available at reduced rates (5 hour limit) at the Milwaukee Center on the southwest corner of East Kilbourn and North Water Street. Parking tickets must be validated in Room 205, (City Clerk's Office) or the first floor Information Booth in City Hall.

Persons engaged in lobbying as defined in s. 305-43-4 of the Milwaukee Code of Ordinances are required to register with the City Clerk's Office License Division. Registered lobbyists appearing before a Common Council committee are required to identify themselves as such. More information is available at [www.milwaukee.gov/lobby](http://www.milwaukee.gov/lobby).



1. The Property Inspection Program, funded through CDBG funds of approximately \$60,000, aims to preserve the integrity and perception of neighborhoods that have high foreclosure rates by identifying and correctly capturing the actual physical characteristics and condition of the foreclosed properties, thereby eliminating comparison of those properties to that of other non-foreclosed property in the neighborhood. The project consists of exterior inspections of approximately 20,000 1-3 family residential properties in 17 assessment neighborhoods and coordination with DNS to integrate their interior inspection data of vacant and boarded property into the property assessment records.

2. The Assessor's Office utilizes 130 assessment districts in its revaluation process. Typically, each assessment district has several sales for each property class each year, allowing the computation of a near-market rate assessment. The depressed real estate market has forced the Assessor's Office to temporarily combine data from in several districts, as many districts have not seen a single market-rate sale for the past year.

3. The City received Payments in Lieu of Taxes (PILOT) payments of \$346,407.92 in 2009. Two new PILOTs, signed in 2009, will be reflected in the 2010 figures. Both of the new PILOTs are from the UWM Foundation, and represent payments for the two student housing developments on North Avenue.

4. Board of Assessors and the Board of Review appeals have remained at relatively low levels in recent years despite the changes in the real estate market. The Board of Review has 113 cases from 2009 and 246 from 2010 yet to be heard.

Catgry	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Total Expenditures	\$4,834,024	\$4,278,246	-11.5%	\$4,665,708	+9.1%
Positions	59	56	-5.1%	56	no change
FTE's (all)	47.85	42.55	-11.1%	42.55	no change

The Assessor's Office is responsible for uniformly and accurately valuing all residential, commercial and personal taxable property in the City as directed by the Wisconsin Constitution's uniformity clause and by state statutes. (The Wisconsin Department of Revenue assesses manufacturing property.) The department performs annual revaluations on approximately 150,000 real estate parcels and 10,000 personal property accounts. Property valuations established by the Assessor's Office are used in calculating the property tax levy, which is the difference between total City expenditures and revenues available from non-property tax sources.

The Assessor's Office also processes appeal of local assessments, which are heard by the Board of Review. In addition, the Assessor's Office determines eligibility for property tax exemptions under state law and provides public information and education about the assessment process, particularly through the Internet.

The 2011 Proposed Budget for the Assessor's Office is \$4,834,024, an increase of 9.1% from the 2010 budgeted amount of \$4,278,246. This increase reflects salary settlements for 2007 through 2009 contracts. The Proposed Budget maintains authorized staffing levels of 56 authorized positions and 42.55 FTEs for the Assessor's Office. By City ordinance, the Board of Review is authorized to have 9 members. However, for the past several years, only 5 positions have been filled. The Proposed Budget provides only \$31,750 for Board of Review member compensation – sufficient funding for five members.

**Property Inspection Program:** The integrity of the property tax system and also that of local government is largely dependent on the assessor's estimates of market value. These estimates are accomplished by interpreting data on comparable sales to determine the price that a property would sell for in the marketplace on the date of the appraisal. In Wisconsin, that date is January 1 of each year. Accuracy in assessments is dependent on using the correct property data when verifying sales and making valuations. In many city neighborhoods, especially those in the CDBG area, there are a number of properties that have been or will potentially become foreclosed. These foreclosed properties are often vacant, boarded and vandalized. The current recorded property data is often inaccurate as it relates to the condition of those properties.

The Property Inspection Program, funded through CDBG funds, aims to preserve the integrity and perception of neighborhoods that have high foreclosure rates by identifying and correctly capturing the actual physical characteristics and condition of the foreclosed properties thereby eliminating comparison of those properties to that of other non-foreclosed property in the neighborhood. Sales that are foreclosure-related and the properties affected do not establish a reliable basis for developing accurate property values and if used for assessment purposes could result in massive value declines that do not correctly depict the neighborhood's market. Eventually this could generate negative perceptions regarding the entire neighborhood facilitating decline and blight ultimately leading lower owner-occupancy and property abandonment. This

project consists of exterior inspections of all properties in 17 assessment neighborhoods and coordination with DNS to integrate their interior inspection data of vacant and boarded property into the property assessment records. In addition, when appropriate and where permission was granted, it would include interior inspections by assessment department request. Property Inspection Program will assess approximately 20,000 1-3 family residential properties and will cost approximately \$60,000.

**2011 Revaluation:** The Assessor's Office utilizes 130 assessment districts in its revaluation process. Typically, each assessment district has several sales for each property class each year, allowing the computation of a near-market rate assessment. The depressed real estate market has forced the Assessor's Office to temporarily combine data from several districts, as many districts have not seen a single market-rate sale for the past year. These market conditions will continue to affect the revaluation process and a long-term settling of the market could require changes to present assessment procedures.

**Assessment Appeals:** The Board of Assessors and the Board of Review hear assessment appeals, affording property owners the opportunity to voice concerns or contest an assessment. In recent years, efforts have focused on improving assessment accuracy, providing public information and education, and increasing access to assessment and sales data to reduce the number of appeals. These efforts have resulted in a significant reduction in appeals since 1988, and appeals have remained at relatively low levels in recent years despite the changes in the real estate market. The Board of Review has 113 cases from 2009 and 246 from 2010 yet to be heard.

**Payments in Lieu of Taxes (PILOTs):** On December 21, 2004, the Common Council passed File Number 041042, an ordinance creating the "Fair Share Payment in Lieu of Taxes Program" (or "PILOT"). Under this program, which is administered by the Commissioner of Assessments, the City seeks voluntary payments from owners of tax-exempt properties in recognition of the services those properties receive from the City. The Commissioner approaches a property owner about the possibility of making a PILOT whenever the owner applies for property tax exemption or whenever the Department of City Development notifies the Commissioner that the owner has demonstrated intent to expand, improve, replace or acquire a facility. The PILOT ordinance also directs the Commissioner of Assessments to develop, implement and continuously maintain a campaign to create awareness of the PILOT program among current and potential owners of tax-exempt properties. The City received PILOT payments of \$346,407.92 in 2009. Two new PILOTs, signed in 2009, will be reflected in the 2010 figures. Both of the new PILOTs are from the UWM foundation, and represent payments for the two student housing developments on North Avenue.

**Assessment Matters in Litigation:** The Assessor's Office is currently in litigation in several cases. Significant cases include:

- The U.S. Oil Case, oil terminals on the northwest side of Milwaukee, is scheduled for oral arguments before the Court of Appeals on November 10. The plaintiff dropped its valuation argument at Circuit Court and is currently pursuing an uniformity argument. Regardless of the outcome of this case, an increased valuation has been set for properties of this type and will be applied in 2011 to all similar properties.

- The City prevailed in Circuit Court in the Valvoline case. The case is currently awaiting a Court of Appeals decision. This decision should be delivered within the next six months.
- The City is waiting for a Court of Appeals decision regarding the Guiffre rental property case. The City lost at Circuit Court and has appealed.
- Educator Credential Evaluators was denied a claim of exemption by the City. The plaintiff is seeking summary judgement.
- The City prevailed in Circuit Court regarding the valuation of billboards. These cases are scheduled to be heard by the Board of Review, but the plaintiffs are attempting to move straight to the Court of Appeals.

to implement a similar program citywide.

The depressed real estate market has forced the Assessor's Office to temporarily combine data from several of the 130 assessment districts, as many districts have not seen a single market-rate sale for the past year. These market conditions will continue to affect the revaluation process and a long-term settling of the market could require changes to present assessment procedures.

## Capital Projects

The 2011 Proposed Budget does not include any capital funding for the Assessor's Office.

## Issues to Consider

The Property Inspection Program, funded through CDBG funds, should help to preserve the integrity and perception of neighborhoods that have high foreclosure rates by identifying and correctly capturing the actual physical characteristics and condition of the foreclosed properties. However, as the foreclosure crisis is now affecting all parts of the City, it could become necessary

# EMPLOYEES' RETIREMENT SYSTEM

RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

EXECUTIVE SUMMARY: 2011 PROPOSED BUDGET

HEARING DATE: OCTOBER 19, 2010

1. **2011 Proposed Budget:** The total 2011 Proposed Budget is \$28,755,539, an increase of \$4,563,955 (18.9%) from \$24,191,584 in the 2010 Budget. Increases are primarily due to investment management fees that have increased with the fund balance and increased needs relating to information technology.

2. **Fund Value:** As of September 30, 2010, the Fund's value was estimated to be \$4.1 billion. Despite recent economic conditions, the ERS is well-funded. As of January 1, 2010, the actuarial funding had increased to 112.8%, thus requiring no additional City contribution in 2011.

3. **Fund Return:** The Fund's rate of return continues to be volatile. Following record losses in 2008, at year-end 2009, the rate had increased to 23.3%, net of fees compared to a benchmark of 18.89%. Through September 30, 2010, the rate has decreased to 6.45% compared to a benchmark of 5.18%.

4. **Fund Membership:** 2011 is the first year where the ratio of active members to retirees and beneficiaries is expected to reach one-to-one. After this, the number of retirees and beneficiaries will outnumber active members.

5. **Employer's Annuity Contribution:** The 2011 Proposed Budget allocates \$24,980,000 to fund the City's share of the employees' annuity contribution.

6. **Employers' Reserve Fund:** The 2011 Proposed Budget allocates a voluntary contribution of \$17,350,000 to the Employers' Reserve Fund. This contribution is being made in anticipation of future required contributions. It is estimated that by 2013, the City will be required to contribute \$65 million and over \$80 million for years thereafter. With the 2011 voluntary contribution, the fund is estimated to have a balance of \$29 million by year-end 2011. **The Mayor has committed to vetoing any attempt to decrease the Employers' Reserve Fund contribution.**

7. **Pension Task Force:** On September 21, 2010 the Council adopted a resolution creating a Pension Task Force. The Council recognized the potentially precipitous nature of investment performance, pressures on the long-term liabilities of the pension fund and the need to proactively assess options in the management of City pension benefits. The task force will consist of 7 members and be chaired by the Chair of the Finance and Personnel Committee. It will report its findings to the Council by June 30, 2011.

	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Salaries & Wages	\$2,203,056	\$2,501,084	13.5%	\$2,473,539	-1.1%
Fringe Benefits	\$1,031,857	\$1,041,500	0.9%	\$1,187,000	14.0%
Operating	\$14,537,239	\$20,543,000	41.3%	\$24,960,000	21.5%
Equipment	\$121,980	\$106,000	-13.1%	\$135,000	27.4%
Special Funds	\$56,101	\$0	-100.0%	\$0	0.0%
<b>TOTAL</b>	<b>\$17,950,233</b>	<b>\$24,191,584</b>	<b>34.8%</b>	<b>\$28,755,539</b>	<b>18.9%</b>
Positions	51	52	2.0%	52	0.0%
FTEs	37.3	41.5	11.4%	41.5	0.0%

The Employees' Retirement System (ERS) is responsible for ERS asset management and retirement benefits administration for nearly 27,000 members. ERS also administers the City's participation in federal Social Security, the City's group life insurance program, and health care and COBRA dental benefits for retirees. In addition to City government employees, the ERS includes non-certified MPS employees, and employees of HACM, RACM, MMSD, MATC, and the Wisconsin Center ("city agency" employees).

The ERS is governed by an 8-member Annuity and Pension Board consisting of 3 persons appointed by the Common Council President, 3 persons elected by active system members, one person elected by retired members and the City Comptroller.

## **2011 Proposed Budget**

The total 2011 Proposed Budget is \$28,755,539, an increase of \$4,563,955 (18.9%) from \$24,191,584 in the 2010 Budget.

## **Personnel Expenditures**

Personnel costs increase \$117,955, or 3.3%, in the 2011 Proposed Budget. Net salaries and wages decrease slightly by 1.1% while fringe benefits increase by 14%. Personnel costs account for

\$3,660,539, or 12.7%, of the total Proposed Budget for 2011. The 2011 Proposed Budget includes the same number of positions and FTEs as in the 2010 Budget (52 positions and 41.5 FTEs).

## **Operating Expenditures**

Operating expenditures account for \$24,960,000, or 86.8%, of the total Budget for 2011. Operating expenditures in the 2011 Proposed Budget are \$24,960,000, up \$4,417,000 (21.5%) from the 2010 Budget amount of \$20,543,000. Operating expenses are largely driven by professional services totaling \$18.9 million in 2011. Investment manager fees of \$16.2 million account for the majority of professional services.

There is a \$4.1 million increase in investment manager fees in 2011 as compared to 2010. These increases are primarily the result of a growth in performance-based fees. The general growth of fund assets and assets under management are also a factor.

Information technology services are also a significant portion of operating expenditures. The \$4.5 million budgeted for information technology in 2011 consists of \$4 million for contractor support of the customized MERITS computer system which is required to

manage the complicated provisions of chapter 36 of the City Charter. ERS anticipates replacing MERITS in approximately 6 to 10 years.

## Equipment Purchases

The 2011 Proposed Budget includes \$135,000 for equipment purchases, a \$29,000 (27.4%) increase from \$106,000 in the 2010 Budget. All \$135,000 is for replacement of computer hardware such as workstations and servers.

## Special Purpose Accounts

Special Purpose Accounts are not included in the department's budget, but expenditure authority for these accounts is extended to the department by Council resolution after the budget is adopted. The ERS manages 2 tax levy-funded special purpose accounts with proposed funding of approximately \$2.9 million.

For 2011, funding for the Group Life Special Purpose Account is increased by \$269,000, or 10.7%, to \$2,779,000. The increase is the result of an increase in premiums.

The Retiree Benefit Adjustment Fund funds the cost of supplemental pension benefits to certain former City employees who retired prior to 1984. Recipients include members and surviving spouses of the Employees' Retirement System. A decrease of \$20,000 to \$166,000 is related to deaths in beneficiaries. These supplements are non-contractual, and are subject to continuation or termination by Council action.

## Special Funds

There are no Special Funds included in the 2011 Proposed Budget. There was \$500,000 in the 2008 Budget for the Fiduciary Liability Deductible. The Fiduciary Liability Policy contains a \$500,000 deductible. If there is a claim, the Trust is responsible for the first \$500,000 in costs. The deductible fund was reauthorized for this purpose in the 2008 Budget. Since being reauthorized, no funds have been expended and the funds may be carried over for 3 years to 2011. The fund will require reauthorization for the 2012 Budget.

## Fund Value and Allocation

As of December 31, 2007, the value of the Fund was approximately \$5.2 billion; by December 31<sup>st</sup> of 2008 it had fallen to \$3.4 billion. The Fund's value had grown to \$4.0 billion by year's end of 2009, and as of September 30, 2010, was estimated to be \$4.1 billion.

Despite recent economic conditions, the ERS is well-funded. As of January 1, 2009, the actuarial funding of the system was 99.1%, requiring a City contribution of over \$49 million in 2010. As of January 1, 2010, the actuarial funding had increased to 112.8%, thus requiring no City contribution in 2011. However, a voluntary contribution of \$17.4 million is included in the 2011 Proposed Budget. Further discussion of the voluntary contribution is provided on page 5.

Board policy dictates the targets for fund allocation. The targets are as follows.

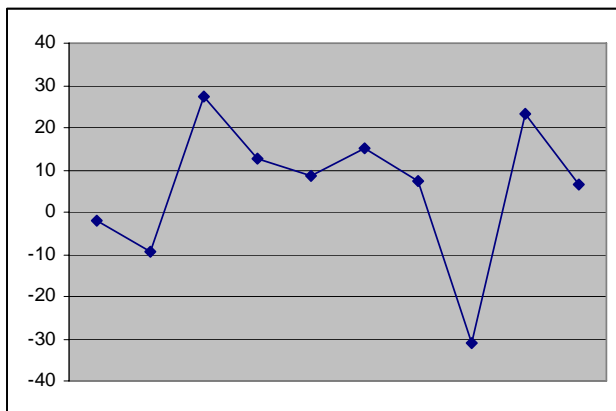
- 31%: Domestic Equity
- 28%: Fixed Income

- 22%: Non-U.S. Equity
- 10%: Global Equity
- 7%: Real Estate
- 2%: Private Equity

2009, it had placed in the 11<sup>th</sup> percentile. As of June 30, 2010 the Fund was placed in the 85% percentile. (The Mercer's Public Funds Universe is comprised of 59 public funds that have at least \$1 billion in assets.)

## Fund Return

Rates of Return (net of fees)  
2001 through September 2010

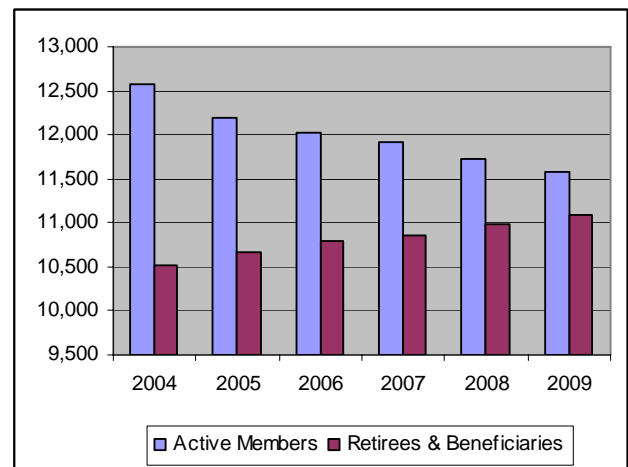


The Fund's rate of return continues to be volatile. As of December 31, 2008, the Fund's 1-year rate of return was -30.84% (Net of Managers Fees) as compared to a blended benchmark passively managed return, or reference index, of -25.64%. At year's end 2009, the rate had increased to 23.3%, compared to a benchmark of 18.89%. Through September 30, 2010, the rate has decreased to 6.45% compared to a benchmark of 5.18%. With the exception of 2007 and 2008, in the past 10 years, the Fund's rate of return after fees paid to investment managers has outperformed the benchmark. ERS estimates that the Fund benefit from the decision to hire active managers over the past ten years is \$680.5 million.

For 2008, the Fund placed in the 95<sup>th</sup> percentile as measured by Mercer's Public Fund Universe. In

## Fund Membership

Member Composition



2011 is the first year where the ratio of active members to retirees and beneficiaries may reach one-to-one. After this, the number of retirees and beneficiaries will outnumber active members. The ratio for City employees mirrors the membership as a whole. Some City employees contribute varying amounts to the Fund, but the majority of the contribution is made by the City. Given the composition of Fund membership, the burden on the employer will only increase. As a result of an increase in unfunded liabilities, the City will be required to make additional contributions in the future. (This is discussed further on page 5.)

## Early Retirements

The City's temporary enhancement of retirement benefits appears to have been successful in encouraging retirements. The number of service



retirements though September of 2010 was 382 versus 242 in the same time period in 2009. This is an increase of 140, or 58%. Through September of 2010, there were 529 retirements of all kinds, including disability and deferred, versus 366 in the same time period in 2009. This represents an increase of 163, or 45%.

## **City Contributions**

### **Employer's Annuity Contribution**

The 2011 Proposed Budget allocates \$24,980,000 to fund the City's share of the employees' annuity contribution. The contribution consists of 5.5% of pay for general City employees and 7% for Police Officers, Fire Fighters and elected officials. In the 2010 Budget, \$23,791,142 was allocated with \$16,791,142 from the tax levy and \$7 million from the Employers' Reserve Fund. Therefore, the City's share of the contribution has increased \$1.2 million from 2010 to 2011.

### **Employers' Reserve Fund**

In the 2010 Budget, \$7 million was allocated from the Employers' Reserve Fund to cover the City's share of the employees' annuity contribution. The fund was used to help offset the total contribution of \$49.1 million required to be in compliance with the City Charter. The required contribution was the result of the ERS funding ratio of liabilities to assets falling below 100% for the first time in many years. The balance of the Employers' Reserve Fund is estimated to be \$9 million at the end of 2010.

The 2011 Proposed Budget allocates a voluntary contribution of \$17,350,000 to the Employers' Reserve Fund. This contribution is being made in anticipation of future required contributions. It is estimated that by 2013, the City will be required to contribute \$65 million and over \$80 million for years thereafter. With the 2011 voluntary contribution, the fund is estimated to have a balance of \$29 million by year-end 2011. The Mayor has committed to vetoing any attempt to decrease the Employers' Reserve Fund contribution.

### **Pension Task Force**

On September 21, 2010, the Council adopted a resolution creating a Pension Task Force. The Council recognized the potentially precipitous nature of investment performance, pressures on the long-term liabilities of the pension fund and the need to proactively assess options in the management of City pension benefits. The task force will consist of 7 members and be chaired by the Chair of the Finance and Personnel Committee. It will report its findings to the Council by June 30, 2011.

## **Issues to Consider**

1. The investment market continues to be volatile. More conservative investment performance assumptions should be considered.
2. The funding ratio is not expected to remain at or above 100%, thus requiring additional City contributions. Future contribution needs must be taken into consideration.

# HEALTH DEPARTMENT

## RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

EXECUTIVE SUMMARY: 2011 PROPOSED BUDGET

HEARING DATE: OCTOBER 19, 2010

1. **O&M Budget:** The 2011 Proposed O&M Budget is virtually unchanged from 2010 except for an increase in base salary costs and rising fringe benefit costs.
2. **Grant Funding:** Overall federal and state grant funding is down 21% in 2011, although grant funding of O&M salaries is up approximately \$465,000.
3. **Food Site Inspections:** Approximately 50% of all food site inspections uncovered critical violations in both 2008 and 2009. The department has instituted a “1-2-3” inspection program for inspecting more complex food operations more frequently but has made little headway due to short staffing of field inspectors.
4. **Problem Convenience Stores;** The department has shifted existing personnel to create a Training & Policy Coordinator position to help manage the process of reviewing “problem” convenience stores applications or renewals before issuing licenses. A pilot program was launched in 2010 to gather information on “problem” sites from the police, the DA and the Department of Neighborhood Services, and is set for citywide launch in 2011.
5. **African-American Infant Mortality:** The incidence of infant death among African-Americans in the City remains persistently high – 15.43 deaths per 1,000 live births – 2.5 times the 6.11 rate for whites – despite

intensive home visits by the Health Department designed to lower the rate.

6. **Immunization:** Although immunization rates citywide are at 81%, 2008 Health Department information indicates rates among children under 13 months of age in two City zip codes are 35% (53208) and 40% (53210).

## Dollars & Cents Changes

O&M Budget	'10 Adopted	'11 Proposed
Wages	\$12,540,829	\$13,189,369
Fringe Benefits	2,989,188	3,587,896
Operating Exps.	1,762,448	1,714,783
Equipment Pur.	5,000	5,000
Special Funds	181,000	181,000
Total Budget	\$17,478,465	\$18,678,048
<b>O&amp;M Grants &amp; Reimbursements</b>		
	(5,250,126)	(5,714,586)
<b>NET Budget</b>	<b>\$12,228,339</b>	<b>\$12,963,462</b>

The Health Department's 2011 Proposed O&M Budget is a \$735,123 increase over 2010 – the apparent result of a \$184,000 increase in base salary coupled with a \$600,000 increase in fringe benefit costs,.

**FIGURE 1** summarizes the \$735,123 increase in the proposed O&M budget in broad categories.

**FIGURE 2** reveals the \$782,788 payroll increase summarized in **FIGURE 1** is not that simple. \$743,925 is the result of increased base wages, and these monies have been redirected indicating a shift in the department's focus. The number of dollars spent has changed little from 2010 to 2011, but the priorities have been fine-tuned. Spending for the home visiting program – the department's umbrella program for efforts to remediate the high infant mortality rate among African-American residents – is up \$579,710 – 36% above 2010 spending. Proposed spending is also up for Maternal & Child Health, Sexually Transmitted Disease and Environmental Health – the food inspection and licensing arm of the department. This increase in base payroll, plus \$600,000 of additional fringe benefits, is offset in

part by a \$464,460 increase in Grants & Reimbursements which subsidize a significant portion of operations.

**FIGURE 1**

2011 Budget Changes	
<b>Prior Year Budgets</b>	
2009 Actual Budget	\$14,189,765
2010 Adopted Budget	\$12,228,339
<b>2011 Changes</b>	
Payroll Budget	782,788
Operating Expenditures	
Vehicle Rental	(9,000)
Professional Services	(28,665)
Property Services	(10,000)
TL. Operating Expenditures	(47,665)
TL 2011 Budget Changes	\$735,123
<b>2011 Proposed Budget</b>	<b>\$12,963,462</b>

**FIGURE 2**

2011 Payroll Budget Changes		
'10 Wages	274	\$7,290,703
'10 Fringe Benefits		2,989,188
<b>Net 2010 Payroll Budget</b>	274	<b>\$10,279,891</b>
<b>Program Changes</b>		
Administration	(2)	107,674
Maternal & Child Health	2	145,597
BioTerrorism	1	63,223
Home Visiting	8	579,710
Adolescent Health	(9)	(425,184)
Environmental Health	1	107,550
Sexually Transmitted Disease	(1)	96,829
Misc. Programs	(1)	68,526
Base Wages Change	(1)	\$743,925
Personnel Cost Adj.		(95,385)
Grants & Reimbursements		(464,460)
Fringe Benefits		598,708
Net Changes		\$782,788
<b>Net 2011 Payroll Budget</b>	273	<b>\$11,062,679</b>
'11 Fringe Benefits		3,587,896
'11 Wages		\$7,474,783

The Health Department's Proposed Budget abandons several staff positions requested initially in its Requested Budget, and initiates other new staff positions requests. Of note, the department abandoned its request for a pandemic flu coordinator – this year's flu season looks more manageable than recent years – and beefs up food license management with a Training & Policy Coordinator in Consumer Environmental Health to help meet the challenges of problem convenience and other food stores.

<b>2011 Budget - Abandoned &amp; New Staffing</b>	
<b>Abandoned Staffing Requests</b>	<b>Savings</b>
Administration – Human Resources Analyst-Senior	(28,266)
Health Center - Public Health	(47,853)
Health Center - Clinic Assistant	(29,781)
Bioterrorism - Emergency Preparedness Coord.	(44,194)
Sexually Transmitted Disease - Office Assistant III	(33,865)
Emergency Pandemic Flu Response – Proj. Coord.	(61,872)
	(245,831)
<b>New Staffing Requests</b>	
Violence Prevention - Proj. Coord.	44,194
Health Center - PART-TIME Clinic Assistant	14,891
Environmental Health – Training & Policy Coord.	53,032
Bioterrorism - Pandemic Planning Coord.	63,261
	175,378
<b>Net Abandoned &amp; Newly Requested Staffing</b>	<b>(70,453)</b>

## Grants & Reimbursements

### O&M Funding

The Health Department's O&M payroll budget is significantly funded by federal and state grants as indicated in the chart below, and to a lesser extent by reimbursements from other City departments.

<b>Grants Percentage &amp; Net Wages</b>		
	<b>'10 Adopted</b>	<b>'11 Proposed</b>
Wages	\$12,540,829	\$13,189,369
Reimbursements	(31,867)	(33,210)
Grants	(5,218,259)	(5,681,376)
<i>Grants %</i>	<i>41.61%</i>	<i>43.08%</i>
Net Wages	\$7,290,703	\$7,474,783

### Other Grant Funding

In addition to O&M-earmarked grant funding, the Health Department expects to administer an

additional \$4,043,208 in grant-funded programs in 2011 – down from \$7,105,084 in 2010.

