2000-2005

CAPITAL IMPROVEMENTS PLAN

CITY OF MILWAUKEE

State of Wisconsin

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2000-2005 CAPITAL IMPROVEMENTS PLAN: EXECUTIVE SUMMARY

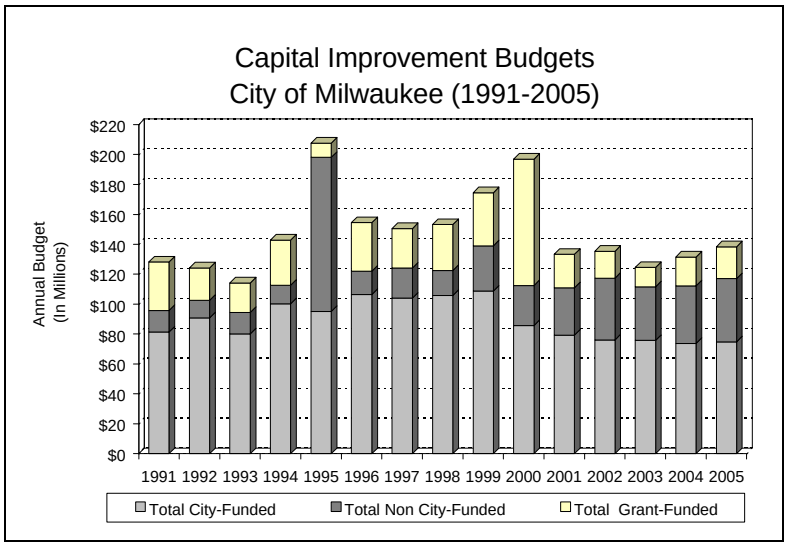
The 2000-2005 Capital Improvements Plan, although not a formally adopted document, outlines a series of projects that will not only expand economic development, but also preserve existing infrastructure, and enhance the provision of city services. Making critical capital investments ensures that Milwaukee will continue to remain economically competitive, and enables the city to provide services in a cost-efficient and effective way, thereby maintaining the high quality of life that city residents demand and enjoy.

The 2000-2005 Capital Improvements Plan continues an important city goal of maintaining and strengthening the city's capital stock. The plan, which includes the 2000 adopted capital budget, allocates a total of $859.6 million to a variety of capital projects and programs. Of this total, $465 million will be funded directly through city resources while the remaining amount, $394.6 million, will be funded through intergovernmental aid or through self-funded sources such as the Water, Parking and Sewer enterprise funds.

This section of the document puts the 2000-2005 capital plan in an historical context with a discussion of how funding levels over the next six years compare to the recent past. Contained within this overall discussion will be an explanation of the fluctuations in annual capital budgets as well as a description of some of the major projects that have had a significant impact on the city's capital budget in recent years. This section also briefly describes some of the specific "critical capital investments" which will be funded during the life of the six-year plan.

THE CAPITAL BUDGET: PAST AND PRESENT

Figure 1



As shown in Figure 1, the city-funded portion of Milwaukee's capital budget increased overall from 1991 to 1999. In 2000, the city-funded portion declined and is projected to remain fairly constant through 2005 at approximately $75 million each year. One factor contributing to this decline is the transfer of the Relief and Relay Sewer Program to the Sewer Maintenance Fund. This change also contributes to the increase in non city-funded capital in 2000 and beyond.

The increase in city-funded capital expenditures apparent in 1996, 1997, 1998, and 1999 results from a series of significant (annual project cost exceeding $10 million), one-time special projects. In 1996, the city included $18 million in cash revenue offset spending authority for stadium improvements associated with the Miller Park project. In 1997, the budget included $15 million in city borrowing authority for a Milwaukee Economic Development Commission (MEDC) loan for the Milwaukee Brewers, which would also assist in covering stadium-related costs. The 1998 capital budget included $10.9 million in borrowing authority to fund the purchase and installation of a new Financial Management Information System (FMIS). The 1999 budget included $12.5 million for the construction of a new Data Services / District Station for the Police Department.