Total grants for 2011, including O&M grants, are expected to be \$9,724,584, down 21% from 2010's estimate of \$12,323,343. The WIC grant at \$1,433,000 is by far the single biggest grant expected in 2011. The WIC grant estimated for 2010 is \$1,070,000. The biggest category for 2011 is expected to be lead abatement with 4 grants totaling \$2,439,484.

The department's Policy & Research Director and a compliance analyst are responsible for applying for grants and work closely with the Department of Administration's grant compliance analyst. The

department consults the computer database, eCivis, weekly to explore new grant opportunities.

Wide swings in grant funding are common, and the department points out some grants prohibit application in consecutive grant cycles – effectively blocking the department from significant sources of grant monies for years.

## **Consumer Environmental Health – Food Licensing**

The 2011 Proposed Budget for this section is up \$107,550 to \$1,273,204, and a Training & Policy Coordinator has been added to the bring total personnel to 26.

### **Food Site Inspections**

Consumer Environmental Health has struggled in recent years to improve the department's inspections record for food establishments. In both 2008 and 2009, approximately 50% of all inspections uncovered critical violations, and little, if any, headway is being made in 2010. The section has adopted a tiered, "1-2-3" model for inspections calling for one annual visit to food sites selling pre-packaged products, such as convenience stores; 2 annual inspections for slightly more complex establishments where a limited menu of food offerings is prepared on site, such as snack shops; and 3 annual inspections for full-service restaurants with extensive menus.

The department believes part of the problem is short staffing. Nineteen inspectors are authorized, but for much of 2010, 5 positions have been unfilled. The positions are filled now, but the department was forced to hire untrained inspectors. Training takes 3 months, which means it will be 90 days before newly hired inspectors can go out on their own and begin to

whittle down the workload. Then there are the follow-up inspections. With every other inspection uncovering a critical violation, inspectors are forced to return to the same site multiple times to ensure the violation has been rectified – further exacerbating the workload and delaying inspections to unvisited sites.

The department estimates full compliance with the "1-2-3" inspection program would require 5,607 annual inspections – roughly 1.5 inspections per day per inspector – not including temporary, peddler and "weights & measures" inspections, and then there are the re-inspections to check up on critical violations uncovered in the initial inspection. If the rate of critical violation was halved to one in every 4 inspections, that would mean another 1,400 inspections – pushing the quota per inspector close to 2 per day, plus the "weights & measures" and other inspections.

The department continues to issue placards – 3" x 7" cards – to be prominently posted at food establishments after inspections giving the date of the last inspection and where consumers can access the inspection report online or by phone.

### **Problem Convenience Stores**

The department has shifted existing personnel to create a Training & Policy Coordinator position to the food licensing section to help better manage food licensing procedures, and specifically to help with "problem" food sites – often convenience stores – that raise the ire of neighborhood residents and pique the concern of the local Council member over community problems unrelated to healthfulness of the establishment's food preparation.

A pilot program was launched in 2010 in 2 aldermanic districts to gather information from the

Police Department, the District Attorney and the Department of Neighborhood Services on food establishments identified as problem licensees, and providing this information to Council members well in advance of license renewal. The department hopes to expand the program citywide in 2011.

There is already a procedure in place for notifying Council members of new food licenses applications in their districts to determine if there are neighborhood or aldermanic objections, though there have been bumps along the road when food licenses were granted despite neighborhood and aldermanic objections because no grounds were given for the objections and Health Department staff thought failure to cite grounds vacated the objections.

## **Lead Abatement**

Milwaukee's Health Department continues to have one of the most successful lead-poisoning control programs in the nation, but the number of abatements has been declining in recent years. In 2008, 841 dwelling units were abated, 766 in 2009 and the department is on target to abate 723 units in 2011. Among the reasons given for this decline, the Health Department cites that HUD grants require homeowners to pay for part of the abatement before they can receive grant funding. In these challenging economic times, this requirement keeps some residents from making their homes safe from lead-poisoning. HUD has refused the City's request to eliminate or suspend this matching requirement, and the Health Department has not sought alternative public or private funding to bridge the gap.

## **Flu Immunizations**

H1N1 vaccine was incorporated into the seasonal vaccine for 2010 and the Health Department expects flu vaccinations to be "routine" in 2011.

## **Infant Mortality Among African-Americans**

The department will emphasize its intensive home visiting programs, Empowering Families and the Nurse-Family Partnership, to combat the exceptionally high incidence of infant mortality among African-American residents – 15.43 deaths per 1,000 live births versus 6.11 per 1,000 for whites.

These programs are part of the department's umbrella home-visiting program to improve the health outcomes of Milwaukee families. Proposed funding for the overall home-visiting program in 2011 is up \$579,710 or roughly 36% over 2010 funding. Staffing is up 8 from 34 in 2010 to 42 in 2011.

## **Immunization**

The 2011 budget for immunization is down approximately \$58,000 for 2011 to \$407,370 with staffing down 2 to 9. Although immunization rates citywide are at 81%, 2008 Health Department information indicates rates among children under 13 months of age in 2 City zip codes are 35% (53208) and 40% (53210).

## **Special Funds**

### **AIDS Initiative**

\$75,000 was budgeted in 2010 and another \$75,000 is proposed in the 2011 budget to address HIV infection among young African-American men who have sex with men.

## **Computer Maintenance-Upgrades**

The Health Department spent \$90,778 on computer maintenance and upgrades in 2009, and budgets \$95,000 for both 2010 and 2011 for computer upkeep.

## **Task Force on Domestic Violence and Sexual Assault**

The Health Department spent roughly \$6,000 for this task force in 2009, and increased the 2010 Adopted and 2011 Proposed budgets to \$11,000.

## **Capital Improvements Budget**

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

The 2011 Proposed Budget does not include a \$200,000 contribution to create an academic health department in partnership with UWM's School of Public Health.

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

## **Issues of Concern**

- The issuance of food licenses to problem establishments – primarily convenience stores.
- Licensing of food sites which are not technically convenience stores under City Code, but tend to cause “problems” in the neighborhood.
- The capacity of the department's Consumer Environmental Health Section to effectively manage food inspections per the department's “1-2-3” program.
- The decline, or radial swings, in grant funding.



# City of Milwaukee

City Hall  
200 East Wells Street  
Milwaukee, WI 53202

## Meeting Agenda FINANCE & PERSONNEL COMMITTEE

**ALD. MICHAEL J. MURPHY, CHAIR**

**Ald. Robert J. Bauman, Vice-Chair**

**Ald. Joe Dudzik, Ald. Milele A. Coggs, and Ald. Nik Kovac**

**Staff Assistant, Tobie Black, 286-2231; Fax: 286-3456,**

**[tblack@milwaukee.gov](mailto:tblack@milwaukee.gov)**

**Legislative Liaison, Jim Carroll, 286-8679,**

**[jcarro@milwaukee.gov](mailto:jcarro@milwaukee.gov)**

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Wednesday, October 20, 2010

1:30 PM

Room 301-B, City Hall

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### BUDGET HEARINGS

1. [100675](#) Communication from the Mayor relating to the proposed 2011 budget.

**Sponsors:** THE CHAIR

*-Police Department*

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# POLICE DEPARTMENT

RESEARCH AND ANALYSIS SECTION  
LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2011 City of Milwaukee Proposed Budget

Hearing Date: October 20, 2010

1. **Authorized Positions:** The 2011 Proposed Budget calls for a net reduction of 5 positions in MPD, including a reduction of 2 sworn positions. No layoffs would be required. (page 2)
2. **Actual Sworn Strength:** Because the COPS grant funding for the 50-member recruit class currently in training will be available for the entire year, rather than just for half a year (as in 2010), the department's salary funding in the 2011 Proposed Budget will be sufficient to maintain an annual average sworn strength of 1,901 filled sworn positions, up from 1,878 in 2010. (page 2)
3. **Recruit Classes:** The 2011 Proposed Budget provides no information on the number, size or scheduling of police officer recruit classes that may start next year. The Budget Office has indicated that 2 classes will probably be needed to maintain the funded average sworn strength of 1,901 positions. (page 3)
4. **Overtime:** The 2011 Proposed Budget reduces tax-levy funding for MPD overtime by 2.6%, to \$11.8 million. Grant-funded overtime is projected to decline 20.4%, to \$2.1 million. (page 3)
5. **Furlough Days:** In 2010, sworn MPD employees were required to take 2 furlough days. Under the 2011 Proposed Budget, furlough days for sworn employees are eliminated, while other MPD employees – sworn management and all civilians – would still be required to take 4 days. (pages 3 & 4)
6. **Operating Expenditures:** The 2011 Proposed Budget increases MPD's operating expenditures by 4.6%, to \$13.3 million. The increase is attributable primarily to rising maintenance-contract costs, energy prices and costs of supplies. (page 4)
7. **Capital Projects:** The 2011 Proposed Budget includes 5 capital improvement items for the Police Department totaling \$4,987,931, an increase of \$799,931 (19.1%) 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. (pages 4-7)

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Personnel Costs	\$223,076,317	\$202,392,085	-9.3%	\$213,862,333	5.7%
Operating Expend.	\$11,879,461	\$12,744,347	7.3%	\$13,330,225	4.6%
Equipment Purch.	\$2,391,096	\$1,737,654	-27.3%	\$1,737,000	-0.03%
Special Funds	\$0	\$0	0.0%	\$0	0.0%
<b>TOTAL</b>	<b>\$237,346,874</b>	<b>\$216,874,086</b>	<b>-8.6%</b>	<b>\$228,929,558</b>	<b>5.6%</b>
Capital	\$1,401,268	\$4,188,000	198.9%	\$4,987,931	19.1%
Positions	3,001	2,907	-94	2,902	-5

## **Personnel**

### **Authorized Positions**

Under the 2011 Proposed Budget, the total number of authorized positions in the Police Department decreases by 5. Not including reclassifications, the position changes can be summarized as follows:

<b>Positions Eliminated</b>		
-2	Office Assistant II (both vacant)	Eliminated to fund Human Resources Analyst-Sr. (see below).
-4	Data Entry Operator II (2 vacant, 2 filled)	Eliminated to fund a Crime and Intelligent Specialist position for which grant funding has expired.
-2	Safety Specialist-Sr. (both filled)	Following up on 2010 Budget, oversight of Safety Div. is being transferred to the Community Services Div.
-1	Detective (filled)	Human Trafficking Grant expired.
<b>Positions Added</b>		
+1	Human Resources Analyst-Sr.	Approved by CC File No. 100254.
+1	Data Base Specialist/Analyst	Funded by COPS Sexual Predator Grant.
+2	Police Services Specialist Investigator	To be funded through a UASI grant.
<b>-5</b>	<b>Net Change</b>	

to fill other MPD/City vacancies or to bump into other positions.

With the exception of the Detective position, all of the positions being eliminated or added are civilian positions. The total number of authorized sworn MPD positions will decrease by 2 for 2011, to 2,041. In addition to the Detective position, one sworn position of Police Alarm Operator is being replaced by a civilian position of Police Dispatcher.

### **Actual Sworn Position Strength**

The 2010 Budget provided sufficient salary funding to maintain an annual average of 1,878 filled sworn positions (out of 2,043 total authorized sworn positions). For 2011, an increase in salary funding will allow the department's annual average sworn strength to rise by 23 positions, to 1,901 (out of 2,041 total authorized sworn positions). This is the result of the 50-member, COPS-grant-funded recruit class, which started in mid-2010 and was funded for half of the year, being funded for all of 2011. The addition of these 50 positions for 6 months (i.e., 25 FTEs) is slightly offset by the loss of the Detective and Police Alarm Operator positions, for a net increase of 23 sworn positions.

It should be noted that none of the position eliminations will result in layoffs; all of the incumbents will be eligible

In 2010, the attrition rate among MPD sworn staff has been much lower than anticipated at the time this year's budget was prepared. Currently (Pay Period 18), MPD has an actual sworn strength of 1,926 positions, well above the budgeted annual average of 1,878. The Budget Office projects that the department will end the year with an annual average sworn strength of 1,900, plus or minus 5 positions.

### **Vacancies**

As of Pay Period 18, the department had 117 vacancies among its sworn positions, including 66 Police Officers and 39 Detectives. The following table compares this vacancy rate to that of previous years.

Year	Authorized Sworn Positions	Vacancies as of Pay Period 18	Vacancy Rate
2006	2,159	251	11.6%
2007	2,156	240	11.1%
2008	2,151	161	7.5%
2009	2,141	207	9.7%
2010	2,043	117	5.7%

### **Recruit Classes**

The 2011 Proposed Budget provides no information on the number, size or scheduling of police officer recruit classes next year. Currently, one class is underway at the Safety Academy; its graduates will hit the streets in the spring of 2011.

The Budget Office has indicated that, for MPD to achieve its budgeted annual average sworn strength of 1,901 FTEs for 2011, the department will probably need 2 additional recruit classes. The first class is likely to start in July or August and will be smaller than average (about 30); it will consist primarily of current police aides. The second class will be full-size (50-60), is likely to start in mid-fall and will be selected from a new list of eligible candidates now being compiled by DER and the Fire and

Police Commission. However, the actual timing of these classes depends on the MPD attrition rate, which is highly variable and difficult to predict.

<b>Police Officer Recruit Classes</b>		
Year	No. of Classes	Recruits Hired
2001	3	166
2002	3	135
2003	1	60
2004	2	93
2005	1	49
2006	3	144
2007	3	139
2008	1	34
2009	1	40
2010	1	50

### **Overtime**

The 2011 Proposed Budget includes funding for \$11.8 million in tax levy-supported Police Department overtime, a decrease of 2.6% from the \$12.1 million budgeted for 2010. In addition, MPD anticipates receiving about \$2.1 million in grant funding for overtime in 2011, or 20.4% less than the over \$2.6 million budgeted for 2010.

<b>Tax Levy Supported Overtime Expenditures</b>		
Year	Budgeted	Actual
2005	\$9,725,000	\$13,310,942
2006	\$9,677,805	\$14,930,740
2007	\$12,004,000	\$17,430,700
2008	\$13,293,200	\$14,501,655
2009	\$14,269,780	\$10,391,185
2010	\$12,141,881	\$8,156,220*

\* Through Pay Period 20; the comparable figure for 2009 was \$7,933,893.

### **Furlough Days**

Under the Proposed Budget, all MPD civilian employees (854 positions) and all sworn management employees (7 positions) will be required to take 4 furlough days in 2011, for a savings of \$280,000. However, sworn non-management employees (i.e., those represented by the Milwaukee Police Association or the Milwaukee Police

Supervisors' Organization) will not be required to take any furlough days; they were required to take 2 days in 2010. For those employees required to take furlough days, rather than having all employees off on the same 4 days, the actual days taken off will be spread throughout the year to ensure adequate staffing and minimize the impact on operations.

The elimination of furlough days for sworn employees comes at a cost of \$895,000. When translated into direct labor hours, this is the equivalent of about 18 FTEs. While this would not increase the number of filled sworn positions, it would increase the amount of time current police officers spend on the streets of Milwaukee.

### **Operating Expenditures**

The 2011 Proposed Budget provides \$13,330,225 for the Police Department's Operating Expenditures, an increase of \$585,878 (4.6%). By line item, the most significant changes are:

- Other Operating Services – up \$261,976 (11.1%). The increase primarily stems from rising costs for maintenance contracts, including maintenance of software, in-squad cameras, the new Criminal Investigation Bureau interview system and pole-mounted surveillance cameras.
- Energy – up \$138,580 (4.1%). The costs of natural gas, electricity, steam and gasoline are all projected to increase slightly.
- Other Operating Supplies – up \$72,552 (6.6%). The line-item increase reflects rising costs for duty ammunition and for uniforms, ammunition and other supplies for new recruits.

### **Equipment Purchases**

Expenditures to purchase replacement equipment for the Police Department are essentially unchanged under the

2011 Proposed Budget, at \$1,636,000 (down \$654 from 2010). The bulk of this funding -- \$1,109,000 -- is earmarked for the purchase of 49 new motor vehicles, down from 55 vehicles in 2010.

### **Special Funds/**

#### **Special Purpose Accounts**

None.

### **Capital Projects**

The 2011 Proposed Budget includes 5 capital improvement items for the Police Department totaling \$4,987,931, an increase of \$799,931 (19.1%) 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.

#### **1. Police Administration Building Renovation Project – \$3,779,131**

The MPD submitted a request for funding to renovate the Police Administration Building. It is a 5-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)**

#### **2. 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

### Capital Program Summary

Program	2011 Proposed	2010 Budget	Increase (decrease)	% Change	6-year Request
Police Administration Building	\$3,779,131	\$1,300,000	\$2,479,131	191%	\$46,320,859
Evidence Storage Warehouse	\$512,800	\$295,000	\$217,800	74%	\$592,800
Tiburon RMS VMP Upgrade	\$354,000	0	\$354,000	NA	\$354,000
District Station Renovation Program	\$300,000	\$180,000	\$120,000	67%	\$400,000
Radio & Communications Upgrade	\$42,000	\$113,000	\$71,000	-37%	\$574,000
Automated Fingerprint ID System	0	\$2,300,000	(\$2,300,000)	-100%	NA
<b>Total</b>	<b>\$4,987,931</b>	<b>\$4,188,000</b>	<b>\$799,931</b>	<b>19%</b>	<b>\$48,241,659</b>

control, and install a fire suppression system. No additional funding beyond 2011 was requested in the 6-year plan.

#### 3. 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 JailRECORDS. The upgrades will increase system capacity and performance and provide greater flexibility in reporting and analysis. The timeframe for this project has not been determined.

#### 4. 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.

#### 5. 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.

Other on-going projects include:

- Automated Fingerprint ID System
- Surveillance Camera Program
- 4715 W Villet 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 Master Plan was prepared for the MPD by Eppstein Uhen Architects, IBC Engineering Services,

Powrtek 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; preparing cost estimates.

The report recommended abatement of hazardous materials, improvements to the HVAC, electrical, plumbing and fire protection systems, and 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's Office increased the 5- year cost by \$7.6 million (16%). A 9-year time frame was also evaluated. The 9-year cost total \$58.6 million.

The updated study also included cost estimates for 2 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 infrastructure to the new facilities are included in the estimates. Costs **not** quantified in the estimates include property acquisition, vault construction

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.

<b>2010 Cost Estimate Summary</b> (in millions)	
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

#### 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; 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 are outdated, the study still has some relevance. Specifically, the study found:

- The highest levels of operational efficiency and 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.

#### PAB - Issues to consider

- Since 1998, the City has invested \$9.2 million in improvements to the PAB. In addition, 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 reconstruct.
- 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. The 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 the department to renovate its 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.

## Revenues

The Comptroller's Office projects that MPD will receive \$929,200 in revenues in 2011, a decrease of \$164,500 (-15.0%) from the 2010 budgeted amount.

<b>Police Department – Major Revenue Sources</b>			
	<b>2009 <i>Actual</i></b>	<b>2010 <i>Budget</i></b>	<b>2011 <i>Proposed</i></b>
State Aid: Police In-Service	\$353,200	\$342,000	\$318,000
State Aid: Water Safety Patrol	\$302,400	\$270,000	\$282,500
State Aid: Police Recruit Training	\$92,400	\$369,600	\$224,000
Copy/Duplic. Fees	\$45,200	\$51,000	\$45,000

## **Issues to Consider**

- Apart from the full year of COPS grant funding (compared to a half year of funding in 2010), the 2011 Proposed Budget provides no additional salary funding to increase MPD's actual sworn strength.
- The 2011 Proposed Budget lacks details about the number, size and timing of the additional police classes that will be necessary to maintain the funded 2011 sworn strength of 1,901 positions.
- Elimination of the furlough-day requirement for sworn officers and supervisors – while maintaining it for all civilian MPD employees and sworn MPD management – raises issues of equity and fairness. Also, the cost of this furlough policy (\$895,000) should be weighed against the benefits that would result from additional police labor hours.
- Total funding available for police overtime (tax levy plus grant-funded) decreases by over \$850,000 under the Proposed Budget. This may affect MPD's service-delivery capabilities. On the other hand, if the current trend of declining annual overtime expenditures continues, this funding decrease may be manageable.
- The 2011 Proposed Budget continues a multi-year program of investing capital funds in renovation of the Police Administration Building. At some point, the amount invested in this facility will be sufficiently large to represent a long-term commitment by MPD and the City to keep police headquarters at this location.





# City of Milwaukee

City Hall  
200 East Wells Street  
Milwaukee, WI 53202

## Meeting Agenda FINANCE & PERSONNEL COMMITTEE

**ALD. MICHAEL J. MURPHY, CHAIR**

**Ald. Robert J. Bauman, Vice-Chair**

**Ald. Joe Dudzik, Ald. Milele A. Coggs, and Ald. Nik Kovac**

**Staff Assistant, Tobie Black, 286-2231; Fax: 286-3456,**

**[tblack@milwaukee.gov](mailto:tblack@milwaukee.gov)**

**Legislative Liaison, Jim Carroll, 286-8679,**

**[jcarro@milwaukee.gov](mailto:jcarro@milwaukee.gov)**

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Friday, October 22, 2010

9:00 AM

Room 301-B, City Hall

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### BUDGET HEARINGS

1. [100675](#) Communication from the Mayor relating to the proposed 2011 budget.

**Sponsors:** THE CHAIR

9:00 A.M.

-DPW – Administration

-DPW – Sanitation

-DPW – Forestry

-DPW – Buildings & Fleet

1:30 P.M.

-DPW – Infrastructure, Capital Improvement Overview

-DPW – Sewer Maintenance Fund

-DPW – Parking

-DPW – Water

This meeting will be webcast live at [www.milwaukee.gov/channel25](http://www.milwaukee.gov/channel25).

Members of the Common Council and its standing committees who are not members of this committee may attend this meeting to participate or to gather information. Notice is given that this meeting may constitute a meeting of the Common Council or any of its standing committees, although they will not take any formal action at this meeting.

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# DPW- ADMINISTRATIVE SERVICES

**Executive Summary: 2011 City of Milwaukee Proposed Budget**

**Hearing Date: October 22, 2010**

1. Personnel: The 2011 Proposed DPW Administrative Services Division budget provides funding for Auxiliary Driver Trainer positions. These positions were moved to Administration Division from Operations Division in 2010. This places the salary funding for these positions in the correct DPW division.
2. According to DER, there have been reductions in the number of claims (-18%), injury hours (-27%) and injury pay (30.1%) between 2008 and 2009 in DPW divisions. (page 3)
3. During 2010 DPW has continued to take steps to reduce injuries. (Pages 3 & 4)
4. At the beginning of 2009 DPW, established a department wide Transitional Duty Program. Prior to that time, only the Operations Department was utilizing a transitional duty program. (Page 4)
5. Pending the development of the Unified Call Center, all DPW Call Center positions remain in the 2011 DPW Administrative Services budget. The Call Center answered 225,267 calls in 2009 and projects answering 290,000 calls in 2009.(Pages 4 & 5)
6. The 2011 Proposed Budget includes one capital improvement item for Public Safety Communications in the Department of Public Works Administrative

Service Division totaling, \$500,000 the same amount that was budgeted in 2010. (Pages 6 & 7)

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Operating	\$ 4,706,671	\$ 4,634,569	-2%	\$ 4,847,544	4%
Capital	\$ 719,111	\$ 500,000	-30%	\$ 500,000	0%
Positions	63	66	5%	64	-3%

## **Personnel**

The 2011 Proposed Budget transfers 2 DPW Administrative Services to other DPW divisions. One Business Operations Manager position is transferred to the Infrastructure Services Division and one Accounting Assistant II position is transferred to DPW-Parking.

Also, the 2011 Proposed DPW Administrative Services Division budget provides funding for 4 Auxiliary Diver Trainer positions. These positions were moved to Administration Division from Operations Division in 2010 to allow their activities to be more closely managed by the Safety Section Supervisor. However, when these positions were moved, funding for their salaries were not moved with them. This places the salary funding for these positions in the correct DPW division.

## **Employee Safety**

The 2011 Proposed Budget continues to provide funding for one Safety Supervisor position and 3 Safety Specialist-Sir. positions. The table below provided by DER, shows the claims, injury hours and injury pay in all DPW Divisions for the years 2005 to 2009.

	2005	2006	2007	2008	2009
Claim #s	1,163	1069	1043	1075	887
Injury hours	78,056	61,191	76,407	66,359	47,008
Injury Pay	\$1,273,323	\$1,058,975	\$1,325,868	\$1,158,695	\$819,380

The table shows reductions in the number of claims (-18%), injury hours (-27%) and injury pay (30.1%) between 2008 and 2009.

During 2010, DPW indicates that it has continued to take steps to reduce injuries. For example, during 2010, DPW analyzed the 2009 injuries. There were 26 claims of injury that were the result of digging or shoveling in 2009; 19 of the 26 were classified as indemnity or medical claims. Digging and shoveling claims resulted in 767 Lost Days with a medical cost of \$220,993, for an average of 29.5 Lost Days at \$8499 per claim.

In addition to shoveling and digging injury claims, Infrastructure Repair Workers / Crew Leaders and City Laborers had 13 injury claims of either shoveling or working with asphalt. Of these 13 claims, 10 were indemnity or medical claims. These claims resulted in 82 Lost Days with a medical cost of \$27,995.

To help reduce the cost of injuries to these titles, DPW is looking to develop customized training for Infrastructure Repair Workers / Crew Leaders in 2011.

DPW is exploring to have Back Safe, Inc. conduct job analysis of work being performed by Infrastructure Repair Workers / Crew Leaders and City Laborers assigned to Street Maintenance. Customized training will be developed on how to do each task correctly in an ergonomically correct posture. Each employee will have to go through workstations and actually perform each task

with the ergonomically-correct posture. The estimated cost to train 100 employees would be \$6,000. In 2009, Infrastructure Repair Workers / Crew Leaders were responsible for \$234,239 in medical cost and 1061 lost working days.

In order to help eliminate some of the shoveling and asphalt injuries in the Streets, the DPW looked at a new piece of equipment, "the Hot Patch".

Two "Hot Patch" devices were installed in small asphalt patch trucks during May 2010.

The Hot Patch has a built-in heater that keeps the asphalt at a workable temperature. This allows a shovel to move easier through the asphalt. In addition, the Hot Patch is equipped with a low shoveling platform. This prevents the employees from digging and lifting the asphalt from a shoulder height. The shoveling platform is also a lift that can return any unused asphalt back to the truck bed. This will eliminate the employee from having to shovel excess asphalt off of the road.

The cost of installation of one Hot Patch was \$7,000. DPW will evaluate how many injuries that resulted from digging and shoveling asphalt from the two trucks that have the Hot Patch versus the trucks that do not have the Hot Patch installed. In addition, DPW is going to interview all Street Maintenance Employees who used the Hot Patch about its convenience and effectiveness.

Injuries entering and exiting City vehicles is another costly injury for the City. In 2009, there were 56 claims of injury while entering or exiting vehicles. Operations Driver Workers made up 34 of the 56 claims. 16 of the claims did not require a doctor's visit. There were an additional 24 indemnity claims and 16 medical claims. There were 907 Lost Work Days due to this injury claim, resulting in total medical expenses of \$317,471. DPW is currently

developing training for the specific work groups. The training will show proper ways to enter and exit vehicles specific to their jobs. The training is tentatively scheduled to take place this fall.

DPW also recognized an increase trend in slips, trips and falls on ice and snow. To address this trend, the DPW purchased "snow cleats" that are worn over employees' boots. The cleats were issued in October of 2009 and issued for the 2009 and 2010 snow season.

There was a significant decrease in the amount of Slips, Trips & Falls on Snow and Ice. In 2008, there were 153 incidents of Slips, Trips & Falls on Snow and Ice versus just 21 incidents in 2009.