Excluding large, one-time projects from the analysis, city funding of capital needs appears quite consistent. For instance, if the $18 million in cash revenue offset spending authority is excluded, the total city-funded capital budget in 1996 is approximately $88 million. If the $15 million MEDC loan is excluded, the 1997 capital budget also totals $88 million. When the funding provided for the FMIS project is excluded from the 1998 budget, the city-funded capital budget totals only $94.8 million. In the case of 1999, the exclusion of the Data Communications Center / District Station project generates a city-funded capital budget of $96.2 million, an amount more consistent with prior-year funding amounts.

Large one-time projects funded through non-city sources also inflate past capital budgets. In 1995, the non city-funded portion of the capital program includes approximately $80 million for a Water Works ozonation project (see Figure 1). Excluding this one-time project, funding levels for non city-funded capital are relatively constant from 1991 – 1999.

Funding for the 2000-2005 Capital Improvements Plan is also relatively constant over the six-year period. The city-funded portion of the program ranges from approximately $85 million to approximately $74 million over the life of the plan. The non city-funded portion, which includes Water Works, Parking Fund and Sewer Maintenance Fund ranges from approximately $26 million to approximately $42 million. Grant and aid funding is also fairly constant over the life of the plan with the exception of 2000. In 2000 budgeted expenditures for grant and aid capital are significantly higher due to an anticipated $54 million in intergovernmental aid for reconstruction of the Sixth Street Viaduct.

This analysis shows that capital funding has remained relatively constant (in nominal terms) once certain large, one-time projects are removed from the equation. It is important to note that although the aggregate level of funding has not increased over time, Milwaukee's capital infrastructure has not been adversely affected. In fact, Milwaukee's infrastructure systems have been not only adequately maintained but in fact have even expanded over the last decade.

One way in which this important fact is shown clearly is through a study conducted by the Budget and Management Division. The study concluded that between 1986 and 1996 Milwaukee's capital budgets not only helped to replace lost infrastructure value, which is due to normal wear and tear, but actually increased the inflation-adjusted value of Milwaukee's share of regional public infrastructure by 4.6%. Such a result further reinforces the fact that the city's policymakers have remained committed to adequately funding Milwaukee's infrastructure needs.

2000-2005 CAPITAL IMPROVEMENTS PLAN: CRITICAL CAPITAL INVESTMENTS

The 2000-2005 Capital Improvements Plan outlines the major initiatives and / or program changes that are planned during the life of the six-year plan. Provided below is an overview of some of the "critical investments" that the document describes in greater detail.

- **Sixth Street Viaduct Reconstruction:** The 2000-2005 Capital Improvements Plan includes approximately $54 million in city, county, state, and federal funds to reconstruct the Sixth Street Viaduct. The new viaduct will be brought down to grade at Canal Street which will significantly enhance the economic development environment in the Menomonee River Valley.

- **Police Third District/Data Communications Center:** Construction is scheduled to begin in late 1999 on the District 3 / Com Data Center on Milwaukee's west side. The 2000 capital improvements budget includes $20.5 million for this project. The project has an expected budget of over $36 million and is scheduled for completion in 2001.

- **New Fire Engine House:** The six-year capital plan includes $2.2 million for construction of a new Engine House #3. These funds will replace the existing structure, which was constructed in 1901. An additional $2.6 million is included in the plan to expand the Repair and Maintenance

Shop which is currently located adjacent to Engine House #3. This brings the total cost of renovating Engine House #3 to $4.8 million.

The building of a new Engine House #3 would accomplish several important goals. The first goal is to increase the effectiveness and efficiency of dive and water rescue operations by locating the facility on the waterfront. The second goal is to provide more space for Fire's Bureau of Construction and Maintenance by expanding that operation into the existing Engine House #3 structure, which is adjacent to the repair shop.

- **Sewer Capital Program:** The 2000-2005 capital plan includes total funding of $126.7 million for sewers. The Sewer Maintenance Relay Sewer Program, funded at $103.7 million, replaces existing combined, sanitary and storm sewers. The Expansion of Capacity Sewer Program, funded at $20 million, extends sewer service to areas of the city that do not currently have service and expands the capacity of existing sewers. Finally, the Developer Out-of-Program Agreement Sewer Program, funded at $3 million, extends sewer service or modifies existing sewer systems when new development occurs.