DPW believes that the ice cleats did help reduce the number of incidents. However, in 2008 there were 106.6 inches of snow versus 49.8 inches in 2009. Even with the reduction of total incidents, Slips, Trips & Falls on Snow and Ice is one of DPW's costliest injuries.

Medical cost from injuries Slips, Trips & Falls on Snow and Ice were approximately \$232,119 in 2009. The approximate cost of the snow cleats is \$6,000.

In 2009, to address pushing, pulling and lifting injuries that are common in the Sanitation Division, DPW provided training by a physical therapist on how to properly handle carts.

This training was provided to all Sanitation employees and addressed the proper way of checking the weight of the cart and the proper way of pushing the cart. The training gave the employees real life examples of how to deal with objects that they encounter on a daily basis.

The number of injuries involving garbage carts has stayed relatively close over the last 2 years for Operation Driver Workers. The amount of lifting injuries did decrease last year among Operations Driver Workers from 59 injury claims to 31 injury claims. There was a small increase in the number of injuries with garbage carts from 60 claims in 2008 to 64 claims in 2009. However, these numbers represent a 48% decrease from the 122 cart-related injury claims in 2007.

## Transitional Duty Program

At the beginning of 2009, DPW established a department-wide Transitional Duty Program. Prior to that time, only the Operations Department was utilizing a transitional duty program.

The Transitional Duty Program was established to assist injured employees transition from injured status to full duty status. Employee participation in the Transitional Duty Program is limited to a maximum of 20 working days per calendar year in most cases. Upon documented medical need and provided unfilled transitional duty assignments are available, an employee may be eligible to extend the Transitional Duty for up to an additional 20 days. Any extension beyond the initial 20 days and the extension days shall be at the department's discretion. Employees' participation in the Transitional Duty Program may be permitted for multiple injuries in a calendar year. Placement of an employee in the Transitional Duty Program shall be determined by the nature of the employee's physical limitations and the availability of a transitional duty assignment in DPW.

A comparison of employees that have participated in the Transitional Duty program from 2009 to 2010 follows

	2009	2010
Total Employees in Program	129	95
Employees granted extensions	129	34
Average days in Program	16	22

DPW believes that the Transitional Duty program has had a positive effect on the reduction of Injury Pay and Lost Work Days. The program allows for employees that would normally not be accommodated by their department to be placed in other areas of DPW. The type of work that injured employees do varies depending on the work restrictions of the individuals. DPW makes an effort to find injured employees meaningful work while they are transitioning back to full duty.

DPW indicates that by having employees return to work sooner by participating in the Transitional Duty Program its Injury Pay expenses and Lost Work Days have decreased dramatically.

## DPW Call Center

Pending the development of the Unified Call Center, all DPW Call Center positions remain in the 2011 DPW Administrative Services Budget. The Call Center answered 225,267 calls in 2009 and projects answering 290,000 calls in 2010. In addition in 2009, the Call Center web application processed 154,518 service requests. Through August 23, 2010, the Call Center web application received over 124,500 service requests. The following table shows a percentage breakdown of the 2009 calls by DPW divisions.

Sanitation	65.0%
Forestry	12.4%
Electrical Services	5.4%
Streets	4.4%
Sewers	4.3%
Signs	1.4%
Traffic	1.3%

## CALL CENTER ENHANCEMENTS

The Call-Center has become mobile, using tablet PC's and wireless internet access to connect to the database over a secure Virtual Private Network (VPN) connection. Sanitation users can now receive new requests in the field, complete them, and mark them as resolved without returning to the district headquarters.

The Call-Center application has been integrated with the sanitation cart survey database so that the inventory of all garbage and recycling carts can automatically be maintained. As carts get added, removed, or replaced, users are prompted for details that update the other system. This makes the cart database a self-correcting system that should get more accurate over time.

In 2010, the receipt of smoking complaints was implemented with several customizations completed to accommodate requirements by the Mayor's Office.

Also in 2010, new fields, service types, reports, import routines, authentication schemes, and other functions were added due to the flooding crisis in July.

2011 plans include integrating the retrieval and resolution pieces of the Call Center application with the City's new Unified Call Center's Customer Relationship Management

(CRM) system. Further plans will not be developed pending the decision on acquisition of the CRM.

## DPW Technology Development

### City-Time

Auto Allowance adjustments are now being processed through the CityTime application. Users enter their mileage, their managers approve them, and a dollar adjustment is created. This dollar adjustment is approved by the Comptroller's office, and then pulled into PeopleSoft with the rest of the adjustment data.

A new module for entering Police Overtime was developed. Sworn police personnel are now entering their own overtime, which is authorized and approved by their supervisors. The different districts and locations are currently being phased in each pay period. By the end of 2011, all police overtime will be processed by the police themselves, not payroll clerks at the PAB.

### **DPW E-Government:**

DPW's web site has been moved from [www.mpw.net](http://www.mpw.net) to [www.milwaukee.gov/mpw](http://www.milwaukee.gov/mpw). A new site design has been implemented for all DPW's externally available web pages and services. DPW now maintains a small web server only for interactive database forms and services. All static content is on milwaukee.gov and maintained via the City's CMS system.

### **Facilities Databases and Work Management Systems**

In 2010 DPW indicates that progress was made in the development of DPW's 'ODB' (Oracle DataBase) system. All sections involved with paving and bridge construction projects are tracking their information with ODB. Planning, drafting and design, bidding, traffic, construction, inspection, assessments, and billing have all

been integrated. All sections have access to view each other's data that is relevant to them, so that they can see upcoming projects and work without having to email or call the separate sections. All their Excel spreadsheets and Access databases have been consolidated and imported into the ODB system.

ODB's Integration with Primavera is nearly complete. This integration will provide data, charts and graphs, and reports required for state billing, in the format they need it in. This data will be generated quickly for all projects at once.

DPW has several goals for 2011. The Primavera integration will be completed and a smooth easy billing process will be in place with the state. DPW will implement online bidding. DPW will also integrate with the City's Pavement Management Application (PMA) system, and hopefully the state's bidding and billing systems.

### **New Applications Developed by DPW**

#### **PCInventory:**

PCInventory is an inventory system of all computers, servers, tablets, printers, and other equipment maintained by the DPW Information Management Section. Users have access to enter or edit specific details about inventory, and all transactions are tracked. Licensing for operating systems and applications installed on computers are tracked. All IP addressing, internet access and dynamic IP address allocation activity are tracked.

All incoming work requests are tracked. These work requests can be associated with the PC inventory records, so that the workers have all the information about the computer they'll be working on. DPW's IT technicians log in and see a list of all outstanding work they need to perform. When they complete the requests, they can enter the resolution details and mark them as resolved.

### **SanCartAdmin**

DPW performed a comprehensive cart inventory in late 2009. All the data has been compiled into a database so Sanitation can assess the age and condition of its cart inventory of over 400,000 garbage and recycling carts. The SanCart application allows them to search, edit data, and run reports. This data is currently being used to optimize sanitation collection routes, which is being coordinated by sanitation, GIS, and an outside vendor.

### **Voicemail**

In 2010, DPW made a significant effort to replace all voicemail servers and software. The old servers were 7 years old and out of warranty, and the software was a beta version from 2003. DPW is are now running brand new hardware and a current production version of the open-source Asterisk PBX software on Linux operating systems for less than 10% of the cost of Avaya's vendor solution. Many large enhancements and optimizations have been implemented in the new system. DPW's open-source system has no limitations or licensing issues, and can be expanded indefinitely for only the cost of the hardware. 2011 goals include faxing to email and interactive automatic call distribution (ACD) holding queues that can tell a person how long his or her wait is estimated to be.

### **Capital**

The 2011 Proposed 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 locations are used as hubs to connect other City sites. The 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 such as AT&T, Time Warner, Telecom, Qwest 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 its "Gigaman" circuits depending on distance. Based on this value of the "gigabit" circuits, DPW estimates the value of the circuits it provides is about \$450,000 per month.

## **Revenues**

The table below shows DPW-Administrative Services' actual revenues for 2009 and the estimated amounts for 2010 and 2011.

	2009	2010	2011
Revenues	\$3,280,162	\$3,298,400	\$2,968,400

## **Issues to Consider**

- The number of DPW employee injuries decreased between 2008 and 2009. The trend needs to be continued to be monitored in future years to ensure that the reduction in the number of injuries continues.
- The Comptroller's Audit of IT Disaster Recovery Plans recommended DPW backup media should be stored off-site.
- In recent years, DPW's IT section has provided a number of enhancements to DPW's Call Center. When the Unified Call Center is created, the impact of its creation on DPW's IT staff's workload should be determined.

Prepared by: James Carroll 286-8679  
 LRB-Research & Analysis Section  
 October 17, 2010



# DPW-SANITATION SECTION

RESEARCH AND ANALYSIS SECTION

LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2011 City of Milwaukee Proposed Budget

Hearing Date: October 22, 2010

1. Inside the Cart: The Administration has proposed that beginning February 26, 2011, the Department of Public Works (DPW) will no longer collect waste items that are not inside a garbage cart, unless the waste items bears bulky permit sticker.  
(Pages 2 & 3)
2. Extra Cart Charge: The Administration is proposing that in 2011, dwelling units requiring extra garbage carts be charged a new \$5 per cart, per quarter charge (\$20 annually), for dwelling units with more than 1 cart per unit. The charge would be included on the Municipal Services Bill. (Page 3)
3. Weekend Box Program: The 2011 Proposed Budget includes \$80,000 in O & M funding for the Weekend Box Program, the same amount that was provided in 2010 through an amendment to the 2010 Proposed Budget. (Page 3)
4. Self-Help Centers: Under the 2011 Proposed Budget, the City's Self-Help Centers will continue to be closed on Wednesdays. (Pages 4 & 5)
5. Recycling: The Department of Public Works does not plan any changes to its residential recycling operations in 2011. DPW indicates that the 3-week recycling program, initiated through a Common Council amendment to the 2010 Proposed Budget, has been very popular, and that since the implementation of the 3-week recycling program in April through the end of September, recycling tonnage collected is up 6% over those same 6 months of 2009. (Page 4)
6. Sanitation Inspectors: The Proposed 2011 Budget will continue funding the Sanitation Inspector positions at the 2010 level (\$261,000), which will only pay for 8 Sanitation Inspectors (not 12 as authorized). (Page 5)
7. Carts: The 2011 Proposed Budget includes \$936,060 to purchase 17,400 garbage and recycling carts, a reduction of 600 carts from 2010. This proposed reduction is being made in anticipation of carts returned to DPW due to the extra garbage cart fee. (Page 5)
8. Solid Waste Charge: The Administration has proposed a \$3.53 decrease in the Solid Waste Charge to \$166.64 per year. However, since the implementation of the extra cart charge been delayed until at least the 2nd quarter of 2011 because the Water Works is in the process of upgrading its billing system, the Budget Office will recommend increasing the base solid waste charge so the total revenue stays as it is currently estimated in the budget. (Page 6)
9. Snow and Ice Control Charge: The 2011 Proposed Budget includes a revenue estimate that assumes Common Council adoption of a resolution establishing a Snow and Ice Control Charge at \$0.6917 per foot of property frontage, the same as 2010. (Page 6)

# DPW-SANITATION SECTION

RESEARCH AND ANALYSIS SECTION

LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2011 City of Milwaukee Proposed Budget

Hearing Date: October 22, 2010

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Operating	\$ 35,881,048	\$ 35,379,323	-1%	\$ 35,498,711	0%
Capital	\$ 1,000,073	\$ -	-100%	\$ 250,000	0%
Positions	539	535	-1%	535	0%

## OPERATIONAL ISSUES

### Inside the Cart

The State of Wisconsin's 2010-11 Budget included a \$7.10 per ton increase in tipping fees to \$13.00 per ton, which resulted in a \$2.0 million increase in City of Milwaukee tipping fees. With the State fees and the contracted rate, the total landfill tipping fee is currently \$36.31 per ton. In 2011, DPW estimates the tipping fees will increase to \$37.88 reflecting a cost-of-living increase. DPW anticipates tipping fees will continue to increase in the future. To mitigate the impact of the increasing tipping fees, DPW is proposing transitioning to a pay-as-you-throw solid waste collection system, with Phase 1 being implemented in 2011. Phase 1 of the pay-as-you-throw system proposal being implemented in 2011 will include requiring items placed out for collection to be placed inside the garbage cart, unless the items bear a bulky waste item sticker/extra item and implementing a new extra garbage cart charge.

The Administration has proposed that beginning February 26, 2011, the Department of Public Works (DPW) will no longer collect waste items that are not inside a garbage cart, unless the waste items bears a bulky permit sticker. DPW estimates the savings from this proposal will be a

reduction of 10,000 tons of solid waste, valued at \$373,800. Additionally, there is a reduction of 2 Operations Driver Worker positions, in Fleet Operations, that can be attributed to nothing outside the cart, resulting in a savings of \$95,224 in salaries and \$45,708 in fringe benefits.

This proposal limits the total amount of bulky waste items, bearing bulky waste stickers, collected by the department at a dwelling unit to be no more than 2 cubic yards per collection and requires items bearing bulky item stickers to be placed at the alley or curb line for collection throughout the year. Also, smaller items must be contained in a bag or box.

The department indicates that the Commissioner would consider waiving the proposal's requirements if the department falls behind on solid waste collections due to plowing operations, holidays, or emergencies such as floods. As in past years, DPW will continue to collect all items not placed in a garbage cart without charge during the Clean and Green program collection period.

Under this proposal, DPW will sell bulky item permit stickers at a fee of \$1 per sticker for the collection of one item. DPW anticipates selling the stickers at City facilities

open to the public that are set up to sell items, including the 7 district police stations, the 13 neighborhood libraries, the 2 Violation centers, and the 2 Sanitation Self-Help Centers. The department is also considering selling the bulky waste item stickers at major grocery and/or pharmacy chains. It is important to note that the locations, including City libraries and police stations, where the permits will be sold have not been finalized at this time.

Regarding enforcement of this proposal, DPW will initially give residents warnings that items not in a cart must have a sticker. Items that remain outside the cart the following week will be scheduled for a collection at a charge of \$50. In addition, the Department of Neighborhood of Services will continue to issue orders for piles of solid waste that are deemed a nuisance.

Many other cities have regulations relating to items placed outside the garbage cart. Cities that require the purchase of stickers for the collection of items placed outside of the cart include Kansas City, MO (\$1 per bag), Boise, Idaho (\$1 per bag). Seattle does not require a sticker, but it does charge a \$7.60 for each extra bag.

As an alternative to charging for each item placed outside the cart, certain cities collect nothing placed outside the cart during regular collections, but periodically have regularly scheduled bulky collections. For example, Indianapolis does not collect items placed outside the cart, on a weekly basis, but collects up to 2 bulky items once per month at no charge and St. Louis collects up to 3 bulky items once per month.

### **Extra Cart Charge**

The administration is proposing that in 2011, dwelling units requiring extra garbage carts be charged a new \$5 per cart, per quarter charge (\$20 annually), for dwelling units with more than one cart per unit. The charge would be included on the Municipal Services Charge. In 2011,

the City will continue to provide extra recycling carts at no charge.

DPW conducted a cart survey to identify dwelling units with more than one garbage cart. If this proposal is adopted, DPW intends to notify affected property owners by sending notices out in mid-November for residents to request a return of carts by the end of the year. In the notice, residents who do not want to retain the extra cart would be directed to contact the Call Center to request that additional garbage cart(s) be removed. The completed call center entry would update the cart database so DPW's records would be accurate. Sanitation staff would retrieve carts based on requests in the Call Center.

Based on the cart survey, the Budget Office estimates approximately 42,000 households have more than one garbage cart. Assuming 20% of the households with an extra cart will return the extra carts, the Budget Office estimates the \$20 annual charge annually generates \$670,000 in revenue. The Comptroller's Office has not recognized this revenue.

The Administration had proposed the Extra Cart Charge would be implemented on January 1, 2011. However, the implementation of the charge has been delayed until at least the 2nd quarter of 2011 because the Water Works is in the process of upgrading its billing system and will not be able to modify the Municipal Service Bill to include the extra cart until that time. DPW indicates the charge can be backed billed and added to the second quarter Municipal Services Bill.

### **Weekend Box Program**

Under the Weekend Box Program, DPW provides large roll-off dumpsters (boxes) for weekend neighborhood cleanups. The 2011 Proposed Budget includes \$80,000 in

O & M funding for the Weekend Box Program, the same amount that was provided in 2010 through an amendment to the 2010 Proposed Budget.

The table below shows the number of boxes provided and the tons collected from 2000 through 2009.

Weekend Box Program		
Years	Boxes Provided	Tons Collected
2001	1,910	4,435
2002	1,522	3,722
2003	1,600	5,200
2004	1,620	6,980
2005	1,400	4,390
2006	1,511	3,800
2007	1,162	3,000
2008	698	3,080
2009	484	1,326
2010	401	629

## Self-Help Centers

Under the 2011 Proposed Budget, the City's Self-Help Centers will continue to be closed on Wednesdays. DPW estimates that approximately \$60,000 in O & M funding would be required to have the centers open in 2011.

In 2011, the Self-Help Centers will be open the same number of total hours as in 2011. However, DPW is considering adjusting the center's opening and closing times at periods of high demand.

The administration had proposed increasing the charge for depositing construction waste at City Self Help centers from \$15 to \$20 per load (File #100690, an ordinance amending various fees). However, since the 2011 Proposed Budget was introduced, the Administration has reconsidered and intends to have the item deleted from the proposed ordinance.

DPW had requested \$530,000 in 2011 capital funding for scales to weigh construction debris. At this time, the idea of scales for the 2 Self Help Centers has been placed on

hold and the request was deleted from the budget. First, the Industrial Road site may be purchased by Direct Supply, so it is not fiscally prudent to install scales at that location until the future of the site is known. Second, in pricing out the scales, DPW found that it does not seem that the additional revenue brought in by the scales would offset the costs of installation and maintenance. However, DPW will continue to monitor the situation and if it makes fiscal sense to install scales in the future, the request for the scales will be made.

## Recycling

The Department of Public Works does not plan any changes to its residential recycling operations in 2011. DPW currently has 31 cart routes and 3 weekly bin routes servicing approximately 190,000 residences. The department annually collects approximately 25,000 tons of curbside recyclables, 30,000 tons of yard trimmings and 4,000 tons of other recyclable items collected at self-help stations.

DPW indicates that the 3-week recycling program, initiated through a Common Council amendment to the 2010 Proposed Budget, has been very popular and has driven down customer service calls. Additionally, from the implementation of the 3-week recycling program in April through the end of September, recycling tonnage collected is up 6% over those same 6 months of 2009. On a pounds per-household basis, the recycling increase is 9.4% over the same period. Also, the Comptroller's Office 2011 recycling contract revenue estimate increases by \$12,000 in 2010 to \$750,000.

The City of Milwaukee began providing curbside recycling to City residents in 1989. The tons of materials collected by the City for recycling increased each year until it peaked in 1997 at 33,112 tons. In the following years, the recycling tonnage steadily declined each year, decreasing over that time period by 33% to 22,174 tons in 2009.

Field sampling conducted from July to September of 2010 indicates a 67% setout rate in the citywide cart setout program and a less than 10% setout rate in the weekly bin (small blue box) program. There are also City residents who are self-recyclers who take recyclable items to area recycling centers.

DPW estimates the state basic recycling grant will provide \$3,461,000 in 2011 for the City's household recycling program. The City's total grant-eligible recycling and yard waste cost is \$10,982,800, with the State basic recycling grant reducing the City's share to \$7,521,800.

DPW is currently studying 2 options for implementing a single-stream recycling program in Milwaukee, a recommendation of the Recycling Task Force. One option involves transferring recyclables at a private recyclables processing facility, and the other option is to maintain public ownership of processing equipment by collaborating with Waukesha County and installing new equipment in the City's current facility.

## **Snow and Ice Control**

DPW intends to make no major changes to its 2011 snow and ice control operations. The Administration has proposed that snow and ice control operations be funded at the level of the revenue generated by the Snow and Ice Control Charge. For 2011 that revenue is estimated to be \$6.5 million.

## **PERSONNEL**

### **Vacancies**

Currently, the Sanitation Section has 3 Sanitation Inspector positions vacant. The Finance and Personnel Committee authorized to filling the positions on June 30,

2010. DPW is currently waiting for DER establish an eligible list from applications currently being taken.

### **Sanitation Inspectors**

An amendment to the 2010 Proposed Budget restored one Sanitation Area position and offset the costs of the restoration by reducing funding for the Sanitation Inspector positions, which resulted in 3 Sanitation Inspector positions being held vacant for 6 months. The proposed 2011 funding will continue funding the Sanitation Inspector positions at the 2010 level (\$261,000), which will only pay for 8 Sanitation Inspectors (not 12 as authorized). According to DPW, operationally, this is a 33% reduction in Sanitation Inspectors, which results in a reduction of code enforcement and reduced revenue from the enforcement.

### **Personnel Cost Adjustment**

An increase to a 3% Personnel Cost Adjustment was made to all DPW sections to meet budget allocation. The impact may be a shortfall in Operation Driver Worker salaries, but DPW indicates it will manage the impact as best it can. However, an increase in the Personnel Cost Adjustment may impact Sanitation Section operations. For example, in 2010 the increase personnel cost adjustment resulted in a reduction in street sweeping activities during the summer.

## **REPLACEMENT EQUIPMENT**

### **Carts**

The 2011 Proposed Budget includes \$936,060 to purchase 17,400 garbage and recycling carts, a reduction of 600 from 2010. This proposed reduction is being made in anticipation of carts returned to DPW due to the extra garbage cart fee. However, DPW anticipates that not all of the extra garbage carts returned will be reusable to the public due to damage.

In 2009, there were 8,861 garbage carts and 7,338 recycling carts placed for a total of 16,199 carts placed. In 2010 YTD, there were 13,201 carts placed. Based on city-wide data, the table below, provided to the LRB in 2008 shows the reason why carts are replaced.

Reason	Percentage
Missing/Stolen	52%
Worn Out	33%
Additional	10%
Broken/Burnt	3%
New Start	2%

At the current pace for 2010, DPW anticipates it will be completely out of carts by the end of year. DPW has not determined whether or not a Contingent Fund appropriation will be necessary to fund additional carts.

## Litter Cans

The 2011 Proposed Budget provides \$45,000 for replacement litter cans, the same amount as 2010. DPW currently services approximately 1,200 litter cans throughout the City and loses around 200 cans per year to damage, vandalism or normal wear and tear. The funding provided is for an unspecified number of containers due to the cost difference based on container type. The green metal cans most prominent across the City cost \$275 each. The plastic "litter cart" container costs \$165 each. These containers are more durable and functional than the green metal ones and are preferred by the department.

## REVENUE

### Solid Waste Charge

The 2011 Proposed Budget includes a revenue estimate for the Solid Waste Charge of \$32.2 million, the same as 2010. It is important to note that the estimate that the estimate is based on the 2010 Charge of \$170.17 per year, per dwelling unit. The Administration has proposed a

\$3.53 decrease in the Solid Waste Charge to \$166.64 per year, and a new \$20 per cart, per year charge, for dwelling units with more than one cart per unit. The Budget Office's estimated revenue for the reduced charge is approximately \$566,000 less than the \$32.2 million estimate in the Proposed Budget. The Budget Office had estimates the proposed \$20 extra cart fee would offset this revenue reduction by generating approximately \$566,000.

Since the Common Council has not acted on the proposed charge reduction and extra garbage cart charge, the Comptroller's estimate reflects the existing 2010 Solid Waste Charge. Based on Common Council action, the Comptroller will review the 2011 Solid Waste Charge revenue to determine if an adjustment to the current revenue estimate is necessary.

In addition to adjusting the Solid Waste Charge amount, the Administration is proposing an ordinance change to allow the Solid Waste Charge to be adjusted, with Common Council approval, once per year on the basis of cost recovery experience or to ensure total charges are allocated equitably. This ordinance will allow the City to recover solid waste related costs that increase during the year, such as state increases in tipping fees.

### Snow and Ice Control Charge

The 2011 proposed budget includes a revenue estimate that assumes Common Council adoption of a resolution establishing a Snow and Ice Control Charge at \$0.6917 per foot of property frontage, the same as 2010. It is estimated the 2011 charge will generate the same amount of revenue as in 2010, \$6.5 million. The impact of the charge on the owner of a property with 40 feet of frontage is approximately \$27.67.

## Multi-unit Apartment Collection

Since 2002, the City has charged those multifamily dwellings of 5 units or more, who opt for City solid waste collection, rates based on the recovery of City costs. There are approximately 2,660 residential buildings in the City of Milwaukee with 5 units or more. The City provides solid waste collection to approximately 42% of these buildings. In 2011, the multi-unit apartment collections will generate an estimated \$1,540,000 a decrease of \$17,000 from 2010. Between the end of August 2009 and September 2010, the DPW provided this service to 78 fewer properties and provided 155 fewer containers.

## CAPITAL

### Sanitation Headquarters Modification

The 2011 Proposed Budget contains one capital improvement item for DPW – Sanitation. The Sanitation Headquarters Modification received \$250,000 in funding. No funds have been budgeted for this program since 2007. The 2011 funding will be used to make some repairs to the building at the 35 & Hayes yard including a new roof and 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 the capital carryover funds on the following four projects: in carryover borrowing authority remains.

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.

### **Capital Requests: Not Funded**

DPW submitted a request for the renovation of the former Water Works Facility at S 37<sup>th</sup> St & W Lincoln Ave (\$2.8 million) This project would consolidate the Forestry yard at 21<sup>st</sup> & Holt and a the Sanitation yard at 35<sup>th</sup> & Hayes at the 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.

As previously mentioned, the request for funding for the self help scales at both self help stations was also eliminated from the proposed budget.

### Issues to Consider

1. Outside of the budget process, the Common Council could request DPW to provide the Council with its full plan for implementing a pay-as-you-throw solid waste collection system. Subsequently, based on DPW's plan, the Council could act on a resolution authorizing DPW to proceed with the implementation of the proposal. This 2 step process would provide the Council with more complete information about the plan and would provide DPW with guidance regarding implementation of the plan.

2. In 2010, the Self-Help-Centers were closed on Wednesdays, which resulted in many citizen complaints. Under the 2011 Proposed Budget, the Self-Help Centers will remain closed on Wednesdays. The Common Council could provide funding to keep the self-help centers open, which DPW estimates to be \$60,000.
3. DPW and Comptroller's Office could be directed to determine whether or not additional Sanitation Inspectors positions can be filled by having the additional Inspectors' costs offset through the additional revenue generated by the orders they write.

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LRB-Research & Analysis Section  
October 18 2010



# DEPT. PUBLIC WORKS - FORESTRY

## RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

EXECUTIVE SUMMARY: 2011 PROPOSED BUDGET

HEARING DATE: OCTOBER 22, 2010

1. **Expenditures:** The total 2011 Proposed Budget for DPW-Forestry changes very little from the 2010 Budget. The 2011 Proposed Budget is \$11,547,552, a decrease of \$92,126 (-0.8%) from \$11,639,678 in the 2010 Budget.
2. **Personnel:** Personnel costs decrease by \$146,626, or -1.5%, in the 2011 Proposed Budget. Net salaries and wages decrease \$429,907, or -6.1%, and fringe benefits increase by \$283,281 (9.9%). The total number of positions decreases by 16 from 255 in 2010 to 239 in 2011. This represents a decrease in FTEs of 23.24. This decrease is primarily due to the end of the Sustainable Boulevards capital project and a shift in staffing to Milwaukee Water Works for the installation of automatic meter readers.
3. **Pruning Cycle:** Currently pruning is at a 6-year cycle. With the anticipated permanent shift of 10 Urban Forestry Specialists to the Automated Meter Reading (AMR) program, the cycle is expected to be extended to a 7-year cycle in 2011.
4. **Grant Funding:** The Forestry Section anticipates a total of \$308,177 in grant funding from CDBG. Of this amount, \$200,000 will be allocated for vacant lot maintenance. The Diversity in Urban Forestry program will receive \$108,177. The Forestry Section has partnered with others to develop the grant-funded Diversity in Urban Forestry program to recruit, train and place up to 30 participants in Urban Forestry careers. The program mirrors the Urban Forestry Specialists training program. The first group has completed its training and approximately half of the 16 trained have been placed in jobs in large companies in the private sector. Placing the remaining trainees has proven to be a challenge due to their criminal and driving histories. Therefore, the remaining placements will be attempted at smaller companies and enhanced screening will be used in selecting the second group of trainees for 2011.
5. **Capital Projects:** The 2011 Proposed 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. 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.

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Personnel	\$12,534,178	\$9,862,678	-21.3%	\$9,716,052	-1.5%
Operating	\$700,272	\$843,000	20.4%	\$852,000	1.1%
Equipment	\$204,739	\$134,000	-34.6%	\$179,500	34%
Special Funds	\$640,869	\$800,000	24.8%	\$800,000	0%
<b>TOTAL</b>	<b>\$14,080,058</b>	<b>\$11,639,678</b>	<b>-17.3%</b>	<b>\$11,547,552</b>	<b>-0.8%</b>
Capital	\$2,957,687	\$3,721,004	25.8%	\$2,637,500	-29.1%
Positions	267	255	-4.5%	239	-6.3%
FTEs: O&M	163.7	141.08	-13.8%	123.48	-12.5%
FTEs: Non-O&M	24	34.50	43.8%	28.86	-16.3%

The Forestry Section, which is part of the Department of Public Works' Operations Division, has 2 primary functions. The first is maintaining a healthy City tree inventory, namely, the "urban forest" of 193,000 City street trees. This includes growing trees at the City nursery, planting, pruning and maintaining trees, removing hazardous and damaged trees and combating tree diseases and pests. The second function of the Forestry Section is to carry out the Boulevard Beautification Program. This includes mowing medians, designing and maintaining flower beds, and repairing irrigation systems for the City's 120 miles of boulevards.

## **2011 Proposed Budget**

The total 2011 Proposed Budget for DPW-Forestry changes very little from the 2010 Budget. The 2011 Proposed Budget is \$11,547,552, a decrease of \$92,126 (-0.8%) from \$11,639,678 in the 2010 Budget.

## **Personnel Expenditures**

Personnel costs decrease by \$146,626, or -1.5%, in the 2011 Proposed Budget. Net salaries and wages

decrease \$429,907, or -6.1%, and fringe benefits increase by \$283,281 (9.9%). The total number of positions decreases by 16 from 255 in 2010 to 239 in 2011. This represents a decrease in FTEs of 23.24. This decrease is primarily due to the end of the Sustainable Boulevards capital project and a shift in staffing to Milwaukee Water Works for the installation of automatic meter readers.

## **Operating Expenditures**

Operating expenditures in the 2011 Proposed Budget are \$852,000, up \$9,000 (1.1%) from the 2010 Budget amount of \$843,000.

## **Equipment Expenditures**

The 2011 Proposed Budget includes a total of \$179,500 for equipment. This is a \$45,500 (34%) increase from the amount budgeted for 2010. All expenditures are for replacement equipment. Included are 2 mowers, 3 work trailers, 4 computer stations, one utility vehicle and one high pressure sprayer.

## Special Funds

DPW-Forestry has one special fund for vacant lot maintenance. There is \$800,000 in this fund for 2011, as there was in 2010. This Vacant Lot Maintenance fund is used for the maintenance of City-owned lots, primarily for mowing and snow removal. In 2008, DPW assumed these responsibilities, and the special fund, from the Department of Neighborhood Services.

## Grant Funding

The Forestry Section anticipates grant funding of \$308,177 from CDBG in 2011, the same as in 2010. Of this amount, \$200,000 is allocated for vacant lot maintenance (in addition to the allocation to a special fund for this purpose). The Diversity in Urban Forestry program will receive \$108,177 to offset salaries related to the program.

The Diversity in Urban Forestry program will be in the second year of a 2-year program. The Forestry Section has partnered with others to develop the grant-funded program to recruit, train and place up to 30 participants in Urban Forestry careers. The program mirrors the Urban Forestry Specialists training program. Participants develop skills, knowledge, and abilities related to climbing, rigging, tree identification, tree assessment and maintenance, production pruning, electrical hazard awareness, tree removal, chain saw, chipper, lift truck use and safety, and emergency first aid, including aerial rescue. The first group has completed its training and approximately half of the 16 trained have been placed in jobs in large companies in the private sector. Placing the remaining trainees has proven to be a challenge due to their criminal and driving histories. Therefore, the remaining placements will

be attempted at smaller companies and enhanced screening will be used in selecting the second group of trainees for 2011.

## Revenues

The Forestry Section projects that it will receive \$178,300 in revenues in 2011, a \$1,200 increase over revenues budgeted for 2010. Revenues are generated through the sale of plant materials from the nursery, charges for removal and replacement of damaged and hazardous trees, and administrative fees for encroachments.

## Tree Service

The City maintains a street tree inventory of 193,000 trees. The Forestry Section loses approximately 2% (3,500 trees) of the tree population annually to mortality and disease, and also plants a similar number of trees annually. The total number of trees in the City's inventory remains fairly constant from year to year. Twenty percent of the City's 193,000 street trees (39,000 trees) were scheduled to be pruned annually, a 5-year pruning cycle. However, record snowfall in 2007/08 created an unprecedented tree backlog that has carried over such that currently pruning is at a 6-year cycle. With the anticipated permanent shift of 10 Urban Forestry Specialists to the Automated Meter Reading (AMR) program, the cycle is expected to be extended to a 7-year cycle in 2011. The AMR program is a program of the Milwaukee Water Works that replaces old manually-read water meters with new automated meters and replaces batteries in aging automated meters.

## **Capital Projects**

The 2011 Proposed 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 & Production program and the end of funding for the Sustainable Boulevard Program accounts 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. The total 6-year capital request is \$4,210,000.

### **Tree Planting and 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 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. The total 6-year request was \$12,687,500. The average funding for this program 2007 through 2011 was more than double the average funding from 2000 through 2006. The total 6-year capital request is \$12,687,500.

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

Emerald Ash Borer has been confirmed in Milwaukee County and therefore is assumed to also be 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.

### **Sustainable Boulevard Program - \$0**

This was a 3-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 use 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 compensation claims.

## **Issues to Consider**

1. The pruning cycle is projected to increase from a 5-year cycle to a 7-year cycle. The need to maintain a shorter cycle needs to be considered.
2. The requested budget for Tree Planting and Production included funding for 2,450 new trees that were planned as part of the Sustainable Boulevards project. Funding for 2011 will cover the costs associated with the replacement of existing trees. The loss of

new trees for the boulevard project needs to be addressed.

3. The budget for state/federal-aided paving has increased by 277% from its 2010 level. Although this level of funding 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.

**Executive Summary: 2011 City of Milwaukee Proposed Budget**

**Hearing Date: October 22, 2010**

1. Fleet Services has been awarded grants that will provide marginal funding for up to 61 vehicles that could be purchased as either hybrids or alternative-fueled vehicles. Of these, 38 heavy duty trucks would likely be equipped with compressed natural gas (CNG) engines, and the remaining 23 units could be hybrid electric vehicles. In addition, all diesel-powered equipment units that are purchased will be using biodiesel, which is classified as an alternative fuel.
2. Fleet Operations has had challenges meeting the salary budget in 2010 due to attrition rates below what was anticipated. In the 2011 Proposed Budget, the PCA is increased to 3% of all Fleet Operations salaries. Shortfalls in the Fleet Salaries accounts are anticipated if predicted attrition does not take place.
3. A total of 105 pieces of new equipment have been received and placed in service, while 114 vehicles and pieces of equipment were sold off or disposed of by Fleet Services as of October 7, 2010, for a net decrease of nine pieces. These included units owned by DPW divisions and the Milwaukee Police Department. The net proceeds to this point are as follows:
  - DPW units: \$65,901.41
  - MPD units: \$45,122.03
  - Total: \$111,023.44
4. The Major Capital Equipment 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 6-year capital request is \$77,674,915.

Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Total Expenditures	\$28,170,730	\$23,514,609	-16.5%	\$24,795,867	+5.4%
Positions	817	674	-17.5%	673	-0.1%
FTE's (all)	232.8	210.17	-9.7%	198.92	-5.4%

**Personnel:** The 2011 Proposed Budget includes 673 authorized positions for the DPW Operations Administration, Fleet Services and Fleet Operations / Dispatch sections. This is a proposed reduction of one position from the previous year for these three sections.

Fleet Operations has had challenges meeting the salary budget in 2010 due to attrition rates below what was anticipated. In the 2011 Proposed Budget, the PCA is increased to 3% of all Fleet Operations salaries. Shortfalls in the Fleet Salaries accounts are anticipated if predicted attrition does not take place.

The Environmental Policy Analyst, previously under the Environmental Services Section and in the Forestry budget, has been moved to the Operations Administration Section to reflect duties that include work for all of the Operations Section rather than solely the Forestry Section.

**Sales of Surplus Fleet Vehicles:** A total of 105 pieces of new equipment have been received and placed in service, while 114 vehicles and pieces of equipment were sold off or disposed of by Fleet Services as of October 7, 2010, for a net decrease of 9 pieces. These included units owned by DPW divisions and the Police Department. The net proceeds to this point are as follows:

DPW units: \$65,901.41

MPD units: \$45,122.03

Total: \$111,023.44

As new equipment is placed in service, used equipment is retired from service and sold as surplus. This equipment is sold at about 15 various sales each year, including auctions and on-line bids. Additionally, 28 pieces of equipment are awaiting sale at auction or pending on-line sales. Occasionally, surplus equipment may be held and used longer. An example of this would be keeping a replaced truck during colder months for use during snow and ice operations since more frequent breakdowns occur during this type of severe service. In addition, warmer months have proven to be the most favorable time to sell used equipment. Fleet Services will continue to monitor use of equipment, identifying potential fleet reductions, and selling off replaced units as soon as practical.

**Hybrid or Alternative Fueled Vehicles:** Fleet Services has been awarded grants that will provide marginal funding for up to 61 vehicles that could be purchased as either hybrids or alternative fueled vehicles. Of these, 38 heavy duty trucks would likely be equipped with compressed natural gas (CNG) engines, and the remaining 23 units could be hybrid electric vehicles. In addition, all diesel-powered equipment units that are purchased will be using biodiesel, which is classified as an alternative fuel.

DPW began using hybrid vehicles in late 2007 with 11 small SUV-type utility trucks (Ford Escape) in certain work situations. Five additional hybrid SUVs and cars were purchased in late 2009. Two heavy duty diesel-electric hybrid aerial trucks were also added to the fleet.

Even though many of the hybrid cars and trucks have been on the road for well less than a year, Fleet Operations has already computed a fuel savings of \$17,630. Non-hybrid cars have an average operating cost of \$0.1171 per mile, while the hybrids are costing \$0.0679 – a difference of about one-half cent per mile. The real difference is the fuel economy. Where regular cars in the fleet may average 16-18 MPG, the hybrid cars are averaging 36-42 mpg. The SUVs also show a significant improvement in fuel economy, from 11-13 MPG with a regular SUV to 23-30 MPG with the hybrids.

Outside of grant-assisted purchases, the switch to new technology must be evaluated on a case-by-case basis, as each hybrid option and alternative fuel has different costs and paybacks. Purchase decisions are based on factors such as available funding, anticipated mileage, applicable grants, fuel efficiency and marginal cost payback and value to the environment in terms of reduced pollution. However, with fuel prices constantly changing, it makes evaluation a moving target. A vehicle purchase that makes sense when gasoline is selling for \$4 a gallon may not make sense when gasoline is selling for \$2.50 a gallon.

**Grants:** Fleet received three grants in 2010 which will affect vehicles and equipment to be purchased and delivered in 2011. These grants include:

- WDNR Grant: \$100,000 awarded for the marginal cost replacement of two existing City trucks, with one hybrid aerial truck and one clean diesel vacuum/catch basin cleaner truck. City share: \$323,186 total. Duration unknown as of yet.
- CMAQ Grant: \$4,335,000 awarded for the following projects, for which the duration is not yet known:
  - \$1,800,000 for the construction of one CNG refueling station, fully funded.
  - \$1,200,000 (\$60,000 each) for the marginal cost of 20 CNG refuse packer trucks (City share: \$4,120,000).
  - \$1,195,000 (\$27,159.09 each) for the retrofit of 44 existing trucks with new cleaner diesel engines. City share would be the remainder of the engine replacement costs, if any.
  - \$60,000 (\$638.30 each) to retrofit up to 94 existing trucks with diesel oxidation catalyst (DOC) mufflers.
  - \$40,000 for the marginal cost of biodiesel fuel for blending with petroleum diesel fuel.
  - \$40,000 for training in ECO-Driving techniques for City drivers, required for the Local Government Insurance Fund. The Insurance Fund was budgeted at \$220,504 in 2010, with the 2011 increase representing a return to historic levels after a one-year relief in payments due to state legislation that authorized distribution of surplus funds from the Wisconsin Local Government Property Insurance Fund.
- US DOE/ARRA Grant: \$4,842,060 awarded for the following projects, all of which must be completed by end of 2011:
  - \$3,600,000 for the construction of two CNG refueling stations, fully funded.
  - \$1,198,060 (\$59,903 each) for the marginal cost of 20 CNG refuse packer trucks. City share: \$4,132,980 (\$206,649 each).
  - \$44,000 (\$2,000 each) for the marginal cost of 22 light duty hybrid or electric vehicles.

## Capital Projects

Major Capital Equipment - \$5,550,000: 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.

Description - Units Planned for Replacement
Backhoe/Loader
Sweeper
Sweeper
End Loader/Wheel Loader
Aerial, 36 ft Step Van Body
Dump Truck, 2-Yard w/Compressor
Dump Truck, 5-Yard
Dump Truck, 5-Yard
Dump Truck, 5-Yard w/Underbody Plow
Dump Truck, 5-Yard w/Underbody Plow
Dump Truck, 5-Yard w/Underbody Plow
Dump Truck, 5-Yard w/Underbody Plow
Packer, 20-Yard Container
Packer, 25-Yard Rearload w/Cart Lifters
Packer, 25-Yard Rearload w/Cart Lifters
Packer, 25-Yard Rearload w/Cart Lifters
Packer, 25-Yard Rearload w/Cart Lifters
Packer, 25-Yard Rearload w/Cart Lifters
Packer, 25-Yard Rearload w/Cart Lifters and Container Lift Arm
Packer, 25-Yard Recycling
Packer, 25-Yard Recycling
Packer, 25-Yard Recycling
Packer, 25-Yard Recycling
Packer, 31-Yard Front Loading Container
Pickup, Utility Body
Pickup, Utility Body
Pickup, Utility Body
Truck, Multi-Function, Compressor, Salter, Plow
Truck, Multi-Function, Compressor, Salter, Plow
Roll-Off Truck
Roll-Off Truck
Step Van
Step Van

## Issues to Consider

- o Council File Number 090279, relating to purchasing vehicles made in the U.S., has had some effect on Fleet Operation's efforts to purchase hybrid/alternative energy vehicles. Fleet utilizes DOA-Procurement Services Section for the purchase of all vehicles and equipment, and adheres to the conditions in the resolution. The purchase of light-duty hybrid vehicles, such as cars and small trucks, is limited at this time to one specific make and model small truck, which complies with the ordinance's definition of vehicles made in the U.S. However, hybrid vehicles that do not comply with the U.S.-made definition are available on cooperative purchases such as the State of Wisconsin vehicle bid, and the resolution allows them to be purchased due to the large discounts afforded to the City through these cooperative bids. There are ample choices available for U.S. made larger hybrid and alternative fueled vehicles, such as CNG trucks and hybrid/electric utility trucks.
- o Fleet Operations has had challenges meeting the salary budget in 2010 due to attrition rates below what was anticipated, combined with the no-layoff clause associated with the DC 48 contract. Shortfalls in the Fleet Operations Salaries accounts are anticipated if predicted attrition does not take place.

# SEWER MAINTENANCE FUND

RESEARCH AND ANALYSIS SECTION – LEGISLATIVE REFERENCE BUREAU

Executive Summary: 2011 City of Milwaukee Proposed Budget

Hearing Date: October 22, 2010

1. **Total Expenditures and Personnel Charges:** The 2011 Proposed Budget for the Sewer Maintenance Fund provides \$48,486,500 for total expenditures, a decrease of \$1,387,334 (-2.78%) from the 2010 Budget. **(Pages 2 and 3)**

The 2011 Proposed Budget includes 164 authorized positions in the Sewer Maintenance Fund, the same as in the 2010 Budget. One position of Engineering Drafting Technician V is proposed for reclassification to an Engineering Drafting Technician IV. **(Pages 2 and 3)**

2. **Equipment Purchases:** The 2011 Proposed Budget provides \$97,400 for equipment purchases for the Sewer Maintenance Fund, a decrease of \$62,600 (-39.12%) from the 2010 Budget allocation of \$160,000. **(Page 3)**

3. **Special Funds:** The 2011 Proposed Budget provides \$34,866,500 for various special funds within the Sewer Maintenance Fund, a decrease of \$1,532,500 (-4.21%) from the 2010 Budget allocation of \$36,399,000. **(Pages 3 to 4)**

4. **Revenues:** Estimated revenue in the 2011 Proposed Budget is \$51,187,000, a decrease of \$1,264,500 (-2.41%) from the 2010 Budget. The estimated deposit to retained earnings for 2011 is \$579. The **sewer**

**maintenance fee** proposed for 2011 is \$1.16 per one hundred cubic feet of water (CCF). The **stormwater management fee** per quarter per Equivalent Residential Unit (ERU) proposed for 2011 is \$14. Both fees are the same as in the 2010 Budget.

**(Page 5)**

5. **Capital Projects:** The 2011 Proposed 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. Projects include: Sewer Relay Program (\$24,000,000), Pump Facilities Projects (\$1,000,000), Infiltration/Inflow Projects (\$14,333,000), and Best Management Practices for Total Suspended Solids Reductions (\$500,000). **(Pages 5 to 8)**

6. **Sewer Maintenance Fund Rate Study:** Springsted Inc. was hired to perform a user rate analysis for the Sewer Maintenance Fund. The final report was transmitted to the City on October 12, 2010. The study reviews past performance, determines the adequacy of revenues and makes recommendations for future sewer and stormwater rates. In addition, the report makes recommendations for potential process and budget changes. **(Page 2)**

Expense	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Personnel Costs	\$7,810,528	\$7,643,755	-2.13%	\$7,634,521	-0.12%
Operating Expend.	\$6,221,095	\$5,671,000	-8.84%	\$5,888,000	3.82%
Equipment Purch.	\$30,077	\$160,000	4.31%	\$97,400	-39.12%
Special Funds	\$29,402,321	\$36,399,000	23.79%	\$34,866,500	-4.21%
<b>TOTAL</b>	<b>\$43,464,021</b>	<b>\$49,873,755</b>	<b>14.74%</b>	<b>\$48,486,421</b>	<b>-2.78%</b>
Positions	172	164	-8	164	0

The 2011 Proposed Budget includes 164 authorized positions in the Sewer Maintenance Fund, the same as in the 2010 Budget. One position of Engineering Drafting Technician V is proposed for reclassification to an Engineering Drafting Technician IV. The duties of both positions are essentially the same and the reclassification will result in personnel costs savings to the City.

The 2011 Proposed Budget provides \$5,888,000 for operating expenditures, an increase of \$ 217,000 (3.82%) from the 2010 Budget. Operating expenditure increases include the following Sewer Maintenance Fund line items: Vehicle Rental, Information Technology Services and Infrastructure Services. Sewer Maintenance Fund operating expenditure decreases include the following line items: Other Operating Supplies and Professional Services.

Estimated revenue in the 2011 Proposed Budget is \$51,187,000, a decrease of \$1,264,500 (-2.41%) from the 2010 Budget. The estimated deposit to retained earnings for 2011 is \$579; in the 2010 Budget deposit to retained earnings was \$0. In 2009 the deposit to retained earnings was \$2,312,799.

The 2011 Proposed 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.

### SMF Rate Study

Springsted Inc. was hired to perform a user rate analysis for the Sewer Maintenance Fund. The final report was transmitted to the city on October 12, 2010. The study reviews past performance, determines the adequacy of revenues and makes recommendations for future sewer and stormwater rates. In addition, the report makes recommendations for potential process and budget changes. Springsted will be making a formal presentation to the Finance & Personnel Committee on October 22, 2010 to report its conclusions.

Key findings include:

- Cash flow is insufficient to cover cash expenditures.
- Sewer and stormwater rates should be increased annually by 4.7% from 2011 through 2015.
- The use of revenue bonds carries some additional costs which could adversely affect future rates.
- User rates should be established for a 3-year period and reviewed on an annual basis concurrent with the development of the following year's budget.

## 2011 Proposed Budget

### Total Expenditures

2010 Budget	2011 Proposed	% Change
\$49,873,755	\$48,486,421	-2.78%

The 2011 Proposed Budget provides \$48,486,500 for total expenditures, a decrease of \$1,387,334 (-2.78%) from the 2010 Budget.

## Personnel

The 2011 Proposed Budget provides \$7,634,521 for personnel cost, a decrease of \$9,234 (-0.12%) from the 2010 Budget. One position of Engineering Drafting Technician V (SR 606) is proposed for reclassification to an Engineering Drafting Technician IV (SR 604). The duties of both positions are essentially the same, and the reclassification will result in personnel costs savings to the City.

## Operating Expenditures

2010 Budget	2011 Proposed	% Change
\$5,671,000	\$5,888,000	3.82%

The 2011 Proposed Budget provides \$5,888,000 for operating expenditures, an increase of \$217,000 (3.82%) from the 2010 Budget. Notable operating expenditure increases include the following Sewer Maintenance Fund line items: Vehicle Rental, Information Technology Services, and Infrastructure Services.

Vehicle Rental is budgeted at \$2,100,000, an increase of \$100,000 from the 2010 Budget; this increase is due to an anticipated rise in fuel costs. Information Technology Services is budgeted at \$32,000, an increase of \$12,000 from the 2010 Budget; this increase is due to a required upgrade for the Microsoft Office Suite from version 2002 to 2007. Infrastructure Services is budgeted at \$1,070,000, an increase of \$150,000 from the 2010 Budget; this increase is due to an expected increase in the cost of asphalt and concrete pavement restoration in 2011.

Notable Sewer Maintenance Fund operating expenditure decreases include the following line items: Other Operating Supplies and Professional Services. Other Operating Supplies is budgeted at \$70,000, a decrease of \$30,000 from the 2010 Budget; this decrease is based on prior years' experience. Professional Services is budgeted at \$143,000, a decrease of \$15,000 from the 2010 Budget; this reduction is due to a reduction in employee training (-\$10,000) based on prior years' experience. SCADA Maintenance Services (-\$5,000) work will be performed under the pump rehabilitation capital account.

## Equipment Purchases

The 2011 Proposed Budget provides \$97,400 for equipment purchases for the Sewer Maintenance Fund, a decrease of \$62,600 (-39.12%) from the 2010 Budget allocation of \$160,000. In 2010, a \$95,000 4-yard dump truck was budgeted, this type of truck is not required to be purchased in 2011. Also in 2010, equipment funds in the amount of \$32,400 were budgeted to purchase a CADD plotter and flow-monitoring devices. The difference in these 2 line item amounts results in a budget decrease of \$62,600.

## Special Funds

The 2011 Proposed Budget provides \$34,866,500 for various special funds within the Sewer Maintenance Fund, a decrease of \$1,532,500 (-4.21%) from the 2010 Budget allocation of \$36,399,000.

Special Fund	2009 Actual	2010 Budget	Change	2011 Proposed	Change
Water Administration	\$350,000	\$350,000	0%	\$385,000	10%
Debt Service-Sewer Maintenance	\$8,783,930	\$11,000,000	25.22%	10,000,000	-9.09%
Pmt. to General Fund	\$10,097,930	\$12,190,000	20.71%	\$12,390,000	1.64%
Pmt. To Capital Fund for Emerald Ash Borer and Tree Planting and Production	-	\$2,678,000	-	\$2,177,500	-18.6%
Pmt to G.O. Debt	\$9,300,000	\$8,321,000	-10.52%	\$8,678,000	4.29%
Lease Pmt. for Tower Facility	\$843,546	\$844,000	0.05%	\$844,000	0%
Pension Contribution for Normal Cost	-	\$436,000	-	\$182,000	58.25%
Channel Maintenance	-	\$80,000	-	\$80,000	0%
PCB Removal	-	\$500,000	-	\$130,000	-74%
<b>TOTAL</b>	<b>\$29,402,321</b>	<b>\$36,399,000</b>	<b>23.79%</b>	<b>\$34,866,500</b>	<b>-4.21%</b>

**1. Water Administration Special Fund:** For the 2011

Proposed Budget funding for the Water Administration special fund is budgeted at \$385,000. The fund is used to reimburse the Milwaukee Water Works for the cost of administering and collecting the sewer maintenance and storm water management fees as part of the municipal services bills.

**2. Debt Service-Sewer Maintenance Special Fund:**

For the 2011 Proposed Budget, funding for the Debt Service-Sewer Maintenance special fund is budgeted at \$10,000,000. This fund pays for the debt service on capital sewer work incurred since the Sewer Maintenance Fund was created. It includes repayments of revenue bonds and loans through the Clean Water Fund.

**3. Payment to General Fund Special Fund:** For the

2011 Proposed Budget, funding for the Payment to General Fund special fund is budgeted at \$12,390,000. This fund finances street sweeping (\$2,900,000), leaf collection (\$1,600,000) and brush services (\$230,000), provided by DPW-Operations Division. This includes all levy-supported tree-care costs and pension payments associated with street sweeping, leaf collection, brush collection and pruning (\$7,660,000).

**4. Payment to Capital Fund for Emerald Ash Borer and Tree Planting and Production Special Fund:**

For the 2011 Proposed Budget, funding for the Payment to Capital Fund for Emerald Ash Borer and Tree Planting and Production special fund is budgeted at \$2,177,500. The planned expenditure for 2011 is \$1,347,500 for tree production and \$830,000 for the Emerald Ash Borer.

**5. Payment to Debt Fund on Prior G.O. Debt Special Fund:** For the 2011 Proposed Budget, funding for the

Payment to Debt Fund on Prior G.O. Debt special fund is budgeted at \$8,678,000. This fund pays for debt on capital sewer work incurred before the Sewer Maintenance Fund was established.

**6. Lease Payment for Tower Facility Special Fund:**

The 2011 Proposed Budget funding for the Lease Payment for Tower Facility special fund is budgeted at \$844,000.

**7. Pension Contribution for Normal Cost Special Fund:** For the 2011 Proposed Budget, funding for the

Pension Contribution for Normal Cost special fund is budgeted at \$182,000. This fund pays for the pension contribution for employees of the Sewer Maintenance Fund.

**8. Channel Maintenance Special Fund:** For the 2011 Proposed Budget, funding for the Channel Maintenance special fund is budgeted at \$80,000. The major item within this fund is the cost of leasing special equipment for the removal and cutting of heavy vegetation in channels.

**9. PCB Removal Special Fund:** For the 2011 Proposed Budget, funding for the Enterprise Resource Management PCB Removal special fund is budgeted at \$130,000. Funds in this account will be used to pay for the removal of PCBs from a City sanitary sewer near E. Capitol Dr. and N. Humboldt Ave. This work will be part of an MMSD project in the area that will address PCBs found in their collection sewer. The project is currently awaiting approval of the work plan by the US EPA.