CAPITAL INVESTMENT PLANNING: MILWAUKEE'S APPROACH

The 2000-2005 Capital Improvements Plan reflects the city's long-range capital needs and city-wide objectives as outlined in the city's strategic plan. In addition, the plan incorporates the city's long-range fiscal plan through the implementation of various capital financing strategies.

The capital improvements plan not only identifies projects and estimates costs; it also identifies funding sources. A summary of the capital improvements planning process, as well as definitions of capital projects, is presented below.

Planning Process

The capital improvements planning process includes development of both a one-year budget and a six-year plan. The six-year plan is reviewed annually by city departments and the Budget and Management Division as part of the overall budget review process.

By April of each year, city departments prepare and submit a one-year budget and a six-year capital improvements plan to the Budget and Management Division. Capital requests are reviewed and recommendations are made to the Mayor. After a series of public hearings, the Mayor submits the executive city budget, which includes capital improvements, to the Common Council. The Common Council's Finance and Personnel Committee reviews the Executive Budget, holds additional public hearings, and submits its recommendations to the full Common Council. After the Common Council and the Mayor approve the budget, the adopted Capital Improvement Budget is established as the initial year of the six-year capital improvements plan.

Capital Project Definition

A capital project includes the construction or maintenance of physical systems or facilities. These include bridges, streets, alleys, sidewalks, street lighting, traffic control, parking facilities, Port facilities, sewer system, water system, public buildings, underground conduit and manholes, communication systems, boulevards, trees, and recreation facilities. In addition, a capital project may enhance economic development through job creation, business formation, and housing production.

Capital improvements typically meet one or more of the following criteria:

1. Renovation or restoration of buildings, structures, facilities, and integral equipment items whose cost exceeds $25,000;
2. Construction of new or replacement buildings or structures at a cost exceeding $25,000, including planning and design costs;
3. Remodeling of office and shop areas;
4. Equipment purchases which have a unit price in excess of $200,000;
5. Equipment and furnishings which are to be purchased as a part of a capital project; and,
6. Replacement equipment (an integral part of a building, structure or facility) which costs $25,000 or more.

Program Assumptions

The 2000-2005 Capital Improvements Plan estimates future costs based on present value (in 2000 dollars) and does not adjust for inflation. This is comparable to other local taxing jurisdictions who do not adjust for inflation in their capital improvement plans.

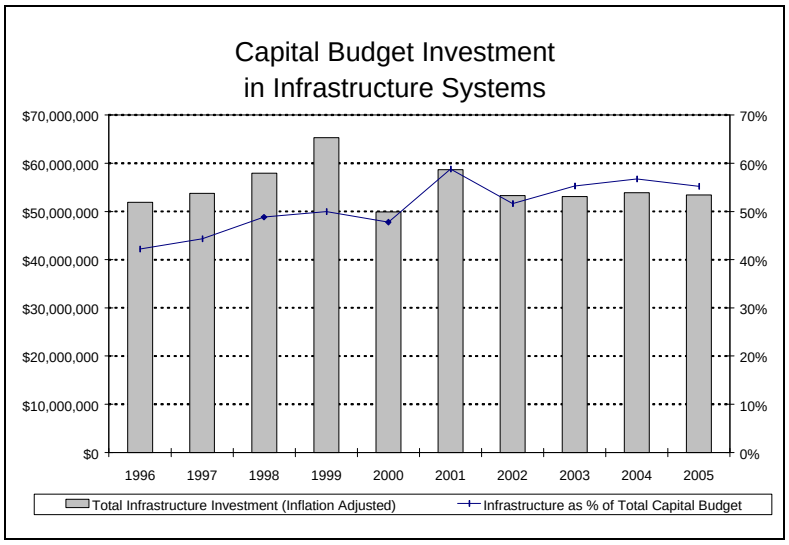
2000-2005 CAPITAL IMPROVEMENTS PLAN: MAKING CRITICAL CAPITAL INVESTMENTS

THE CAPITAL BUDGET FOCUS: STRENGTHENING CITY INFRASTRUCTURE

An important function of local government is maintaining basic infrastructure systems. These systems – sewers, water mains, streets, bridges, alleys, sidewalks, and street accessories (traffic signals and streetlights) - are essential to the economic viability of any village, town, city, or county.

The City of Milwaukee invests significant resources in its infrastructure systems. Figure 2 shows the capital budget for infrastructure in real terms for the years 1996-2005 (intergovernmental grant and aid is excluded). As the graphic demonstrates, the real dollar amount budgeted for infrastructure has remained relatively stable, with the exception of 1999. A large sewer project contributed to a significant increase in the amount budgeted for infrastructure that year. Figure 2 also shows that the percentage of total capital expenditure dedicated to infrastructure expansion and replacement increased from the 1996 to 2000 budget, with the trend continuing through the plan years of 2001-2005.

Figure 2



The 2000-2005 Capital Improvements Plan continues to maintain the real dollar value of the annual infrastructure maintenance and expansion budget. Total funding for infrastructure in 2000 appears slightly lower in comparison to other years, due to the anticipated receipt of a large amount of grant and aid funding for bridge projects. As a result of the increase in grant and aid funding, city funding for bridges was not needed in the 2000 budget.

In addition to the total capital investment for 2000-2005 shown in Figure 2, $175.5 million in city, county, state, and federal government resources will be allocated toward maintenance of city streets and bridges.

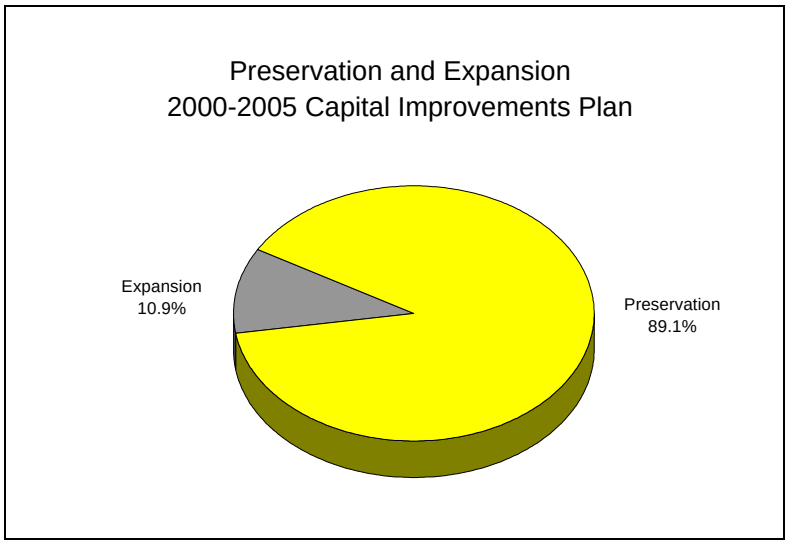
The effect of this level of commitment to infrastructure is quite substantial. As mentioned earlier in this document, an analysis conducted by the Budget and Management Division concluded that during the period 1985-1996, capital investments by the city not only replaced infrastructure value lost due to normal wear and tear, but also increased the inflation-adjusted value of Milwaukee's share of regional public infrastructure by 4.6%. This phenomenon is expected to continue throughout the life of the six-year capital plan.

PRESERVATION vs. EXPANSION

Capital projects are classified into two categories: preservation and expansion. Preservation refers to capital improvement projects whose major objective is to reconstruct, rehabilitate, or otherwise restore an existing system or facility to full functionality. In contrast, expansion refers to projects whose primary objective is to construct a new system or to expand an existing system or facility to meet increased demands or to enhance development.

Figure 3 illustrates the proportion of capital projects that either preserve or expand capital infrastructure. The 2000-2005 Capital Improvements Plan (including grants and aid and self-funded projects) allocates $765.7 million, or 89.1% of the total budget, to preserve the city's existing infrastructure. A total of $94 million, or 10.9%, is allocated to expand public facilities. Expansion projects primarily include economic development-related projects and new street and sewer construction projects. Preservation projects include maintenance and replacement of existing systems and facilities.