**1. Sewer Maintenance Fee:** The sewer maintenance fee proposed for 2011 is \$1.16 per one hundred cubic feet of water (CCF). This is the same rate as in the 2010 Budget. The sewer maintenance fee peaked in 2006 at \$1.27 per CCF prior to implementation of the stormwater management fee.

**2. Stormwater Management Fee:** The stormwater management fee per quarter per Equivalent Residential Unit (ERU) proposed for 2011 is \$14, the same as in the 2010 Budget. All one to 4 unit properties are charged one ERU per quarter. Commercial properties are charged based on actual estimated impervious surface (one ERU is equivalent to 1,610 sq. ft. of impervious surface). Regular fee increases will be necessary in the future, particularly if the City increases its investment to work on private property.

## Revenues

Revenue Category	2009 Actual	2010 Budget	Change	2011 Estimated	Change
Sewer Fee	\$27,508,815	\$28,591,500	3.93%	\$26,949,000	-5.74%
Stormwater Fee	\$18,950,771	\$22,316,000	17.75%	\$22,337,000	0.09%
Charges for Services	\$1,739,065	\$1,286,000	-26.05%	\$1,351,000	5.05%
Interest Income	\$173,285	\$258,000	48.88%	\$200,000	-22.48%
Misc. Revenue	\$434,702	\$0	-100%	\$350,000	100%
<b>TOTAL</b>	<b>\$48,806,638</b>	<b>\$52,451,500</b>	<b>7.46%</b>	<b>\$51,187,000</b>	<b>-2.41%</b>

Estimated revenue in the 2011 Proposed Budget is \$51,187,000, a decrease of \$1,264,500 (-2.41%) from the 2010 Budget. The estimated deposit to retained earnings for 2011 is \$579; in the 2010 Budget deposit to retained earnings was \$0. In 2009 the deposit to retained earnings was \$2,312,799.

**3. Charges for Services and Miscellaneous Revenues** include deferred sewer assessments, unused sewer life, certified survey plat review, stormwater management manual sales, sewer maintenance non-City services, sewer maintenance plat and reviews and sewer user penalty for transfers to property tax roll.

## Capital Projects

The 2011 Proposed 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.

Capital Program Summary					
Program	2009 Actual	2010 Budget	2011 Proposed	Increase (decrease)	% Change 2011-2010
Sewer Relay Program	\$32,174,469	\$15,162,000	\$24,000,000	\$8,838,000	58.2%
Pump Facility Projects	\$549,818	\$500,00	\$1,000,000	\$500,000	100%
I&I Projects	\$2,148,056	\$6,350,000	\$14,333,000	\$7,983,000	125.7
BMP for TSS Reductions	\$1,106,223	\$1,925,000	\$500,000	(\$1,425,000)	-74%
<b>Total</b>	<b>\$36,236,229</b>	<b>\$23,937,000</b>	<b>\$39,833,000</b>	<b>\$15,896,000</b>	<b>66.4%</b>

Capital Request to Proposed Budget Comparison						
Program	2010 Budget	2011 Request	2011 Proposed	Change Request-Proposed	%Change Request-Prop	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>

1. **Sewer Relay Program – \$24,000,000:** The 2011 Proposed 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 Proposed Budget reduces the replacement cycle from its current level of approximately 160 years to approximately 120 years.

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, DNR has not objected to their use. If the bypass pumps operate during dry weather, or during small rain events, the DNR 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.

2. **Pump Facility 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 stations. These pumps reduce the risk of sewage backing up into homes and businesses. Pumps are located in areas that

The DNR is currently revising its sanitary sewer overflow rules. However, 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 Proposed 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.

**3. 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 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.

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



Funding Sources – I/I Projects				
	2009 Actual	2010 Budget	2011 Proposed	% Change 2010 – 2011
New Borrowing	\$1,698,056	\$5,850,000	\$10,633,000	81.7%
Cash	\$450,000	\$500,000	\$500,000	0
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	

4. **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. DNR 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 stormwater in the combined sewer area. As a result, the City is currently nearing the 40% requirement.

## Issues to Consider

- It is the City's current policy to do work only in the public right of way. Performing significant amounts of work on private property requires 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.

- Several key issues are relevant to the sewer system:
  - Increased regulation of non-point pollution relating to unfunded mandates.
  - An aging sewer system.
  - 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/benefit 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.
- If revenues generated by the stormwater charge continue to be transferred out of the SMF to fund Forestry activities, rates may have to increase to pay for debt service on the sewer main replacement program.
- To adequately address the cash flow issues of the SMF, changes to current budgeting and bond issue practices would be required.



Office of the Comptroller

June 30, 2008

W. Martin Morics, C.P.A.  
Comptroller

Michael J. Daun  
Deputy Comptroller

John M. Egan, C.P.A.  
Special Deputy Comptroller

Craig D. Kammholz  
Special Deputy Comptroller

Mr. Mark Nicolini, Director  
DOA - Budget and Management Division  
City Hall - Room 307  
Milwaukee, WI 53202

Dear Mr. Nicolini:

At your request, I am writing regarding the unrestricted cash balance in the Sewer Maintenance Fund and the sustainability of the transfer to the Debt Service Fund. Consistent with my September 10, 2007 and August 28, 2006 letters on the same subject (enclosed), my office has updated our unrestricted cash balance projection, which includes updated revenue and expenditure assumptions for 2008 through 2013.

Unrestricted cash is the measure of working capital the Sewer Maintenance Fund has available to meet its ongoing commitments, including the proposed 2009 transfer to the Debt Service Fund for debt service related to the sewer expansion capital program. Unrestricted cash is distinguished from retained earnings, which includes illiquid assets not available to support a debt service payment.

Actual 2007 figures were used as starting point in developing the projection of unrestricted cash or working capital. These figures are found in Exhibits B2 and B3 (drafts enclosed) in the forthcoming 2007 Comprehensive Annual Financial Report. Using these 2007 actuals as a starting point, the unrestricted cash balance projection shows the transfer to be unsustainable for 2009 through 2013. The projection is largely based on the assumptions used in the 2007 projection. However, updated consumption figures and rates, which were assumed to increase at 6% per year from 2009 through 2013 for both the sanitary and storm water components, were provided by Erick Shambarger of your staff. Incorporating these revised assumptions, the Sewer Maintenance Fund uses \$6 million to \$6.5 million cash each year from 2009 to 2013, resulting in an estimated negative \$25.7 million unrestricted cash balance at year-end 2013.

Enclosed with this letter is our unrestricted cash balance projection, my 2007 and 2006 letters on the Sewer Fund transfer and the related CAFR schedules. I would like the opportunity to meet with you to discuss in detail the Sewer Maintenance Fund cash flow projections. Please contact me should you have any questions.

Sincerely,

W. MARTIN MORICS  
Comptroller

Enclosures (4)

WMM:CDK  
REF: SewerFundSustainRev6-27-08.doc

Cc: Marianne Walsh

Room 404, City Hall, 200 East Wells Street, Milwaukee, Wisconsin 53202 - 3566 Phone: (414) 286-3321, Fax: (414) 286-3281

**Comptroller's Office**  
**Revised SMF Cash Flow Projections**

66  
↓

Year	PER CAFR			PROJECTED					
	2005	2006	2007	2008	2009	2010	2011	2012	2013
Beginning Unrestricted Cash Balance	\$13,097	(\$0)	\$12,383	\$0	\$6,246	(\$345)	(\$6,918)	(\$13,364)	(\$19,621)
Beginning Restricted Cash Balance	\$7,513	\$7,762	\$8,116	\$8,885	\$8,197	\$8,279	\$8,362	\$8,446	\$8,530
Fee on Water Consumption									
Total Consumption <sup>2</sup>	28,003	28,000	25,519	25,136	24,759	24,388	24,022	23,662	23,307
Growth - Consumption	-1.03%	-0.01%	-8.86%	1.50%	-1.50%	-1.50%	-1.50%	-1.50%	-1.50%
Rates on Water Consumption <sup>3,4</sup>	1.1094	0.9720	0.9250	1.0360	1.0982	1.1640	1.2339	1.3079	1.3864
Growth - Rates	0.00%	-12.39%	-4.84%	6.58%	6.00%	6.00%	6.00%	6.00%	6.00%
Revenues									
Total Fee (Water Works)	31,067	27,216	23,605	26,041	27,190	28,389	29,641	30,948	32,312
Comptroller Adjustment for actual cash rec'd	0.989	0.989	0.971	0.971	0.971	0.971	0.971	0.971	0.971
Sewer Fee Collected	30,725	26,915	22,921	25,286	26,401	27,565	28,781	30,050	31,375
Storm Water Fee on Impervious Surface									
ERU Base (thousands)		405	400	400	400	400	400	400	400
STORM RATE PER ERU <sup>4</sup>		\$ 16.00	\$ 32.00	\$ 32.00	\$ 33.92	\$ 35.96	\$ 38.11	\$ 40.40	\$ 42.82
Growth in Rate		0%	0%	100%	6%	6%	6%	6%	6%
STORM FEE	0	6,480	12,800	12,800	13,568	14,382	15,245	16,160	17,129
Comptroller Adjustment for actual cash rec'd			0.971	0.971	0.971	0.971	0.971	0.971	0.971
Sewer Fee Collected			12,429	12,429	13,175	13,965	14,803	15,691	16,633
<b>Total Operating Revenues</b>	<b>\$30,725</b>	<b>\$33,395</b>	<b>\$35,351</b>	<b>\$37,715</b>	<b>\$39,576</b>	<b>\$41,530</b>	<b>\$43,584</b>	<b>\$45,741</b>	<b>\$48,008</b>
Residential Impact (Annual)	\$ 84.31	\$ 89.87	\$ 102.30	\$ 110.74	\$ 117.38	\$ 124.42	\$ 131.89	\$ 139.80	\$ 148.19
<b>TOTAL RECEIPTS FROM CUSTOMERS</b>	<b>\$30,725</b>	<b>\$33,395</b>	<b>\$35,351</b>	<b>\$37,715</b>	<b>\$39,576</b>	<b>\$41,530</b>	<b>\$43,584</b>	<b>\$45,741</b>	<b>\$48,008</b>
Growth - Expenses				3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs	(7,418)	(7,251)	(7,171)	(7,386)	(7,608)	(7,836)	(8,071)	(8,313)	(8,563)
Payments to Suppliers, Services, Materials	(9,455)	(7,066)	(11,018)	(9,313)	(9,593)	(9,880)	(10,177)	(10,482)	(10,797)
Payments (To)/From Other Funds <sup>5</sup>	8,416	(8,416)	5,451	(5,451)	0				
<b>NET CASH PROVIDED BY OPERATING</b>	<b>\$22,268</b>	<b>\$10,662</b>	<b>\$22,613</b>	<b>\$15,564</b>	<b>\$22,375</b>	<b>\$23,814</b>	<b>\$25,336</b>	<b>\$26,946</b>	<b>\$28,649</b>
<b>NON-OPERATING EXPENSES</b>									
Street Sweeping & Leaf Collection	(4,200)	(4,600)	(4,600)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Cash Transfer to General Fund <sup>7</sup>	(7,000)	(7,000)	(9,000)	(9,160)	(9,160)	(8,779)	(8,162)	(7,876)	(7,259)
<b>CASH USED FOR NON CAP FINANCING</b>	<b>(\$11,200)</b>	<b>(\$11,600)</b>	<b>(\$13,600)</b>	<b>(\$14,160)</b>	<b>(\$14,160)</b>	<b>(\$13,779)</b>	<b>(\$13,162)</b>	<b>(\$12,876)</b>	<b>(\$12,259)</b>
Cash Financed Capital				(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Debt Service on Existing Borrowing <sup>5</sup>	(5,152)	(5,147)	(27,964)	(8,464)	(9,731)	(10,100)	(10,694)	(10,954)	(11,545)
Estimated Debt Service on New Borrowing				(333)	(3,393)	(4,775)	(6,157)	(7,539)	(8,921)
Proceeds from Refunding In/(Out)		10,000		0					
Capital Borrowing <sup>1</sup>		23,990	26,194	36,600	22,000	22,000	22,000	22,000	22,000
Capital Expenditures	(19,089)	(15,540)	(19,250)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
<b>CASH USED FOR CAPITAL FINANCING</b>	<b>(\$24,241)</b>	<b>\$13,303</b>	<b>(\$21,020)</b>	<b>\$3,803</b>	<b>(\$15,124)</b>	<b>(\$16,875)</b>	<b>(\$18,851)</b>	<b>(\$20,493)</b>	<b>(\$22,466)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>325</b>	<b>372</b>	<b>393</b>	<b>350</b>	<b>400</b>	<b>350</b>	<b>315</b>	<b>250</b>	<b>100</b>
<b>NET INCREASE (DECREASE) IN CASH</b>	<b>(12,848)</b>	<b>12,737</b>	<b>(11,614)</b>	<b>5,557</b>	<b>(6,509)</b>	<b>(6,490)</b>	<b>(6,362)</b>	<b>(6,173)</b>	<b>(5,976)</b>
<b>ENDING CASH BALANCE</b>	<b>7,762</b>	<b>20,499</b>	<b>8,885</b>	<b>14,443</b>	<b>7,934</b>	<b>1,444</b>	<b>(4,918)</b>	<b>(11,091)</b>	<b>(17,067)</b>
Cash Reserved for Bond Covenant <sup>8</sup>	(7,762)	(8,116)	(8,885)	(8,197)	(8,279)	(8,362)	(8,446)	(8,530)	(8,615)
<b>Ending Unrestricted Cash Balance</b>	<b>(\$0)</b>	<b>\$12,383</b>	<b>\$0</b>	<b>\$6,246</b>	<b>(\$345)</b>	<b>(\$6,918)</b>	<b>(\$13,364)</b>	<b>(\$19,621)</b>	<b>(\$25,682)</b>

Financial Statements  
Exhibit B-3

5,451  
5,451

**ASSUMPTIONS**

- 1) All capital expenditures borrowed in year expended, with exception of 2008. It is anticipated that Clean Water Fund and other borrowing will become current in 2008. This results in proceeds exceeding capital expenditures in 2008. There after, it is anticipated that capital will be funded on a much more current basis.
- 2) Consumption declines slowly over time at a rate of 1.5% 2007 base water consumption of 25,519 ccf's and 400 ERUs confirmed with Budget staff
- 3) Prior rate increases fully established in 2008
- 4) Rate increases for sanitary and storm components assumed to be 6% per year for 2009 through 2013, per Budget staff.
- 5) Estimated based upon Budget Office projected Budget Authority and Debt Specialist estimates of when actual borrowings will be accomplished.
- 6) At end of 2005, the SMF was short of cash so the Gen Fund "loans" cash. In 2006, SMF returns the "borrowed" cash. This also occurred again at the end of 2007, resulting in GF transferring funds to SMF and SMF returning those funds later in 2008.
- 7) Transfer reflects actual sewer-related GO debt service for years 2010-2013.



Office of the Comptroller

W. Martin Morics, C.P.A.  
Comptroller

Michael J. Daun  
Deputy Comptroller

John M. Egan, C.P.A.  
Special Deputy Comptroller

Craig D. Kammholz  
Special Deputy Comptroller

September 10, 2007

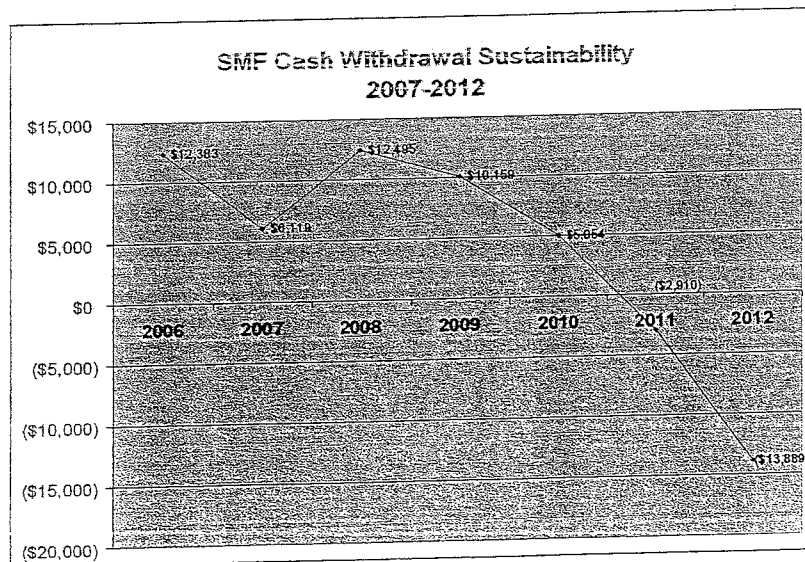
Mr. Mark Nicolini, Director  
DOA - Budget and Management Division  
City Hall - Room 307  
Milwaukee, WI 53202

Dear Mr. Nicolini:

I am writing in response to your August 17<sup>th</sup> letter regarding the unrestricted cash balance in the Sewer Maintenance Fund and the sustainability of the transfer to the Debt Service Fund. Consistent with my August 28, 2006 letter on the same subject (enclosed), my office has updated our unrestricted cash balance projection, which includes updated revenue and expenditure assumptions for 2007 through 2012.

Unrestricted cash is the measure of working capital the Sewer Maintenance Fund has available to meet its ongoing commitments, including the proposed 2008 transfer to the Debt Service Fund for debt service related to the sewer expansion capital program. Your letter, referred to retained earnings, which includes illiquid assets not available to support a debt service payment.

Actual 2006 figures were used as starting point in developing the projection of unrestricted cash or working capital. These figures are found in Exhibits B2 and B3 (enclosed) in the 2006 Comprehensive Annual Financial Report. Using these 2006 actuals as a starting point, the unrestricted cash balance projection shows a transfer of \$9.16 million to be sustainable for 2008 and unsustainable from net operating cash flows for 2009 through 2012.



Mr. Mark Nicolini, Director

- 2 -

September 10, 2007

Sustainability in 2008 is due in large part to the implementation of the storm water fee which has a full year's impact beginning in 2007 and the proposed increase in the sanitary rates to 1.036 per CCF. Of course the sustainability in 2008 is dependent on adoption of the higher sanitary rate as well as the projection's underlying assumptions regarding water usage, revenues and expenditures.

Enclosed with this letter is our unrestricted cash balance projection, my 2006 letter on the Sewer Fund transfer and the related CAFR schedules. I would like the opportunity to meet with you to discuss in detail the Sewer Maintenance Fund cash flow projections. My staff will be contacting you to arrange this meeting, but please contact me should you have any questions before then.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael J. Daur", written over the printed name.

W. MARTIN MORICS  
Comptroller

Enclosures (3)

WMM:CDK:JME

REF: SewerFundSustainRev9-4-07.doc

Comptroller's Office  
Revised SMF Cash Flow Projections

Year	PER CAFR		PROJECTED					
	2005	2006	2007	2008	2009	2010	2011	2012
Beginning Unrestricted Cash Balance	\$13,097	(\$0)	\$12,383	\$6,119	\$12,495	\$10,159	\$5,054	(\$2,910)
Beginning Restricted Cash Balance	\$7,513	\$7,762	\$8,116	\$8,197	\$8,279	\$8,362	\$8,446	\$8,530
Fee on Water Consumption								
Total Consumption <sup>2</sup>	28,003	28,000	27,720	27,304	26,895	26,491	26,094	25,702
Growth - Consumption	-1.03%	-0.01%	-1.00%	-1.50%	-1.50%	-1.50%	-1.50%	-1.50%
Rates on Water Consumption <sup>3</sup>	1.1094	0.9720	0.9250	1.0360	1.0360	1.0360	1.0360	1.0360
Growth - Rates	0.00%	-12.39%	-4.84%	12.00%	0.00%	0.00%	0.00%	0.00%
Revenues								
Total Fee (Water Works)	31,067	27,216	25,641	28,287	27,863	27,445	27,033	26,628
Comptroller Adjustment for actual cash rec'd	0.989	0.989	0.989	0.989	0.989	0.989	0.989	0.989
Sewer Fee Collected	30,725	26,915	25,359	27,976	27,556	27,143	26,736	26,335
Storm Water Fee on Impervious Surface								
ERU Base (thousands)		405	405	405	405	405	405	405
STORM RATE PER ERU <sup>4</sup>		\$ 16.00	\$ 32.00	\$ 32.00	\$ 32.00	\$ 32.00	\$ 32.00	\$ 32.00
Growth in Rate		0%	100%	0%	0%	0%	0%	0%
STORM FEE	0	6,480	12,960	12,960	12,960	12,960	12,960	12,960
<b>Total Operating Revenues</b>	<b>\$30,725</b>	<b>\$33,395</b>	<b>\$38,319</b>	<b>\$40,936</b>	<b>\$40,516</b>	<b>\$40,103</b>	<b>\$39,696</b>	<b>\$39,295</b>
Residential Impact (Annual)	\$ 84.31	\$ 89.87	\$ 102.30	\$ 110.74	\$ 110.74	\$ 110.74	\$ 110.74	\$ 110.74
<b>TOTAL RECEIPTS FROM CUSTOMERS</b>	<b>\$30,725</b>	<b>\$33,395</b>	<b>\$38,319</b>	<b>\$40,936</b>	<b>\$40,516</b>	<b>\$40,103</b>	<b>\$39,696</b>	<b>\$39,295</b>
Growth - Expenses			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs	(7,418)	(7,251)	(7,469)	(7,693)	(7,923)	(8,161)	(8,406)	(8,658)
Payments to Suppliers, Services, Materials	(9,455)	(7,066)	(8,508)	(8,764)	(9,026)	(9,297)	(9,576)	(9,863)
Payments (To)/From Other Funds <sup>6</sup>	8,416	(8,416)						
<b>NET CASH PROVIDED BY OPERATING</b>	<b>\$22,268</b>	<b>\$10,662</b>	<b>\$22,342</b>	<b>\$24,480</b>	<b>\$23,567</b>	<b>\$22,645</b>	<b>\$21,714</b>	<b>\$20,773</b>
<b>NON-OPERATING EXPENSES</b>								
Street Sweeping & Leaf Collection	(4,200)	(4,600)	(4,600)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Cash Transfer to General Fund	(7,000)	(7,000)	(9,000)	(9,160)	(9,160)	(9,160)	(9,160)	(9,160)
<b>CASH USED FOR NON CAP FINANCING</b>	<b>(\$11,200)</b>	<b>(\$11,600)</b>	<b>(\$13,600)</b>	<b>(\$14,160)</b>	<b>(\$14,160)</b>	<b>(\$14,160)</b>	<b>(\$14,160)</b>	<b>(\$14,160)</b>
Cash Financed Capital				(2,250)	(2,250)	(2,250)	(2,250)	(2,250)
Debt Service on Existing Borrowing <sup>5</sup>	(5,152)	(5,147)	(5,275)	(6,100)	(6,089)	(5,494)	(5,470)	(5,444)
Estimated Debt Service on New Borrowing <sup>8</sup>				(1,912)	(3,671)	(6,077)	(7,365)	(9,313)
Proceeds from Refunding In/(Out) <sup>9</sup>		10,000	(10,000)					
Capital Borrowing <sup>1</sup>		23,990	Proceeds in	6,000	Proceeds in	Proceeds in	Proceeds in	Proceeds in
Capital Expenditures	(19,089)	(15,540)	(Capital Exp Out)	(Capital Exp Out)	(Capital Exp Out)	(Capital Exp Out)	(Capital Exp Out)	(Capital Exp Out)
<b>CASH USED FOR CAPITAL FINANCING</b>	<b>(\$24,241)</b>	<b>\$13,303</b>	<b>(\$15,275)</b>	<b>(\$4,262)</b>	<b>(\$12,010)</b>	<b>(\$13,821)</b>	<b>(\$15,683)</b>	<b>(\$17,607)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>325</b>	<b>372</b>	<b>350</b>	<b>400</b>	<b>350</b>	<b>315</b>	<b>250</b>	<b>100</b>
<b>NET INCREASE (DECREASE) IN CASH</b>	<b>(12,848)</b>	<b>12,737</b>	<b>(6,183)</b>	<b>6,458</b>	<b>(2,253)</b>	<b>(5,021)</b>	<b>(7,679)</b>	<b>(10,894)</b>
<b>ENDING CASH BALANCE</b>	<b>7,762</b>	<b>20,499</b>	<b>14,316</b>	<b>20,774</b>	<b>18,521</b>	<b>13,499</b>	<b>5,620</b>	<b>(5,274)</b>
Cash Reserved for Bond Covenant	(7,762)	(8,116)	(8,197)	(8,279)	(8,362)	(8,446)	(8,530)	(8,615)
Ending Unrestricted Cash Balance	(\$0)	\$12,383	\$6,119	\$12,495	\$10,159	\$5,054	(\$2,910)	(\$13,889)

Financial Statements  
Exhibit B-3

**ASSUMPTIONS**

- 1.) All capital expenditures borrowed in year expended, with exception of 2008. It is anticipated that Clean Water Fund and other borrowing will become current in 2008. This results in proceeds exceeding capital expenditures in 2008. There after, it is anticipated that capital will be funded on a much more current basis, requiring approximately \$6 million to \$8 million in short term cash financing in anticipation of borrowing.
- 2.) Consumption declines slowly over time
- 3.) Estimated blended rate for 2006. Rate increase in 2008. Other increases not considered
- 4.) No rate increases proposed
- 5.) As of 9/5/07
- 6.) At end of 2005, the SMF was short of cash so the Gen Fund "loans" cash. In 2006, SMF returns the "borrowed" cash
- 7.) Varies from \$1 million under actual Sewer-related GO debt service costs in 2007, to \$4.5 million more than actual GO debt services costs in 2012, per CAFR Schedule I-3
- 8.) Estimated based upon beginning annual borrowing of \$27.7 million in 2008 and increasing \$1 million annually thru 2012
- 9.) \$10 in proceeds from a 2006 refunding were deposited with the City, rather than with the bond Trustee. These funds were paid to the Trustee in early 2007. Essentially, these funds were never unrestricted cash for SMF purposes.



Office of the Comptroller

August 28, 2006

W. Martin Morics, C.P.A.  
Comptroller

Michael J. Daun  
Deputy Comptroller

John M. Egan, C.P.A.  
Special Deputy Comptroller

Craig D. Kammholz  
Special Deputy Comptroller

Mr. Mark Nicolini, Director  
DOA - Budget and Management Division  
City Hall - Room 307  
Milwaukee, WI 53202

Dear Mr. Nicolini:

This letter is in response to your request for information concerning the unrestricted cash balance in the Sewer Fund and the sustainability of the transfer to the Debt Service Fund. As you are aware, staff from both the Budget Office and the Comptroller's Office have worked together in determining the sustainability of an annual Sewer Fund transfer - a transfer for the retirement of sewer purpose General Obligation debt issued prior to the creation of the Sewer Fund.

The ongoing sustainability of the transfer can only be supported by ongoing revenues from operations and not from proceeds from debt issued to support Sewer Fund capital infrastructure. The use of sewer revenue bond proceeds to abate the debt service tax levy is prohibited.

Your letter specifically asked whether unrestricted cash built up over time could be drawn upon to support an increase in the transfer. Unrestricted sewer fund cash can be used for transfer to the Debt Service Fund. However, tax levy or "cash" financed capital and reserves for the 2001 and 2003 sewer revenue bond issues are not sources of unrestricted cash. Therefore, neither of these items increases the Sewer Fund's unrestricted cash balance. Funds used to support cash financed capital were expended to finance capital infrastructure. Bond proceeds issued to fund reserve requirements for the 2001 and 2003 sewer revenue bonds have been transferred to the bondholders' fiscal agent and are reflected as restricted cash in the Sewer Fund.

Attached is our unrestricted cash balance projection, which includes Budget Office's most recent revenue and expenditure assumptions for 2007 through 2010. The projection shows the assumed transfer amounts to be unsustainable for 2007 through 2009. However, sewer rate increases in 2009 and 2010 combined with decreases in the transfer in each of those years would restore sustainability by 2010. Our conclusion is predicated on the attached spreadsheet, which both our offices participated in developing. The challenge will be to define to the users the rationale for a 2007 decrease in sewer rates, followed by increases over the next three years.

Please contact me should you have any questions.

Sincerely,

W. MARTIN MORICS  
Comptroller

WMM:MJD:CDK  
REF: SewerFund Response.doc

# Sewer Fund Operations Pro Forma Cashflows

CAFR Cash Balance 10,900  
Adj. for A/R, AP Fiscal Agent Interest (1,600)

Year	2005	2006	2007	2008	2009	2010
Beginning Cash Balance	9,300	9,139	11,245	9,679	7,266	7,151
Fee on Water Consumption						
Total Consumption	27,200	25,940	25,519	25,136	24,759	24,388
Growth - Consumption	-1.03%	-4.63%	-1.62%	-1.50%	-1.50%	-1.50%
Rates on Water Consumption	1,1094	1,0640	0,9250	0,9620	1,0600	1,1000
Growth - Rates	0.00%	-4.09%	-13.06%	4.00%	10.19%	3.77%
Revenues						
Total Fee	30,533	27,600	23,605	24,181	26,245	26,827
Storm Water Fee on Impervious Surface						
ERU Base (thousands)		405	405	405	405	405
STORM RATE PER ERU	\$	\$ 15.00	\$ 32.00	\$ 32.00	\$ 36.00	\$ 40.00
Growth in Rate		0%	100%	0%	13%	11%
STORM FEE	0	6,480	12,960	12,960	14,580	16,200
Other	857	874	900	927	955	984
Total Operating Revenues	31,390	34,954	37,465	38,068	41,780	44,010
Residential Impact (Annual)	\$ 84.31	\$ 86.86	\$ 102.30	\$ 105.11	\$ 116.56	\$ 123.60
	0.0%	14.9%	5.6%	2.7%	10.9%	6.0%
Growth - Expenses	29.51%	3.00%	3.00%	3.00%	3.00%	3.00%
Salaries	(4,941)	(5,367)	(5,374)	(5,535)	(5,701)	(5,872)
Salaries-Cap. Exp.	(408)	(377)	(366)	(396)	(406)	(416)
Employee Benefits	(2,093)	(2,254)	(2,257)	(2,046)	(2,109)	(2,173)
Employee Benefits-Cap. Exp.	(164)	(141)	(145)	(146)	(152)	(156)
Operating Expenses	(6,860)	(7,301)	(8,083)	(8,325)	(8,576)	(8,833)
Operating Expenses-Cap. Exp.	(155)	(93)	(96)	(96)	(101)	(103)
Equipment	(1,040)	(724)	(122)	(126)	(129)	(133)
Equipment-Cap. Exp.	973	570	584	599	614	629
Water Works Payment	(350)	(350)	(350)	(361)	(371)	(382)
Street Sweeping & Leaf Collection	(4,200)	(4,600)	(4,600)	(4,136)	(4,262)	(4,390)
Amortization of Insurance Costs	(64)	(63)	(75)	(75)	(75)	(75)
Transfer for Old GO Debt	(7,000)	(7,000)	(9,000)	(9,000)	(8,000)	(7,000)
SMF Debt Service	(5,152)	(5,147)	(9,128)	(10,929)	(12,626)	(14,518)
Total Expenses	(31,551)	(32,848)	(39,032)	(40,481)	(41,894)	(43,423)
Cash Receipt Over/(Under) Disbursements	(161)	2,106	(1,567)	(2,413)	(114)	588
Capital Borrowing						
Capital Expenditures						
Ending Cash Balance	9,139	11,245	9,679	7,266	7,151	7,739



5-28-08

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CITY OF MILWAUKEE  
STATEMENT OF NET ASSETS  
ENTERPRISE FUNDS  
DECEMBER 31, 2007  
(Thousands of Dollars)

Exhibit B-1

	Water Works	Sewer Maintenance	Parking	Nonmajor Enterprise Funds	Total
<b>ASSETS</b>					
Current Assets:					
Cash and cash equivalents .....	\$ 28,539	\$ -	\$ 21,485	\$ -	\$ 50,024
Restricted cash and cash equivalents .....	643	438	-	-	1,081
Receivables (net):					
Accounts .....	12,600	10,576	146	10,046	33,368
Unbilled accounts .....	9,770	2,129	-	2,144	14,043
Accrued interest .....	131	25	-	-	156
Due from other funds .....	4,702	1,285	-	1,117	7,104
Inventory of materials and supplies .....	2,345	-	-	-	2,345
Prepaid items .....	94	-	-	-	94
Deferred charges .....	-	479	-	-	479
Other assets .....	103	-	-	-	103
Total Current Assets .....	<u>58,927</u>	<u>14,932</u>	<u>21,631</u>	<u>13,307</u>	<u>108,797</u>
Noncurrent assets:					
Restricted cash and cash equivalents .....	-	8,447	-	-	8,447
Capital assets:					
Capital assets not being depreciated:					
Land .....	1,568	-	8,440	6,107	16,115
Construction in progress .....	12,249	36,800	3,650	-	52,699
Capital assets being depreciated:					
Buildings .....	21,292	-	50,645	13,063	85,000
Infrastructure .....	318,139	346,382	-	-	664,521
Improvements other than buildings .....	-	-	5,429	21,871	27,300
Machinery and equipment .....	201,183	4,260	1,496	4,776	211,715
Furniture and furnishings .....	-	22	-	55	77
Nonutility property .....	5,316	-	-	-	5,316
Accumulated depreciation .....	<u>(182,649)</u>	<u>(102,421)</u>	<u>(30,217)</u>	<u>(26,116)</u>	<u>(341,403)</u>
Total Noncurrent Assets .....	<u>377,098</u>	<u>293,490</u>	<u>39,443</u>	<u>19,756</u>	<u>729,787</u>
Total Assets .....	<u>436,025</u>	<u>308,422</u>	<u>61,074</u>	<u>33,063</u>	<u>838,584</u>

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CITY OF MILWAUKEE  
 STATEMENT OF NET ASSETS  
 ENTERPRISE FUNDS  
 DECEMBER 31, 2007  
 (Thousands of Dollars)

Exhibit B-1 (Continued)

	Water Works	Sewer Maintenance	Parking	Nonmajor Enterprise Funds	Total
<b>LIABILITIES</b>					
Current Liabilities:					
Accounts payable .....	\$ 3,326	\$ 762	\$ 1,295	\$ 9,122	\$ 14,505
Accrued expenses .....	1,454	631	523	152	2,760
Accrued interest payable .....	346	810	183	109	1,448
Compensated absences .....	1,025	-	-	-	1,025
Due to other funds .....	9,790	5,451	-	9,936	25,177
Deferred revenue .....	-	-	28	-	28
General obligation debt payable - current .....	2,845	19,701	2,218	483	25,247
Revenue bonds payable - current .....	891	-	-	-	891
Total Current Liabilities .....	<u>19,677</u>	<u>27,355</u>	<u>4,247</u>	<u>19,802</u>	<u>71,081</u>
Current Liabilities Payable from Restricted Assets:					
Revenue bonds payable .....	-	3,214	-	-	3,214
Accrued interest payable .....	-	122	-	-	122
Total Current Liabilities Payable from Restricted Assets .....	<u>-</u>	<u>3,336</u>	<u>-</u>	<u>-</u>	<u>3,336</u>
Noncurrent Liabilities:					
General obligation debt .....	17,474	3,934	9,579	3,207	34,194
Revenue bonds payable .....	10,315	66,647	-	-	76,962
Other post employment benefits obligation .....	790	274	214	45	1,323
Total Noncurrent Liabilities .....	<u>28,579</u>	<u>70,855</u>	<u>9,793</u>	<u>3,252</u>	<u>112,479</u>
Total Liabilities .....	<u>48,256</u>	<u>101,546</u>	<u>14,040</u>	<u>23,054</u>	<u>186,896</u>
<b>Net Assets:</b>					
Invested in capital assets, net of related debt .....	345,572	191,547	28,409	16,066	581,594
Restricted for Debt Service .....	643	8,885	-	-	9,528
Unrestricted .....	41,554	6,444	18,625	(6,057)	60,566
Total Net Assets .....	<u>\$ 387,769</u>	<u>\$ 206,876</u>	<u>\$ 47,034</u>	<u>\$ 10,009</u>	<u>\$ 651,688</u>

The notes to the financial statements are an integral part of this statement.

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CITY OF MILWAUKEE  
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS  
ENTERPRISE FUNDS  
FOR THE YEAR ENDED DECEMBER 31, 2007  
(Thousands of Dollars)

Exhibit B-2

	Water Works	Sewer Maintenance	Parking	Nonmajor Enterprise Funds	Total
Operating Revenues:					
Charges for Services:					
Water sales .....	\$ 59,301	\$ -	\$ -	\$ -	\$ 59,301
Statutory sewer user fee .....	-	-	-	30,258	30,258
Sewer maintenance fee .....	-	37,756	-	-	37,756
Rent .....	-	-	7,124	6,022	13,146
Fire protection service .....	6,234	-	-	-	6,234
Parking meters .....	-	-	4,088	-	4,088
Parking permits .....	-	-	2,914	-	2,914
Vehicle towing .....	-	-	6,250	-	6,250
Parking forfeitures .....	-	-	18,950	-	18,950
Other .....	6,969	-	-	907	7,876
Total Operating Revenues .....	<u>72,504</u>	<u>37,756</u>	<u>39,326</u>	<u>37,187</u>	<u>186,773</u>
Operating Expenses:					
Milwaukee Metropolitan Sewerage District charges ..	-	-	-	27,808	27,808
Employee services .....	-	7,442	7,269	1,622	16,333
Administrative and general .....	6,634	-	-	34	6,668
Depreciation .....	12,943	4,086	2,415	2,385	21,829
Transmission and distribution .....	18,872	-	-	2,742	21,614
Services, supplies and materials .....	-	10,305	13,752	1,545	25,602
Water treatment .....	12,506	-	-	-	12,506
Water pumping .....	7,057	-	-	-	7,057
Billing and collection .....	2,678	-	-	1,601	4,279
Total Operating Expenses .....	<u>60,690</u>	<u>21,833</u>	<u>23,436</u>	<u>37,737</u>	<u>143,696</u>
Operating Income (Loss) .....	<u>11,814</u>	<u>15,923</u>	<u>15,890</u>	<u>(550)</u>	<u>43,077</u>
Nonoperating Revenues (Expenses):					
Investment income .....	1,707	414	-	-	2,121
Interest expense .....	(1,374)	(3,495)	(589)	(190)	(5,648)
Gain (loss) on disposal of fixed assets .....	-	-	133	-	133
Other .....	304	(4,600)	271	12	(4,013)
Total Nonoperating Revenues (Expenses) .....	<u>637</u>	<u>(7,681)</u>	<u>(185)</u>	<u>(178)</u>	<u>(7,407)</u>
Income (Loss) before Contributions and Transfers..	12,451	8,242	15,705	(728)	35,670
Capital contributions .....	2,178	3,265	-	619	6,062
Transfers in .....	-	-	-	683	683
Transfers out .....	<u>(7,767)</u>	<u>(9,000)</u>	<u>(17,346)</u>	<u>(3,053)</u>	<u>(37,166)</u>
Change in Net Assets .....	6,862	2,507	(1,641)	(2,479)	5,249
Total Net Assets - Beginning .....	<u>380,907</u>	<u>204,369</u>	<u>48,675</u>	<u>12,488</u>	<u>646,439</u>
Total Net Assets - Ending .....	<u>\$ 387,769</u>	<u>\$ 206,876</u>	<u>\$ 47,034</u>	<u>\$ 10,009</u>	<u>\$ 651,688</u>

The notes to the financial statements are an integral part of this statement.

6-2-08  
Amending  
2007

CITY OF MILWAUKEE  
STATEMENT OF CASH FLOWS  
ENTERPRISE FUNDS  
FOR THE YEAR ENDED DECEMBER 31, 2007  
(Thousands of Dollars)

Exhibit B-3

	Water Works	Sewer Maintenance	Parking	Nonmajor Enterprise Funds	Total
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>					
Receipts from customers and users .....	\$ 70,998	\$ 35,351	\$ 39,376	\$ 34,776	\$ 180,501
Payments to suppliers .....	(17,762)	(11,018)	(13,445)	(33,967)	(76,192)
Payments to employees .....	(24,178)	(7,171)	(7,000)	(1,540)	(39,889)
Payments from other funds .....	-	-	-	3,001	3,001
Payments to other funds .....	(5,995)	5,451	-	379	(165)
Net Cash Provided by Operating Activities .....	<u>23,063</u>	<u>22,613</u>	<u>18,931</u>	<u>2,649</u>	<u>67,256</u>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>					
Miscellaneous nonoperating revenue .....	304	-	-	-	304
Other nonoperating expenses .....	-	(4,600)	-	-	(4,600)
Transfers from other funds .....	-	-	-	(3,053)	(3,053)
Transfers to other funds .....	(7,767)	(9,000)	(17,346)	203	(33,910)
Net Cash Used for Noncapital Financing Activities .....	<u>(7,463)</u>	<u>(13,600)</u>	<u>(17,346)</u>	<u>(2,850)</u>	<u>(41,259)</u>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</b>					
Capital contributions .....	-	-	-	1,055	1,055
Proceeds from sale of bonds and notes .....	-	11,825	1,065	12	12,902
Proceeds from sale of revenue bonds .....	-	14,369	-	-	14,369
Acquisition of property, plant and equipment .....	(14,319)	(19,250)	(2,059)	(197)	(35,825)
Retirement of bonds, notes and revenue bonds .....	(4,231)	(24,750)	(2,080)	(480)	(31,541)
Interest paid .....	(1,425)	(3,214)	(592)	(200)	(5,431)
Other .....	-	-	542	11	553
Net Cash Used for Capital and Related Financing Activities .....	<u>(19,975)</u>	<u>(21,020)</u>	<u>(3,124)</u>	<u>201</u>	<u>(43,918)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>					
Investment income .....	<u>1,748</u>	<u>393</u>	<u>-</u>	<u>-</u>	<u>2,141</u>
Net Increase in Cash and Cash Equivalents .....	<u>(2,627)</u>	<u>(11,614)</u>	<u>(1,539)</u>	<u>-</u>	<u>(15,780)</u>
Cash and Cash Equivalents - Beginning .....	<u>31,809</u>	<u>20,499</u>	<u>23,024</u>	<u>-</u>	<u>75,332</u>
Cash and Cash Equivalents - Ending .....	<u>\$ 29,182</u>	<u>\$ 8,885</u>	<u>\$ 21,485</u>	<u>\$ -</u>	<u>\$ 59,552</u>

CITY OF MILWAUKEE  
**STATEMENT OF CASH FLOWS**  
**ENTERPRISE FUNDS**  
 FOR THE YEAR ENDED DECEMBER 31, 2007  
 (Thousands of Dollars)

Exhibit B-3 (Continued)

	Water Works	Sewer Maintenance	Parking	Nonmajor Enterprise Funds	Total
Cash and Cash Equivalents at Year End Consist of:					
Unrestricted Cash .....	\$ 28,539	\$ -	\$ 21,485	\$ -	\$ 50,024
Restricted Cash .....	<u>643</u>	<u>8,885</u>	<u>-</u>	<u>-</u>	<u>9,528</u>
	<u>\$ 29,182</u>	<u>\$ 8,885</u>	<u>\$ 21,485</u>	<u>\$ -</u>	<u>\$ 59,552</u>
RECONCILIATION OF OPERATING INCOME (LOSS) TO NET					
CASH PROVIDED BY OPERATING ACTIVITIES:					
Operating income (loss) .....	\$ 11,814	\$ 15,983	\$ 15,890	\$ (550)	\$ 43,137
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:					
Depreciation .....	12,943	4,026	2,415	2,385	21,769
Changes in assets and liabilities:					
Receivables .....	(2,029)	(1,988)	59	(2,411)	(6,369)
Due from other funds .....	(415)	(417)	-	(257)	(1,089)
Inventories .....	(136)	-	-	-	(136)
Prepaid items .....	(73)	-	-	-	(73)
Other assets .....	31	-	-	-	31
Accounts payable .....	455	(713)	307	(237)	(188)
Accrued liabilities .....	473	271	269	82	1,095
Due to other funds .....	-	5,451	-	3,637	9,088
Deferred revenue .....	-	-	(9)	-	(9)
Net Cash Provided by Operating Activities .....	<u>\$ 23,063</u>	<u>\$ 22,613</u>	<u>\$ 18,931</u>	<u>\$ 2,649</u>	<u>\$ 67,256</u>

Non-cash Activities:

During the year, water mains and related property, installed by others were deeded to the Water Works in the amount of \$2.178 million.

During the year, the Sewer Maintenance Fund removed infrastructure assets costing \$95,007 with a net value of \$0, and, received donated assets in the amount of \$3.265 million.

*The notes to the financial statements are an integral part of this statement.*

# DPW-INFRASTRUCTURE SERVICES DIVISION

## RESEARCH AND ANALYSIS SECTION – LEGISLATIVE REFERENCE BUREAU

**Executive Summary: 2011 City of Milwaukee Proposed Budget**

**Hearing Date: October 22, 2010**

**1. Total Expenditures and Personnel Changes:** The 2011 Proposed Budget for Infrastructure Services is \$36,937,077, an increase of \$3,280,589 (9.74%) from the \$33,656,488 funded in the 2010 Budget. This increase can be attributed to the transfer of the Facilities Development and Management Section into Infrastructure from DPW-Operations Division in the 2010 Budget. A reduction in personnel funding is proposed for 2011 within Streets and Bridges, Electrical Services and Facilities Development and Management Sections relating to implementation of the Automatic Meter Reading (AMR) program. Seasonal staffing of concrete, asphalt and electrical services will be impacted by the AMR deduction. **(Pages 2, 3 and 5)**

The 2011 Proposed Budget for personnel costs is \$23,812,048, an increase of \$2,274,560 (10.6%) from the \$21,537,488 funded in the 2010 Budget. The 2011 Proposed budget includes 804 positions, a decrease of 3 positions from the 807 authorized in the 2010 Budget. Five vacant positions within the Facilities Development and Management Section are proposed for elimination in 2011: Custodial Worker II/City Laborer, Maintenance Technician II, Electrical Mechanic, Bridge Laborer II, and an auxiliary position of Architectural Designer II. Seven carpentry positions will transfer into the Streets and Bridges Section from the Facilities Development and Management Section for a proposed consolidation of carpentry functions. **(Pages 2 to 4)**

**2. Equipment Purchases:** The funding allocation for equipment purchases proposed for 2011 is \$167,000, the same as allocated in the 2010 Budget. **(Page 6)**

**3. Special Funds:** The 2011 Proposed Budget provides \$12,000 in special funds for the City Hall Renewable Energy Program. **(Page 6)**

**4. Revenues:** Estimated Revenues in the 2011 Proposed Budget for ISD is \$7,280,400, an increase of \$329,400 (4.7%) from the 2010 Budget. **(Page 6)**

**5. Capital Projects:**

- Major Bridge Program **(Page 7)**
- Local Bridge Program **(Page 8)**
- Major Streets **(Pages 8 to 9)**
- Local Streets **(Page 9 to 10)**
- Alley Program **(Pages 10 to 11)**
- Sidewalk Replacement **(Page 11)**
- New Street Construction **(Page 12)**
- Street Lighting **(Pages 12 to 13)**
- Traffic Control **(Page 13)**
- Underground Conduit and Manhole Program **(Page 14)**
- Underground Electrical Manhole Reconstruction Program **(Pages 14 to 15)**
- ADA Compliance Program **(Page 15)**
- Building Exterior Façade Restoration **(Page 15)**
- City Hall Foundation and Hollow Walk **(Page 15)**
- City Hall Complex Remodeling **(Pages 15 to 16)**
- Energy Efficiency and Renewable Energy Initiative **(Page 16)**
- Environmental Remediation Program **(Page 16)**
- Facilities Exterior Program **(Page 16)**
- Facilities Systems Program **(Page 16 to 17)**
- IT Environmental Room Compliance Program **(Page 17)**
- MacArthur Square Plaza Remediation **(Page 17)**
- Municipal Garage/Outlying Facilities Remodeling **(Page 17)**
- Recreational Facilities Program **(Page 17)**
- Space Planning Alterations and Engineering **(Pages 17 to 18)**
- ZMB Lower Parking Floor Restoration **(Page 18)**

<b>Expense</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>% Change</b>	<b>2011 Proposed</b>	<b>% Change</b>
Personnel Costs	\$21,227,046	\$21,537,488	1.46%	\$23,812,048	10.6%
Operating Expend.	\$8,349,961	\$11,940,000	42.99%	\$12,946,029	8.42%
Equipment Purch.	\$101,148	\$167,000	65.10%	\$167,000	0
Special Funds	\$0	\$12,000	100%	\$12,000	0
<b>TOTAL</b>	<b>\$29,678,155</b>	<b>\$33,656,488</b>	<b>13.40%</b>	<b>\$36,937,077</b>	<b>9.7%</b>
Positions	707	807	100	804	-3

The 2011 Proposed budget includes 804 positions, a decrease of 3 positions from the 807 authorized in the 2010 Budget. Three positions are proposed for transfer into Infrastructure from other DPW Divisions. In order to meet budget constraints, the following 5 vacant positions within the Facilities Development and Management Section are proposed for elimination in 2011: Custodial Worker II/City Laborer, Maintenance Technician II, Electrical Mechanic, Bridge Laborer II, and an auxiliary position of Architectural Designer II. Seven carpentry positions will transfer into the Streets and Bridges Section from the Facilities Development and Management Section for a proposed consolidation of carpentry functions. One position of Carpentry Supervisor is proposed for elimination. Another position of Carpentry Supervisor is proposed to be replaced by one position of Carpentry Manager in the 2011 Proposed Budget.

A reduction in personnel funding is proposed for 2011 within Streets and Bridges, Electrical Services and Facilities Development and Management Sections, relating to implementation of the Automatic Meter Reading (AMR) program. The Water Works will begin a multi-year AMR program to replace water meters in residences beginning in the 4<sup>th</sup> quarter of 2010. The 2011 Proposed Budget does not propose any adjustment to specific position authority in ISD since it is unclear what positions will be interested in this voluntary opportunity. The Proposed Budget contains a line item salary deduction to reflect the salary reductions for positions to transfer from Streets and Bridges

(\$140,000), Electrical Services (\$262,000), and Facilities (\$39,000); an ISD total reduction of \$441,000. The 2011 Proposed Budget has made some assumptions on the number and level of potential positions in order to develop a salary impact. This proposed salary reduction (\$441,000) will result in a substantial reduction of existing personnel in these identified areas if any positions vacated by this AMR transfer opportunity are eliminated and not filled.

Seasonal staffing of concrete, asphalt and electrical services will be impacted by the AMR deduction. As seasonal staffing cost can vary, i.e. fewer positions for more duration or more positions for less duration. In either case, the FTE and salary calculations would remain the same. While there is no specific change proposed to the number of positions for 2011, the impact of the proposed salary reductions due to the AMR deduction (\$441,000) and due to the reduction for seasonal salaries (\$50,000) will have a major reduction in available seasonal workforce in Streets and Electrical Services. This funding decrease results in a seasonal reduction of up to an additional 5 weeks from current 2010 levels which were previously reduced by 6 weeks from 2009 levels. This results in a combined 11-week reduction over the past 2 years in Streets and Electrical Services seasonal workforce and increased service delivery delays.

## **2011 Proposed Budget**

### **Total Expenditures**

<b>2010 Budget</b>	<b>2011 Proposed</b>	<b>%Change</b>
\$33,656,488	\$36,937,077	9.7%

The 2011 Proposed Budget for DPW-Infrastructure Services Division is \$36,937,077, an increase of \$3,280,589 (9.7%) from the \$33,656,488 funded in the 2010 Budget. This increase can be attributed to the transfer of the Facilities Development and Management Section into Infrastructure from DPW-Operations Division in the 2010 Budget.

### **Personnel**

The 2011 Proposed Budget for personnel costs is \$23,812,048, an increase of \$2,274,560 (10.6%) from the \$21,537,488 funded in the 2010 Budget.

The 2011 Proposed budget includes 804 positions, a decrease of 3 positions from the 807 authorized in the 2010 Budget. The position of Buildings and Fleet Superintendent is retitled to Facilities Director. The funding for this position is proposed to change from 100% O&M finding to a combination of 50% O&M funds and 50% capital funds.

Reduction in personnel funding is proposed for 2011 within Streets and Bridges, Electrical Services and Facilities Development and Management Sections relating to implementation of the Automatic Meter Reading (AMR) program. The 2011 Proposed Budget does not propose any adjustment to specific ISD position authority since it is unclear what positions will be interested in this voluntary opportunity. The Proposed Budget contains a line item salary deduction to reflect the salary reductions for positions to transfer from Streets and Bridges (\$140,000), Electrical Services

(\$262,000), and Facilities (\$39,000); an ISD total reduction of \$441,000.

The 2011 Proposed Budget has made some assumptions on the number and level of potential positions in order to develop a salary impact. This proposed salary reduction (\$441,000) will result in a substantial reduction of existing personnel in these identified areas if any position vacated by this AMR transfer opportunity are eliminated and not filled.

**1. Position Transfers:** Three positions are proposed for transfer into Infrastructure from other DPW divisions. One position of Business Operations Manager (SG 8) is to be transfer from DPW Administrative Services Division and 2 Program Assistant Positions are to be transferred from DPW Operations Division. The transfer of these positions into Infrastructure is due transferring the Facilities Section into ISD. These positions had supported the Facilities Section previous to its transfer into ISD, and it made sense to transfer them into ISD to continue to support the Facilities Section

**2. Position Eliminations:** In order to meet budget constraints the following 5 vacant positions within the Facilities Development and Management Section are proposed for elimination in 2011: Custodial Worker II/City Laborer (SR 215), Maintenance Technician II (SR 258), Electrical Mechanic (SR 978), Bridge Laborer II (SR 238), and an auxiliary position of Architectural Designer II (SR 626). While core building services will be impacted with these eliminations, the department indicates that technological advances and improved maintenance techniques partially offset this reduced staffing.



2011 Proposed Facilities Position Eliminations					
Position	2009 Actual	2010 Budget	Difference	2011 Proposed	Difference
Custodial Worker II/City Laborer	19	16	-3	15	-1
Maintenance Technician II	6	5	-1	4	-1
Electrical Mechanic	19	19	0	18	-1
Bridge Laborer II	2	2	0	1	-1

**3. Staffing Changes:** Seven carpentry positions will transfer into the Streets and Bridges Section from the Facilities Development and Management Section for a proposed consolidation of carpentry functions. One position of Carpentry Supervisor is proposed for elimination. Another position of Carpentry Supervisor is proposed to be replaced by one position of Carpentry Manager in the 2011 Proposed Budget. Since the 2006 relocation of DPW field functions at the Tower facility, the 2 existing work units of Carpenters within DPW are now located in one facility and share that facility. One unit, in DPW-Facilities performs building (house) facility carpentry needs and the other unit, in DPW-Street & Bridges performs bridge/field carpentry needs. Efficiencies gained by this relocation into one unit include the flexibility to cross utilize the group to assist in either capacity as needs arise, implementation of uniform work procedures and the consistent oversight by a single manager. The attrition of one Carpentry Supervisor position, now vacant, facilitates combining these groups into one, eliminate separate supervision and combine under one management position.

**4. Seasonal Staffing:** The table below provides current staffing of seasonal concrete, asphalt and electrical services and weeks of work and the intended 2011 level staffing and weeks of work.

TYPE	2010	2011
Seasonal Concrete Positions		
-Weeks of Work	23	18
-Number of Positions	30	30
Seasonal Asphalt Positions		
- Weeks of Work	28	23
- Number of Positions	44	44
Seasonal Electrical Services		
- Weeks of Work	20	15
- Number of Positions	30	30

Please note this is an estimate used to establish budgetary funding levels and can vary (i.e., fewer positions for more duration or more positions for less duration). In either case, the FTE and salary calculations would remain the same. While there is no specific change proposed to the number of positions for 2011, the impact of the proposed salary reductions due to the AMR transfer (\$441,000) noted above and due to the reduction for seasonal salaries (\$50,000) will have a significant decrease in available seasonal workforce in Streets and Electrical Services. This funding reduction results in a seasonal reduction of up to an additional 5 weeks from current 2010 levels which were previously reduced by 6 weeks from 2009 levels. This results in a combined 11-week reduction over the past 2 years in Streets and Electrical Services seasonal workforce and increased service delivery delays.

## Operating Expenditures

2010 Budget	2011 Proposed	% Change
\$11,940,000	\$12,946,029	8.42%

The 2011 Proposed Budget provides \$12,946,029 for operating expenditures, an increase of \$1,006,029 (8.42%) from the 2010 Budget. Notable operating expenditure increases include the following ISD line items: Information technology Services, Property Services, Infrastructure Services and Reimburse Other Departments.

Information technology Services is budgeted at \$90,000, an increase of \$17,000 from the 2010 Budget reflects the need to upgrade and support computer applications for City design personnel.

Property Services is budgeted at \$1,850,000, an increase of \$465,000 from the 2010 Budget reflects the actual history of expenditures in this category. The Property Services account pays for an array of “bricks and mortar” maintenance for all City facilities. The Facilities Section is extremely cautious in spending only what is absolutely necessary for the safety and proper function of the facilities and personnel that occupy them. Reducing critical preventative maintenance needs can impact deferred maintenance costs and future capital requests. Not performing required maintenance creates inefficiencies in other City agencies.

Infrastructure Services is budgeted at \$240,000, an increase of \$45,000 from the 2010 Budget reflects the need to provide vendor support for field maintenance repair functions for the City moveable bridges based on current cost experience.

Reimburse Other Departments is budgeted at \$4,784,929, an increase of \$479,929 from the 2010

Budget reflects the anticipated We Energies electric rate increases for operation of the City street light system and traffic control facilities.

A notable decrease in the operating expenditures for ISD line items is Energy. Energy is budgeted at \$2,007,000, a decrease of \$92,000 from the 2010 Budget which reflects continued energy efficiencies in the operation and management of the City building facilities.

**Street Lighting:** No reduction of street light burn time is proposed for 2011. The following information is related to street light outages and the time it takes to restore electrical service to single/double unit, area and alley lights:

The number of single/double unit outages for 2010, as of the period ending June 26, 2010, were 1,615 versus 1,413 for the same period in 2009; outages for 2010 are 13% ahead of 2009 with 68% of those completed within the goal of 30 days.

The number of area street lighting outages (3 or more lighting units) for 2010 as of August 21, 2010 were 1,857 slightly ahead of the 1,813 number of outages for the same period in 2009; 2.4% more than the same period in 2009 with 100% completed within 24 hours. This 24-hour response is to re-light the area. If more extensive underground circuit repairs are required, a temporary repair may be completed to get the area lit and the final repair work deferred to a later time.

The number of alley outages for 2010, as of June 26, 2010, were 1,262 versus 1,179 for the same period in 2009; 2010 is 7% ahead of 2009 with 96% of those completed within the goal of 72 hours.

## Equipment Purchases

Funding allocation proposed for 2011 is \$167,000, the same as allocated in the 2010 Budget.

## Special Funds

The 2011 Proposed Budget provides \$12,000 in special funds for the City Hall Renewable Energy Program. This is the same funding allocation as in the 2010 Budget. The City Hall Renewable Energy Program is a commitment by the City to pay a premium of \$1,000 per month on 100,000KW of energy provided by WE Energies that was produced by a renewable resource

under its Energy for Tomorrow Program. The City Hall Complex's participation has been \$1,000 per month since 2007 and has not changed. Presently, the City Hall Complex and the Recycling Education Center, where the geothermal and photovoltaic systems were installed, are participating in this program. Participation in this program was predicated by grant funding received for the Recycling Education Center. The Recycling Education Center is participating at a level equal to that of the photovoltaic systems capacity, which is approximately 10.3% of the facilities energy usage.

## Revenues

Revenue Category	2009 Actual	2010 Budget	Change	2011 Estimated	Change
DPW-Infrastructure Division	\$4,192,031	\$3,651,000	-12.90%	\$3,727,700	2.10%
DPW-ISD Facilities-Rent	-	-	-	\$252,700	-
Vehicle Registration Fee	\$2,839,616	\$3,300,000	16.21%	\$3,300,000	0%
<b>TOTAL</b>	<b>\$7,031,647</b>	<b>\$6,951,000</b>	<b>-1.14%</b>	<b>\$7,280,400</b>	<b>4.7%</b>

Estimated Revenues in the 2011 Proposed Budget for ISD is \$7,280,400, an increase of \$329,400 (4.7%) from the 2010 Budget.

10% of the annual MVR fee revenues must be specifically allocated to street maintenance activities.

**Motor Vehicle Registration Fee:** The estimated 2011 revenue for the Motor Vehicle Registration MVR fee is \$3,300,000, the same as in the 2010 Budget. The MRV fee went into effect December 1, 2008 for vehicles customarily kept in the City of Milwaukee. Revenues from the \$20 annual MRV fee on specified vehicles may only be used to defray City costs for transportation related purposes including but not limited to, costs related to design, construction, operation and maintenance of streets, alleys, bridges, public way lighting, traffic signs and signals, traffic calming installations and special assessments. A minimum of

## Capital Projects

### Major Bridge Program

Major Bridge Program					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
<b>Capital Funding – Major Bridge</b>	\$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 - Major	\$0	\$2,841,000	\$0	\$6,504,000	\$776,956

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 is 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 in TIGER grants.

Two large-scale bridge projects 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	
Bridge	Type
Sherman Blvd over Silver Spring Dr (*)	Rehab
Vliet Street over CPRR (*)	Rehab
6 <sup>th</sup> Street over KK River (*)	Reconstruct
Hampton Ave over Lincoln Creek	Rehab
Howell Ave Bridge over UPRR	Rehab
(*) Received ARRA funding assistance	

## Local Bridge Program

Local Bridge Program					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
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 I	\$6,117,956	\$6,047,956	\$0	\$12,621,000	\$12,140,000

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 provided funding for the rehabilitation of the Clybourn Lift Bridge over the Milwaukee River.

There are no bridges proposed for 2011.

## Major Streets

Major Street Program					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
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

Arterials and collectors are eligible for county, state, and federal funding and are part of the City's Major Streets Program. Funding programs include the State Transportation, Connecting Highways, State Trunk Highways, County Trunk Highway, Highway Safety Improvement and Local Road Improvement programs.

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.

Grant funding for this program has increased significantly. The tax levy-supported portion of this program was nearly 30% in 2010. In 2011, it is expected

**Major Streets Proposed for 2011**

Project	Type
S 35 St : W Burnham Ave to W Greenfield Ave	Construction
N 91 St: W Hampton Ave to W Flagg	Construction
W Lloyd St : N 47 St to N 60 St	Construction
N Port Washington Ave : N Dr MLK Jr Dr to W Fiebrantz	Construction
S 68 St : W Morgan Ave to W Cleveland Ave	Prelim Engineering
W Fond Du Lac Ave : N 91 St to N 107 St	Prelim Engineering
N Hopkins St: W congress St to W Villard Ave	Prelim Engineering
Project	Type
W Howard Ave : S 48 St to S 55 St	Prelim Engineering
W Locust St : N Dr Martin Luther King Jr Dr to N 15 St	Prelim Engineering

**On-going Large Scale Projects**

Project	Fund Yr	Status
N 27 St : W St Paul Ave to W Highland Ave	2010	DCD is working with the local Alderman to address concerns. This is a connecting highway project.

**ARRA Funded Projects**

Project	Funding 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
Kinnickinnic River Bicycle Trail	2010
*Small projects on different streets at various locations.	

**Local Streets**

Local Street Program Funding					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
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

The 2011 Proposed 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.

The Common Council passed an ordinance (File Number 080034) 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

Proposed 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% 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 Sept. 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. Greater programmatic control will have several benefits. It will allow the size of the preliminary paving program to be reduced allowing staff to 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

Alley Paving Program Funding					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
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

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 (CCF # 080034), the recovery rate was reduced to 60%.

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

- City of Milwaukee policy regarding the maintenance of infrastructure assets.
- The fact that each alley provides a benefit for only a small group of property owners.
- The fact that alleys do not generally see high volumes of traffic.
- The fact that alleys are used by sanitation crews to facilitate garbage pick-up.
- The fact that investment in alleys can spur other homeowner improvement projects.
- The fact that alleys minimize the impact of on-street parking.
- The amount of cost recovery available.
- Property owner expectations.
- The effect on home values.

## Sidewalk Replacement

Sidewalk Replacement Program Funding					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
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

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 proposed 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 was significantly higher than funding in any year between 2005 and 2009.

This program is not the only means by which sidewalks are 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

New Street Construction Program					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
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

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

Street Lighting Program					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
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

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

Traffic Control Program					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
Cash	\$700,000	\$700,000			
Borrowing	\$0	\$0	\$990,000	\$1,182,500	\$2,056,000
Total Current Funding	\$700,000	\$700,000	\$990,000	\$1,182,500	\$2,056,000
Carryover Funding	\$0	\$0	\$0	\$990,000	\$1,367,574

This program provides for the upgrade, replacement and installation of traffic control devices as needed to accommodate traffic pattern changes, provide conformity with national standard, 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 improvement 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 improvement 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 7-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 end in 2014 and 2015 respectively, MUTCD upgrades represent approximately 46% of the 2011 budget for this program.

## Underground Conduit and Manhole Program

Underground Conduit and Manhole Program					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
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

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 Paving 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

Underground Conduit and Manhole Reconstruction Program					
Source	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Proposed
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

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.

## Facilities Development and Management Section Capital Projects

**1. 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. The total 6-year capital request is \$1,652,000. Funding for 2011 will be used for either the 8<sup>th</sup> floor City Hall restrooms or the 3<sup>rd</sup> floor 809 restrooms. (pending the outcome of the 2011 Budget) 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 rest rooms for \$270,000.
2. Tow Lot rest room for \$146,000.
3. CRG 2<sup>nd</sup> Floor rest rooms for \$160,000.
4. Forestry Sanitation on South 35<sup>th</sup> street for \$125,000.
5. Water Works facilities for \$294,000.

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

**2. Building Exterior Façade Restoration - \$385,400:**

Section 275-32-13 of the Code of Ordinances was enacted in 2001. The ordinance requires the owner of any building in the City that is 5 stories or greater to complete a critical exam to determine if the façade of the 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.

**3. 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 this year. The 2011 request for this project was reduced by \$1.3 million. This reduction reflects the timing in which monies will be required. The overall budget for this project has not changed.

**4. 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 provides adequate funding were to be adopted, the following projects would be considered:

1. 2<sup>nd</sup> 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

#### **5. 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. The total project cost is \$350,000. The City's portion is \$150,000

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

#### **6. 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.

**7. 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.

**8. 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 was capital request is \$2,800,000. The requested funding

was reduced by \$405,000. Carryover borrowing authority of \$685,000 remains.

#### **9. IT Equipment Room Compliance Program - \$0:**

This project is not funded in the 2011 Proposed Budget. This 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 room to bring it into 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.

#### **10. 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.

**11. 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 lives. 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.

The 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, it continues to seek opportunities to consolidate facilities based on the requirements of DPW operations. No specific opportunities were discussed.

**12. 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.

**13.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 project, 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.

**14.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.

**Capital spending on infrastructure projects**

- Can the City afford to spend what it's spending?
- Is the City spending enough on infrastructure?

**Facilities Development and Management Section  
Capital Projects**

- 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 give to their long range use.
- The deferred maintenance needs of city facilities will present an on-going challenge. Deferred maintenance and compliance costs exceed \$70 million.

**Issues to Consider**

- Will continued reduction of custodial, maintenance and trades positions within Facilities Development and Management Section result in privatization of these positions in the future? How will this affect collective bargaining agreements?
- The Automatic Meter Reading program deduction will result in a serious reduction in funding of available seasonal workforce in Streets and Electrical Services.

# PARKING FUND

**Executive Summary: 2011 City of Milwaukee Proposed Budget  
2010**

**Hearing Date: October 22,**

1. **Personnel:** The 2011 Proposed Parking Fund Budget transfers an Accounting Assistant II from DPW Administrative Services to the Parking Funding to assist with Fund accounting and financial system data entry. (Page 2)
2. **Operating Expenditures:** The 2011 Parking Fund's operating expenditures budget totals \$14,242,000, a \$541,000 decrease from the \$14,783,000 provided in the 2010 Budget, which is primarily due to a reduction in funding for professional services. (Pages 3 & 4)
3. **Replacement Equipment:** The 2011 Proposed Budget includes \$120,000 for the replacement of 4 Jeeps and \$25,000 for the replacement of one meter repair pick-up truck. (Pages 4 & 5)
4. **Transfer to the General Fund:** In order to move towards a more sustainable transfer in future years, the 2011 transfer is reduced to \$20,787,000. The reduction is primarily the result of an approximately \$1.1 million decrease in the withdrawal from reserves to approximately \$4.6 million. (Page 6)
5. **Parking Citation Revenues:** The 2011 estimated parking citation revenue is \$22.0 million, the same as 2010. (Page 6)
6. **Citation Collection Effort:** As of August, 2009, there was approximately \$58.9 million in outstanding parking citations. Of that amount, DPW estimates that approximately \$18.1 million is considered to be reasonably collectable. Most of the remaining \$40.8 million in parking citation delinquencies are for citations issued to vehicles without state plates, and citations issued to vehicles with Wisconsin plates, but without a registered owner. (Page 7)
7. **Collections:** In recent years, the Department of Public Works has implemented strategies for handling the large number of parking scofflaws. (Pages 7, 8 & 9)
8. **Service Enhancements:** Duncan Solutions will soon be piloting a single-space parking meter that allows credit card payment. (Pages 10 & 11)
9. **Capital:** The 2011 Proposed 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 capital items were funded as requested. (Page 11)



Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Operating	\$ 42,750,933	\$ 50,692,216	19%	\$ 48,428,800	-5%
Capital	\$ 2,038,595	\$ 950,000	-53%	\$ 1,175,000	24%
Positions	129	130	1%	131	1%

## **Personnel**

1. The 2011 Proposed Budget returns the following 2010 Unified Call Center positions to the Parking Enforcement Information Desk.

5 - Communication Assistant IV

16- Communication Assistant

2. The 2011 Proposed Parking Fund Budget also transfers an Accounting Assistant II from DPW Administrative Services to the Parking Funding to assist with Fund accounting and financial system data entry.

## **Vacancies**

As of August, 2010, there are 4 vacancies—2 in Parking Enforcement and two at the Tow Lot. At Parking Enforcement, they include one parking enforcement officer position that became vacant on August 31, 2010, and is anticipated to be filled by November 2010. The second position is a communication assistant that was vacated in January 2010. It will not be filled with permanent staff until DPW-Parking learns the final disposition of the proposed Unified Call Center and its effect on parking operations. Until that time, staff is utilizing the temporary help services.

At the Tow Lot, there is one tow lot attendant position that was vacated in Fall 2009. It remained unfilled due to the Tow Lot remodeling, but will be filled before year-end upon completion of the remodeling. In addition, the Tow Lot Crew Leader position was vacated on July 30, 2010; it is anticipated to be filled by November 1, 2010.

## **Operating Expenditures**

The 2011 Parking Fund's operating expenditures budget totals \$14,242,000, a \$541,000 decrease from the \$14,783,000 provided in the 2010 Budget, which is primarily due to a reduction in funding for professional services.

## **Professional Services**

The 2011 Proposed Budget includes \$7.1 for Professional Services, a \$437,000 reduction from the \$7,537,000 provided in the 2010 Budget. The decrease primarily reflects a funding adjustment that is based on the actual results from the collection terms of the new citation processing contract.

Duncan Solutions, formerly Professional Account Management (PAM), receives the majority (\$5.4 million)

of the Professional Services Account funding for processing citations (parking, municipal and traffic), including staffing 3 payment centers, processing primary and secondary collections, scheduling reviews with both the Citation Review Manager and Municipal Court, supporting the database, and online issuance for night parking permits, maintaining the tow management system, placing vehicle registration holds, mailing overdue notices, certifying individuals with the state Department of Revenue for the Tax Refund Intercept Program (TRIP), maintaining and supporting the kiosks and leasing the AutoCITES (AutoCITES are hand held computers used for issuance of parking citations).

The 2011 proposed Parking Fund's Professional Services Account also includes funding for the management of 4 City-owned parking structures (\$1.15 million), Division of Motor Vehicles for vehicle registration holds (\$60,000), coin counting/meter services and armored vehicle security services (\$80,000) and credit card transaction fees (\$300,000) paid to credit card companies when citizens use credit cards to pay for parking citations, to purchase night parking permits, and to pay for on- and off- street parking.

## Other Operating Expenditure Changes

**Other Operating Services** decreases from \$4,100,000 to \$3,890,000. A large number of services are funded from this account. However, vehicle towing is one of the more significant charges to this account. The number of tows has been decreasing and is expected to continue to decrease in 2011, mostly attributable to the economy. The costs to the City for some tows have decreased as well. One reason for decreased tows is the pilot program targeting a reduction in street-sweeping tows on the East Side throughout the summer months. Also, DPW indicates that in this economy, people tend to retain their vehicles longer and not abandon them on the streets for

the City to tow. In 2010, the contracts for towing "police hold and abandoned" vehicles were re-bid. One contractor won both the North and South Side areas. Costs on a per tow basis decreased 8.8% and 18.5% for the 2 contracts, respectively.

**Tools & Machinery Parts** decreases from \$3,000 to \$2,000. This account varies considerably from year to year. Because more single-space meters are being replaced with multi-space meters, the need for parts for the single-space meters keeps decreasing, resulting in decreased funding.

**Construction Supplies** decreases from \$4,000 to \$3,000. This account is adjusted for 2009 experience.

**Other Operating Supplies** increases from \$75,000 to \$87,000. This account reflects 2009 experience.

decreased from \$536,700 to \$455,000. The 2010 budget for the "energy" account reflects the anticipated total energy costs as listed on the "Energy Cost Supporting Worksheet (BMD-30)". However, that total includes energy usage paid directly from the "energy" budget account, as well as the "reimburse other departments" account. The 2011 requested amount for the "energy" account only reflects anticipated payments from that account.

**Other Operating Supplies** increases from \$75,000 to \$87,000. This account reflects 2009 experience.

**Facility Rental** remains at \$145,000. This the base rent for the parking enforcement facility located at 123 N. 25<sup>th</sup> Street.

**Vehicle Rental** decreases from \$12,000 to \$10,000. This account reflects the average of the past 3 years' costs.

**Non-Vehicle Rental** decreases from \$33,000 to \$30,000. This account reflects 2009 experience.

**Infrastructure Services** decreases from \$111,000 to \$100,000. This funding is based upon 2009 experience, particularly resulting from seasonal snowplowing contracts where DPW-Parking pays a flat fee bid amount for up to 65 inches of snow. Prior to 2009, DPW bid out up to 5 plowings per season and then paid for each additional plowing. DPW indicates that experience has demonstrated that the flat fee rate has been financially advantageous to the City.

**Property Services** decreases from \$620,000 to \$595,000. This funding is based upon 2009 experience and anticipated increases in costs in a few areas—water rate increases, elevator service contracts that will be re-bid, and communication charges for the multi-space meters. The 2011 Proposed Budget provides \$23,000 for the Reimburse Other Departments account, an increase of \$5,000 from the funding provided in 2010. The 2011 funding will be used for audit services (\$165,000), payroll and financial system (\$25,000), accounting issues (\$50,000), and miscellaneous services (\$20,000).

**Information Technology Services** increases from \$2,000 to \$22,000. As the multi-space meters come out of warranty, the City pays a software maintenance license fee on a per meter basis. The majority of this increase is related to the meter software fee. As the warranty expires on more meters in 2010 and 2011, the costs for the license fees will increase.

## Replacement Equipment

- The 2011 Proposed Budget includes \$120,000 for the replacement of 4 **Jeeps**. Currently, DPW-Parking has 53 Jeeps in service. The 4 Jeeps being replaced are

10 years old, and the average mileage per Jeep is 111,441.

- The 2011 Proposed Budget includes \$2,000 for **digital video cameras**. The video cameras will replace the current cameras that are used 24 hours a day, 7 days a week, 365 days a year. The exterior of every vehicle is currently video-taped when it arrives on the Tow Lot. Photographic evidence is used to defend the City when vehicle damage claims or theft claims are filed against the City.
- The 2011 Proposed Budget includes \$5,000 for the replacement of **furniture** at the Parking Enforcement and the Parking Information Desk. Parking Enforcement and the Parking Information Desk are 24 hours a day, 7 days a week, 365 days a year operations. Their office furniture, particularly the office chairs, has to be frequently replaced due to intensive use.
- The 2011 Proposed Budget includes \$30,000 for the replacement of 25 microcomputers. All of the computers in Parking Enforcement, the Tow Lot, and the meter and structure areas were beyond their useful life and out-of-warranty. To reduce IT staff support resources needed, Parking replaced half of the computers in 2010 and will replace the remaining computers in 2011.
- The 2011 Proposed Budget includes \$5,000 for the replacement of 3 network printers. This funding will replace 3 existing network printers at Parking Enforcement. The existing printers range in age from 8 to 10 years. All 3 have very high usage; parts are no longer made for these models and the costs to repair them are higher than the market value of the

printers. In addition, new printers will provide significant energy efficiency.

- The 2011 Proposed Budget includes \$25,000 for the replacement of one **meter repair pick-up truck**. The truck being replaced is a 1991, rust-covered GMC S-15 with 63,122 miles on it (Aug 2010). It is used daily by the lead parking meter technician for meter installations, repairs, removals and replacement as well as meter hooding. Life-to-date maintenance costs for this truck are approximately \$9,500. DPW indicates that additional repairs that are necessary include replacement of the entire rusted-out floor, locating replacement tires which are difficult to find, and testing to determine an engine problem. Fleet Services has determined that it is more costly to repair this than the market value of the vehicle.
- The 2011 Proposed Budget includes \$70,000 for 2 **license plate readers**. The Parking Fund currently uses 2 license plate recognition readers that are approximately 6 years old. They are no longer in warranty and are no longer supported by the manufacturer. There is now competition in the market for the manufacture of these readers. DPW has tested the newest models and has found them to be technologically superior and available at a lower cost than the current ones.
- The 2011 Proposed Budget includes \$500 for one **heavy duty shredder**. Parking Enforcement must shred large packets of confidential paperwork on a daily basis that include information such as stolen vehicle lists and vehicle ownership. To avoid names and addresses of vehicle owners being found and utilized in an unofficial manner, the shredder will be used daily to destroy these confidential records.

- The 2011 Proposed Budget provides \$3,000 for **Replacement Equipment** primarily for office furniture, the same amount as provided by the 2010 adopted budget.

## Special Funds

### **Payment to Debt Service (\$3,200,000)**

The 2011 Proposed Budget includes a \$3.2 million debt service payment for parking-related debt. Approximately \$1.1 million of the Parking Fund's debt service payment is used as a source of non-property tax revenue to pay costs associated with the City's share of Miller Park infrastructure. The Miller Park debt payments will continue through 2028.

### **Payment in Lieu of Taxes (\$1,458,000)**

The Parking Fund provides a payment in lieu taxes (PILOT) for the Fund's parking structures, parking lots and the tow lot. The 2011 PILOT is \$1,458,000, \$227,494 more than 2009's actual PILOT of \$1,158,506.

### **Contingent Fund (\$425,000)**

The 2011 Proposed Budget includes \$425,000 for the Parking Fund's Contingent Fund. This is a \$325,000 decrease from amount of funding that was included in the 2010 Budget, reflecting funding made available in the 2010 Parking Fund Contingent Fund to provide continued operations for the Parking Information Desk pending the timing of the creation of the Unified Call Center the fund not being required in 2011.

The 2003 Budget established a "Contingent Fund" within the Parking Fund that mirrored other City Enterprise Funds such as Water Works and the Sewer Fund. Like other Enterprise Funds, if expenditures exceed revenues, a transfer from the Fund's Contingent Fund would need to be implemented. Before the establishment of the Contingent Fund, the Parking Fund had to make withdrawals from its cash reserves to fund unanticipated

expenditures. Any excess funds in the Contingent Fund that are available at year-end revert to the Parking Fund's cash reserve.

### **Pension Contribution (\$147,358)**

The 2011 Proposed Budget includes an expenditure of \$147,358 to contribute to the reserve to cover the Parking Fund's portion of future pension fund liabilities.

### **Transfer to the General Fund**

The City of Milwaukee's Budget annually includes a transfer from the Parking Fund to the City's General Fund. The transfer to the General Fund reflects revenues in excess of expenditures, most of which are generated from parking citations and a withdrawal from the Fund's Retained Earnings (cash reserves).

In 2010, the Parking Fund's \$22,287,000 transfer to the General Fund requires a withdrawal from retained earnings of approximately \$5.7 million. The Parking Fund cannot sustain that large of a transfer in 2011 or beyond without affecting the financial viability of the Parking Fund.

In order to move towards a more sustainable transfer in future years, the 2011 transfer is reduced to \$20,787,000. The reduction is primarily the result of an approximately \$1.1 million decrease in the withdrawal from reserves to approximately \$4.6 million.

It is important for the Parking Fund to have adequate reserves, since unanticipated expenditures or revenue shortfalls in Parking Fund activity could result in a General Fund subsidy. Regular General Fund subsidies of the Parking Fund could, in turn, increase the levy and adversely affect state aid associated with the Expenditure Restraint Program.

One measure used to determine the adequacy of an entity's reserves is the current ratio. The current ratio is calculated by dividing current assets by current liabilities, and a ratio of approximately 2:1 is considered to be acceptable. As shown in the table on page 7, the Parking Fund's 2009 current ratio was 6.

Analysis Parking Fund's Cash Reserves 2005-09 (in millions)					
Category	2005	2006	2007	2008	2009
Cash	\$22.0	\$23.0	\$21.6	\$21.9	\$21.0
Current Liabilities	\$3.8	\$3.7	\$4.2	\$3.8	\$3.2
Cash -Liabilities	\$18.2	\$19.3	\$17.4	\$18.1	\$17.8
Current Ratio	5.84	6.15	5.09	5.71	6.6

While the Fund's current ratio increases to 6.6 in 2009, total parking fund cash less liabilities decreased approximately \$300,000 in 2009 compared to the previous year. It is anticipated that the flattening and declining revenues such as meters and especially the tow lot's recovery revenues will impact the fund's ability to make the transfer payments in the future. In addition, this leveling off of revenues will result in less funding being provided to the Fund's reserves in future years.

### **Parking Fund Revenues**

#### **Parking Citation Revenue**

The 2011 estimated parking citation revenue is \$22.0 million, the same as 2010. The table below shows the total number of citations and amount of parking citation revenue generated for 2004 through 2009. The decline in the number of citations issued is due to greater compliance and a relaxing of parking regulations such as allowing night time parking on both sides of the street on a

greater number of the City's streets. The increase in 2008 citation revenue reflected a one-time increase obtained in secondary collections by lowering the tax refund intercept (TRIP) threshold to \$45 from the previous \$50 threshold.

PARKING CITATION DATA					
	2005	2006	2007	2008	2009
# issued	913,605	935,000	909,988	880,859	831,622
Revenue (millions)	\$20.2	\$20.4	\$19.3	\$22.7	\$20.9

The tables below show the yearly number of night parking violations meter violations for the years 2005 through 2009.

NIGHT PARKING VIOLATIONS					
	2005	2006	2007	2008	2009
# issued	501,940	518,330	512,879	463,835	420,598
% of total violations	54.9%	55.4%	56.6%	52.7%	49.4%

The table on page 7 shows the meter parking violations for 2006 to 2009.

Night Parking Violations				
	2006	2007	2008	2009
# issued	139,857	120,242	122,871	149,692
% of total violations	14.9%	13.7%	13.9%	16.9%

## Citation Collection Effort

As of August, 2009, there was approximately \$58.9 million in outstanding parking citations. Of that amount, DPW estimates that approximately \$18.1 million is considered to be reasonably collectable. Most of the remaining \$40.8 million in parking citation delinquencies are for citations issued to vehicles without of state plates, and citations issued to vehicles with Wisconsin plates, but without registered owners.

In recent years, the Department of Public Works has implemented strategies for handling the large number of parking scofflaws. After several years of DPW working with WisDOT regarding vehicle registration holds, WisDOT has agreed to make the following changes. In July 2007, the State of Wisconsin's Division of Motor Vehicles (DMV) allowed the City to bundle outstanding parking citations under one license plate hold. However, subsequent citations incurred can not be added to an existing bundle requiring an additional hold to be placed. In addition, the DMV lowered the registration hold fee from \$5 to \$2.50. Further, the DMV does provide the City driver's license numbers as part of the registered owner information for owners who have outstanding citations.

In the past, the City placed a registration hold on the oldest citation. The consequences of being able to bundle outstanding parking citations under one vehicle registration hold means the statute of limitations to adjudicate all the citations increases from 2 years to 6 years. This is important in light of an order by the Municipal Court to not adjudicate any citation that is outstanding by more than 2 years and does not have a registration hold. Being able to bundle outstanding parking citations under one vehicle registration hold will reduce the number of holds placed by the City. In 2011, to reflect this reduction and the reduced cost of a hold, DPW will

adjust the funding for vehicle registration holds to \$60,000 from the \$170,000 budgeted for this activity in 2010. As recently as 2007, \$600,000 was budgeted for vehicle registration holds.

The Department of Public Works has also worked with the State of Wisconsin's Department of Transportation to allow the City to obtain drivers' license numbers for owners who have outstanding citations. In August 2006, the City began receiving driver's license numbers from the DMV on individuals who have unpaid parking citations. This information is received along with the vehicle registration information. The purpose of the City receiving drivers' license numbers is to share this information with the Department of Revenue for Tax Refund Intercept Program (TRIP) certification purposes. The Wisconsin Department of Revenue requirements for a social security number or driver's license number to certify debt had limited Tax Refund Intercept Program (TRIP) certifications. Since the DMV has provided the City with drivers' license numbers as part of the vehicle registration data, many more certifications are taking place with a much smaller error rate. Prior to receiving the drivers' license numbers, the certification rate was 47% of those eligible. Currently, 89% of all citations eligible to be certified under TRIP (i.e., vehicles registered in Wisconsin, with valid registration addresses, and with a balance of \$40) has been certified. Most of this improvement is due to receiving the drivers' license number information from the DOT, but also some improvement can be associated with Duncan Solutions implementing improved data scrubbing and skip tracing routines.

When someone's name is certified on the Wisconsin Department of Revenue (WISDOR) interception list, it remains on the list until the debt has been paid. Debt is paid to the City when there is a tax refund due and after

any other municipalities who may have registered with the WISDOR prior to the City doing so have been paid.

The City began participating in TRIP in the fall of 2002 for unpaid parking citations for those people with balances over \$300. Over the years, DPW has reduced the balance of unpaid parking citations a violator can accumulate before a TRIP certification occurs to unpaid parking tickets that are a minimum of 80 days old and that have a total balance of at least \$40 are qualified to be certified by the Tax Refund Intercept Program (TRIP).

From 2003 (beginning of participation in TRIP) through July 31, 2010, 951,693 citations have been certified with the Department of Revenue totaling approximately \$46.7 million, of which 375,965 citations totaling over \$17.2 million were paid prior to interception and an additional 328,426 citations totaling \$15.8 million were actually paid through interception. As a result of certification, 704,211 or 74% of the citations certified have been paid to-date for a total combined value of \$33,050,965.

This represents a collection rate of 32%. At the end of 2008, \$18.7 million in outstanding debt still remained certified, which will likely be collected over many years.

The utilization of a summons and complaint form at the Tow Lot is another strategy used to reduce the number of scofflaws. If a vehicle is towed and there are 3 or more outstanding parking citations older than 30 days, the vehicle owner is served a "summons and complaint". This has proven to be a very effective tool in requiring people to pay or adjudicate outstanding parking citations. In 2009, the Tow Lot staff issued 2,987 summons for 28,525 citations valued at \$1,306,341. For the first 6 months of 2010, 714 summons were issued for 6,905 citations valued at \$320,637.

## Secondary Collections

Secondary collections represent citations paid 80 or more days after issuance. Citations become past due when unpaid after 10 days. Secondary Collections represent approximately 44% of total collections. The table below shows the secondary revenue collected by Duncan Solutions since 2002. The increase in 2006 and 2008 collections reflect a reduction in the balance of unpaid parking citations a violator can accumulate before a TRIP certification occurs to \$75 and \$45, respectively. Typically when the TRIP amount is lowered, a one-time increase in collections will occur, such as in 2010 when the TRIP amount was lowered to \$40.

Secondary Collections (in millions)					
2005	2006	2007	2008	2009	2010 Through July
\$6.8	\$7.2	\$6.1	\$8.9	\$7.3	\$7.1

## Outstanding Debt Task Force

The Common Council Outstanding Debt Task Force issued its report on December 1, 2005 (File #051098). The Task Force reviewed monies owed the City and strategies for collection. On January 18, 2006, the Common Council adopted a resolution (File #051150) directing the Intergovernmental Relations Division to seek the introduction of state legislation necessary for implementing various recommendations of the Task Force. Two of the Task Force's recommendations related to the collection of outstanding parking citations:

- Seek State legislation to allow for the towing/booting and impounding of vehicles for unpaid citations. This language is permissive whereby a city may tow or boot a legally parked or illegally parked vehicle for unpaid nonmoving violations.

- Seek State legislation to establish a time frame to adjudicate nonmoving traffic violations for cities of the first class. The language is permissive whereby the city may adopt an ordinance requiring a person who was issued a parking citation to, within 180 days after the parking citation was issued, either pay the citation or make arrangements with the city to contest the citation. If the person fails to comply with any of these provisions, the person is deemed to have entered a plea of no contest. The court must accept the plea of no contest, find the person guilty and enter judgment. The court would be required to mail the person a copy of the judgment along with a statement setting forth the actions the court may take if the judgment is not paid.

DPW indicates that the booting legislation was the highest priority for DPW Parking in the last legislative session. It passed the Senate and was scheduled for the Assembly on the last day of the legislative session, but a vote was not taken. DPW also indicates that support for the legislation could be strengthened within the Milwaukee delegation and that its fate in the next legislative session will depend in part on the partisan the legislature.

Other legislation, establishing a time frame to adjudicate parking citations for cities of the first class, was drafted and circulated by Rep. Krusick on behalf of the City of Milwaukee. The Municipal Judges' Association opposed the legislation. DPW disagrees with the judges and has requested this legislation be included in the City's 2009-2010 legislative package. DPW intends to work with Rep. Krusick and the Municipal Judges' Association to find a resolution that is amenable to all parties.

## Towing Operations

The Tow Lot's 2009 actual revenues exceeded operating expenditures by approximately \$1.2 million. The 2009 decrease in "excess" revenue can be primarily attributed



to the lower than anticipated junk bid and recycling revenue.

In 2009, 34,866 vehicles were towed, approximately the same number of vehicles towed in 2008. Through July 31 2010, 16,030 vehicles had been towed. DPW expects to tow 31,500 in 2011. The number of tows in recent years has been decreasing, partially due to greater compliance and partially due to a reduction in East Side street-sweeping tows.

Due to a number of reasons, the percentage of vehicles retrieved by their owners has increased dramatically over the last few years. In 2003, the retrieval rate was 42%. In 2008, the retrieval rate had increased to 80%. The significant increase in retrieval rates from 2006 also reflects the implementation of a City ordinance that prohibits a vehicle from parking on City streets without displaying valid registration and the City towing illegally parked cars with 4 or more open citations. The average number of days before a vehicle is released to its owner has dropped from 3.75 in days in 2003 to approximately 2 days in 2009.

Assuming that 32,500 vehicles will be towed in 2011, DPW anticipates the Tow Lot will generate approximately \$1 million in "excess" revenue over its 2011 operating costs. The 2011 Proposed Budget includes \$4.4 million for the Tow Lot's total operating expenditures. DPW-Administrative Services estimates that the Tow Lot will generate \$5,350,000 in revenue from the towing and disposal of vehicles an approximately \$800,000 from the 2010 estimate. The 2011 decrease is primarily due to lower than anticipated revenue from junk bids and recycling revenue.

### **Other Parking Fund Revenue Structures**

The 2011 estimated revenue for the Parking Fund's structures is \$7.2 million, a slight increase from 2009.

Notable revenue changes include a \$210,000 increase the MacArthur Square structure and \$230,000 decrease at 1000 N. Water structure and reductions in revenue from the restaurant in the 4<sup>th</sup> and Highland structure (\$122,384) and the 4<sup>th</sup> and Highland structure (\$50,000).

Regarding the sale of parking structures, DPW indicates that there is no RFP being written to sell any City-owned parking structure. However, the owner of the 1000 N Water office tower continues to express interest in purchasing the City's parking garage in that building. No formal offer has been made to the City. The office tower owner has the legal right as part of the condominium agreement to have first right of refusal should it be offered for sale. If a serious offer is received from the tower owner that is acceptable to both DPW and the City Comptroller in terms of value to the City, the proposal would be submitted to the Common Council to determine whether a sale would be in the best interest of the City.

### **Overnight Parking Permits**

The 2011 revenue from the sale of overnight parking permits is estimated to be \$3.75 million, the same as 2010.

### **On-Street Parking Meters**

The 2011 on-street meter revenue is estimated to be \$4,650,000, a decrease of \$410,000.

### **Parking Fund Service Enhancements**

#### **Night Permits**

All 9 kiosks at 6 district stations were replaced between December 2009 and January 2010. While no additional kiosks are being planned in 2010 or 2011, web-based permit purchase began December 20, 2009. As of August 11, 2010, 13,702 night parking permits were sold via the web for 2010. That represents 13% of the total permits sold to date. Of that number, 6,467 were annual permits

and the remaining 7,235 were 4-month permits. DPW anticipates that as the public becomes more familiar and comfortable with the new service, the number of permits purchased on-line will increase over time. This will help to extend the life of our existing kiosks and reduce lines at the district police stations.

## Single Space Meters

Duncan Solutions will soon be piloting a single-space parking meter that allows credit card payments using a mesh network for connectivity. Previously, any meter that accepted credit card payments required its own modem for each meter, which is very expensive to operate. This new meter will allow up to approximately 10 meters to utilize one modem, depending upon location, thereby vastly minimizing communication costs. Internal mechanisms of the single-space meters would be changed, but the housing would remain the same. Duncan has asked whether the City would like to participate in this pilot in 2011. If the test yields positive results, DPW would consider utilizing this system on blocks or areas where a Luke multi-space meter would be cost-prohibitive, typically where there are not at least 6 adjacent metered spaces. This would allow the City to offer a credit card option to everyone using meters charging \$1+ per hour.

## Capital

The 2011 Proposed 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 are 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 Marquette and Mt Sinai area single-space meters with multi-space electronic meters that accept credit/debit card payments. Approximately 425 single space meters will be replaced with approximately 50 multi-space meters. The minimum hourly rate considered for the installation of multi-space meters is \$1 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 60% of the revenue generated and 447% of the transactions processed.

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

Projects on the 6-year capital program include structural repairs to the parking structures at Fourth and Highland (\$935,000 6 yr), Milwaukee and Michigan (\$880,000 6 yr), and MacArthur Square (\$1,175,000 6 yr). These projects **do not** require funding in 2011.

## Issues to Consider

- The 2011 transfer of approximately \$20.8 million to the general fund is not sustainable.

- How certain Parking Fund positions will integrated into the Unified Call Center has not been finalized.

Prepared by: James Carroll 286-8679  
LRB-Research & Analysis Section  
October 17, 2010

# MILWAUKEE WATER WORKS

RESEARCH AND ANALYSIS SECTION - LEGISLATIVE REFERENCE BUREAU

EXECUTIVE SUMMARY: 2011 PROPOSED BUDGET

HEARING DATE: OCTOBER 22, 2010

1. **Revenue Shortfall:** Revenues for 2010 could fall \$15 million short of projections because of delays in approval of the department's rate increase application to the Public Service Commission ("PSC").
2. **Curtailed 2010 Spending:** The Water Works has delayed capital spending \$10 to \$11 million during 2010 and throttled back on O&M spending by approximately \$3.4 million to make ends meet in light of its revenue shortfall.
3. **Deficits and Cash Reserves:** The Water Works ran deficits in each of the 3 years from 2007 to 2009 – including capital spending which was entirely self-funded - in the aggregate of \$23.3 million, and depleted unencumbered cash reserves by \$24.6 in the same period.
4. **Payments to the City:** The Water Works paid the City \$29 million for services during 2009, including \$9.5 million in PILOT for the use of City real estate.
5. **Surplus Earnings Payment:** The Water Works will pay the City \$3,000,000 in surplus earnings in 2010, but this surplus earnings payment has been eliminated in the Proposed 2011 Budget.
6. **Cash Reserves:** Unencumbered cash reserves at the beginning of 2010 were \$6.6 million. The Water Works was unable to provide the department's cash balance for this analysis.
7. **Liquidity:** Estimates of cash reserves needed for full liquidity range from \$10 to \$19 million.
8. **Garbage Cart Billing:** The Water Works will be unable to include any new fee for additional garbage carts on the water bill until the second quarter of 2011 because the department will not complete a major software upgrade – currently in progress – until February, 2011.

## Profit & Loss – The Nature of an Enterprise Fund

Although the Water Works submits an O&M budget for Council approval, implying the Water Works is supported by City funding, the Water Works is actually self-supporting – essentially an independent business. No funding flows from the City to the Water Works, but quite the contrary, the Water Works pays the City. In 2009, for instance, Water Works paid the City \$19.5 million for services provided by the City, plus \$9.5 million in PILOT payments for the use of City real estate – a total of \$29 million. In 2010, Water Works is also budgeted to pay the City \$3,000,000 in surplus earnings.

The following chart (**FIGURE 1**) is a highly simplified summary of operations in recent years to help conceptualize the decline in Water Works' cash reserves.

Gross Profit is simply the amount revenues exceed operating costs. The Deficits in the 5 years shown represent the amount total expenditures for the department's O&M

operations and capital improvements exceed revenues. These Deficits represent "losses" which must be financed with cash reserves. The string of Deficits from 2007 to 2009 indicates Water Works had to withdraw approximately \$23 million from its cash reserves to remain solvent.

At no time has the independent status of the Water Works been more striking than in 2010 operations. The Water Works has throttled back dramatically on operations and capital spending in 2010 because the department is cash-starved – and Water Works is cash-starved because revenues for 2010 are at least \$15 million, and perhaps \$18 million, below estimates – the result of protracted delays in approval of the department's PSC rate increase application. 2010's cash crunch is exacerbated by the fact cash reserves have been drained in recent years to finance operations and capital spending.

**FIGURE 1**

<b>Water Works - Net Surplus/(Deficit) 5-year Comparison</b>					
	'07 Actual	'08 Actual	'09 Actual	'10 Budget	'11 Proposed
Revenues	\$79,744,297	\$75,513,033	\$76,939,308	\$90,462,000	\$94,124,000
Operating Costs	67,252,804	66,165,760	69,575,284	82,802,804	77,629,906
Gross Profit	12,491,493	9,347,273	7,364,024	7,659,196	16,494,094
Net Capital Costs	(15,411,049)	(17,842,608)	(19,256,986)	(19,630,000)	(20,245,000)
Net Surplus/(Deficit)	(\$2,919,556)	(\$8,495,335)	(\$11,892,962)	(\$11,970,804)	(\$3,750,906)

Assuming the shortfall in 2010 revenues is at the low end and only \$15 million, 2010's projected deficit - losses - loom to nearly \$27 million. The department's unencumbered cash reserves at the beginning of the year were approximately \$6.5 – far short of the needed financing if budgeted operations and capital spending remained status quo.

## Cash – 2010 Operations

The Water Works reacted to the dramatic overestimation of 2010 revenues like any independent business faced with a revenue shortfall and moved to cut both 2010's O&M operating costs and capital improvements spending.

**FIGURE 2** below chronicles the decline of the department's unencumbered cash reserves in recent years which more or less matches the deficits shown in **FIGURE 1**.

**FIGURE 2**

<b>Cash Decline</b>	
Beginning 2007	\$31,174,400
'07 Withdrawals	(2,635,585)
Beginning 2008	28,538,815
'08 Withdrawals	(9,641,983)
Beginning 2009	18,896,832
'09 Withdrawals	(12,332,270)
Beginning 2010	\$6,564,562

The department has cut 2010 capital spending – mostly water main replacements – by \$10 to \$11 million – approximately half the capital spending budgeted. Operating spending is expected to come in approximately \$3.4 million below budget as the department delays equipment purchases (\$1.5 million), reduces overtime (\$900,000) and caps DPW's cosmetic "fix-up" paving of water main repair sites – saving another \$1,000,000. All department personnel have been directed to restrain and delay

spending whenever possible. The department hopes these economy measures will do the trick, and has been assure the City will float the department a loan to finance modest shortfalls.

A potential 2010 shortfall will in part be subsidized by a favorable bond instrument issued midyear. Water Works was authorized in 2008 to borrow \$12.5 million to purchase a Backup Power system. The department bought the system this year, but because the supplier had excess inventory, the department saved \$4 million on generators – and that "extra" \$4 million is available to finance possible 2010 deficits.

## Liquidity

Some sources suggest the Water Works should have 3-months of operating expenses – roughly \$19 million – in cash reserves to be fully liquid. Some say \$10 million would suffice, and the LRB calculates 70 days of receivables or about \$14 million. Unencumbered cash at the beginning of the 2010 was \$6.6 million, and the Water Works was unable to provide the department's cash balance for this analysis.

## 2011 Budget - Recuperation

2011 seems to be the year Water Works starts putting its fiscal house in order. The 2010 Proposed Budget assumes the new, higher water rates applied for by Water Works in September, 2009, will be approved and in full force for 2011. Revenues are projected up \$3,662,000 over 2010's overestimated revenues, suggesting 2011 revenues will likely be \$18,662,000 more than actual 2010 revenues. At the same time, the 2011 Proposed O&M cuts spending over \$5 million – mostly by eliminating the \$3 million in surplus earnings the Water Works is slated to pay the City in 2010.

**FIGURE 3** (below) tracks the budget changes for 2011.

**FIGURE 3**

<b>2011 Budget Changes</b>	
<b>Prior Year Budgets</b>	
2009 Actual Expenses	\$69,575,284
2010 Adopted Budget	\$82,802,804
<b>Wages &amp; Fringe Benefits</b>	
Base Salary	230,121
Fringe Benefits	432,481
Total Changes	\$662,602
<b>Operating Expenses</b>	
Construction Supplies	(361,000)
Infrastructure Services	(940,000)
Other	182,000
Total Changes	(\$1,119,000)
<b>Equipment Purchases</b>	
Computer Peripherals	(232,000)
Industrial Trucks/Vehicles	(1,696,000)
Other	(355,500)
Total Changes	(\$2,283,500)
<b>Special Funds</b>	
Debt Service	1,173,000
Pension Contribution	(606,000)
Surplus Earnings Transfer	(3,000,000)
Total Changes	(\$2,433,000)
TL Changes Proposed	(\$5,172,898)
2011 Proposed Budget	\$77,629,906

By maximizing revenues and minimizing O&M spending, the Water Works seems to be rejuvenating its balance sheet. With net capital improvement expenditures of \$20,245,000, **FIGURE 1** shows 2011 will end with a modest deficit of \$3,750,906. Water Works plans to borrow \$4,045,000 to cover this shortfall, depositing the unused \$294,094 in cash to begin building the department's cash reserves.

## Surplus Earnings

Water Works will pay the City \$3,000,000 in surplus earnings in 2010, but no surplus earnings payment is budgeted for 2011.

The Common Council may appropriate surplus earnings from the Water Works provided sufficient surplus earnings remain to pay one year of debt service on outstanding bonds. By recognizing the \$3,000,000 of surplus earnings as revenue in the 2010 Budget, the City was obliged to appropriate it so long as the Water Works reserves for debt service – which it does. By eliminating the surplus earnings payment to the City from Water Works' 2011 budget, the City can, but is not obliged to, appropriate any earning surplus in 2011 in excess of debt service.

## Other Budget Changes of Note

Other 2011 Proposed Budget changes of note not highlighted in **FIGURE 3** are:

- Meter Services and Field Operations payroll is down over \$700,000 as a result of staffing changes made possible by consolidating repair crews at the department's Tower facility.
- Energy was down \$300,000 in the Requested Budget due to improved operating practices – but came in \$169,000 over 2010's budget level after the department was notified of a 13.7% increase in 2011 utility rates. The Water Works does not hedge contracts for utility purchases.
- Information Technology Services is down \$1.2 million because the department is completing an extensive upgrade customer service software package in February, 2011.

- Water Works' PILOT increases steady each year. 2010 PILOT is projected at \$10,440,000, and 2011 is projected to up \$860,000 to \$11,300,000.

## Rate Case – Revenue Shortfall

The Water Works expected its rate increase application – submitted in September, 2009, - to be granted by the PSC by April, 2010. Instead, the rate increase has not been granted as of this analysis, and there is a good chance it will not be granted until January, 2011 – causing a revenue shortfall of at least \$15 million from 2010 projections.

The delay in this rate case is primarily due to the Water Works' wholesale customers – cities which buy water from Milwaukee and resell it to their residents – which have vehemently lodged their objections to the PSC.

The Water Works requested a blended rate increase of 28.5% for its Milwaukee retail customers and 36% for its wholesale customers. The goal was to achieve a rate of return as defined by the PSC of 5.2%. The PSC's target rate of return for the Water Works is 7.5%. The Water Works' rate of return has been steadily declining in recent years from 1.97% in 2007 to 0.97% in 2008 and in 2009 went negative at -0.69. 2010's rate of return is also expected to be negative.

The Water Works expects to be granted the rate increase. Part of the problem has been that the PSC has allocated the department's 36% overall increase for wholesale customers by individual city based on costs, so a city's individual rate change may be higher than 36%, and some cities are up-in-arms

over the size of their rate increases. Mequon's increase will be 51%, New Berlin's 40%.

These wholesale city customers also see red over the possibility of the Water Works paying the City \$3,000,000 in surplus earnings – often erroneously labeled a dividend – which they see as “subsidizing” Milwaukee. Any payment of surplus earnings was not included in the Water Works' cost structure used by the PSC as the basis for its rate-setting, but protesting wholesale city customers either do not understand this fact, or choose to ignore it.

## Garbage Cart Billing

If fees for additional garbage carts are approved, these fees will appear on residential water bills. Water Works billing software allows new fees to be readily added to the a resident's water bill, but because the Water Works is in the midst of a major software upgrade which cannot be interrupted without jeopardizing the integrity of the upgrade, and will not be completed until February, 2011, the Water Works will not be able to include the new fee on water bills until the second quarter of 2011.

The Water Works may incur additional costs as a result of adding this new fee to the water bill – a possible onetime cost to increase processing capacity to accommodate DPW's garbage cart database, and an additional handling charge per invoice if a water bill, which already contains a long list of non-water fees, increases a page in length due to the addition.

## AMR Project

The Water Works is in the second year of a 6-year project to replace all 161,000 Automatic Meter Readers in its network. This will create a “baseline” of



reliable, easy-to-read meters to ensure customers are accurately billed for water consumed. Once this baseline is established, Water Works will institute a replacement cycle based on the expected useful life of meters and batteries.

Meter replacement is budgeted for \$3.6 million in 2011 plus \$150,000 for capital spending (included in the overall O&M and capital improvements budgets). This is down from 2010's O&M budget of \$3.7 million and \$1.25 million for capital improvements.

## Capital Improvements

The proposed capital improvements budget for 2011 is up 3% per **FIGURE 4** below.

**FIGURE 4**

Capital Improvements Budget Comparison		
	'10 Budget	'11 Proposed
Water Mains	\$15,400,000	\$15,800,000
Treatment Imp.	480,000	1,875,000
Pump Facilities	3,600,000	1,650,000
Buildings & Other	550,000	1,320,000
Total	\$20,030,000	\$20,645,000

\$3,720,000 in additional capital spending was initially requested but cut from the proposed budget as detailed in **FIGURE 5** below.

**FIGURE 5**

Proposed vs. Requested	
Water Mains	(\$1,720,000)
Treatment Imp.	(350,000)
Pump Facilities	(400,000)
Buildings & Other	(1,250,000)
Total	(\$3,720,000)

## Issues of Concern

- Liquidity to operate efficiently based on cash reserves.
- Setting, establishing and maintaining appropriate cash reserves levels.
- Management of and need for future rate increases.
- Sustainability of surplus earning appropriations.
- Ways of improving Water Works' "business" management skills versus its "City department" management skills.
- Borrowing all or a portion of capital improvement expenditures.



# City of Milwaukee

City Hall  
200 East Wells Street  
Milwaukee, WI 53202

## Meeting Agenda FINANCE & PERSONNEL COMMITTEE

**ALD. MICHAEL J. MURPHY, CHAIR**  
**Ald. Robert J. Bauman, Vice-Chair**  
**Ald. Joe Dudzik, Ald. Milele A. Coggs, and Ald. Nik Kovac**

**Staff Assistant, Tobie Black, 286-2231; Fax: 286-3456,**  
**[tblack@milwaukee.gov](mailto:tblack@milwaukee.gov)**  
**Legislative Liaison, Jim Carroll, 286-8679,**  
**[jcarro@milwaukee.gov](mailto:jcarro@milwaukee.gov)**

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Thursday, October 28, 2010

9:00 AM

Room 301-B, City Hall

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### BUDGET AMENDMENTS

1. [100675](#) Communication from the Mayor relating to the proposed 2011 budget.

**Sponsors:** THE CHAIR

*FINANCE AND PERSONNEL COMMITTEE AMENDMENTS,  
TO BE FOLLOWED BY ALDERMANIC AMENDMENTS.*

*THE FINANCE & PERSONNEL COMMITTEE MAY RECESS UNTIL FRIDAY  
OCTOBER 29, AT 9:00 A.M. FOR CONTINUATION OF BUDGET AMENDMENTS (if  
needed).*

*Detailed information relating to the contents of this may be found by searching under  
the number at <http://legistar.milwaukee.gov/mattersearch>.*

*Alternatively, the complete file including detailed information identifying the specific  
subject matters to be discussed at the meeting may be inspected at the office of the  
City Clerk, Room 205, City Hall, 200 E. Wells St., Milwaukee, 53202, Monday through  
Friday, between the hours of 8 a.m. and 4:45 p.m.*

**This meeting will be webcast live at [www.milwaukee.gov/channel25](http://www.milwaukee.gov/channel25).**

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