Figure 3

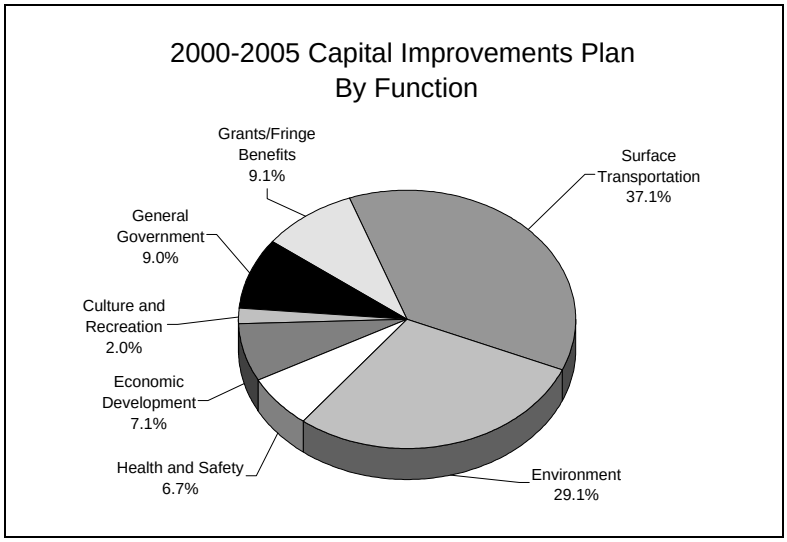


SIX-YEAR CAPITAL PLAN BY FUNCTION

The final sections of this document provide an overview of the 2000-2005 Capital Improvements Plan by function (see pages 17 through 106). An analysis of each project category is provided, including the major initiatives and program changes brought about by the 2000 adopted capital budget as well as those proposed in the 2001-2005 capital plan.

Figure 4 provides a breakdown of the plan by its seven functional areas, including surface transportation, environment, health and safety, economic development, culture and recreation, general government, and grants and fringe benefits.

Figure 4



Surface transportation projects make up the largest component of the six-year plan, approximately 37.1%. Funding for environmental projects constitutes the second largest functional area, or 29.1% of total funding. The smallest functional area is culture and recreation, which includes funding for libraries and tot lots and amounts to about 2% of total funding.

The grants and fringe benefits category includes the grant fund that provides funding authority to receive grants not previously budgeted. Fringe benefits include funding for city employees working on capital projects. The grand total includes city-funded projects, the Parking Fund, Milwaukee Water Works, the Sewer Maintenance Fund and grants and aids. Table 2 (see page 14) summarizes capital projects in the six-year plan by functional area.

SIX-YEAR CAPITAL PLAN BY DEPARTMENT

Table 3 (see page 15) shows the 2000-2005 Capital Improvements Plan by Department. The table also shows totals for city-funded capital improvement projects, as well as for self-funded projects, including the Parking Program, the Sewer Maintenance Fund and the Milwaukee Water Works (which are not funded directly by property taxes). Specific capital projects and funding amounts are shown in the appropriate functional category in the final six sections of this document.

2000-2005 CAPITAL PLAN: FINANCING THE PLAN

The 2000-2005 Capital Improvements Plan not only includes a list of projects which the city intends to fund over the next six years, but also an explanation of how it will finance these projects. The financing goals and strategies used by the city as well as a thorough description of the various funding sources utilized to fund the capital plan are discussed in this section.

CAPITAL FINANCING GOALS

The primary objective of the 2000-2005 Capital Improvements Plan is to protect and enhance the city's infrastructure in the most cost-effective manner. To achieve this objective, the city has established four specific capital financing goals:

1. To fund adequately the city's infrastructure and general capital needs.

2. To moderate the city's overall debt burden.

3. To achieve greater intergenerational equity in terms of funding major, non-recurring capital projects.

4. To control tax levy-supported capital spending so as to assist the city in meeting its general goal of tax rate reduction which, in turn, further enhances the city's competitive position.

The 2000-2005 Capital Improvements Plan achieves all four of these goals. The 2000-2005 capital plan dedicates a total of $859.6 million to the city's capital budget (including Parking, Sewer Maintenance and Water Works, and intergovernmental grants). This sum reflects the city's intention to maintain its existing infrastructure plant in a manner that will not only heighten Milwaukee's economic vitality today, but ensure that the next generation inherits a city that remains physically strong and economically sound.

In attempting to achieve the second stated goal of moderating the city's debt burden, the 2000-2005 capital plan continues to implement the city's infrastructure cash conversion policy. This policy has helped the city control debt by increasing tax levy financing of recurring infrastructure projects. By 2005, 100% of the city's recurring infrastructure budget will be cash levy-financed.

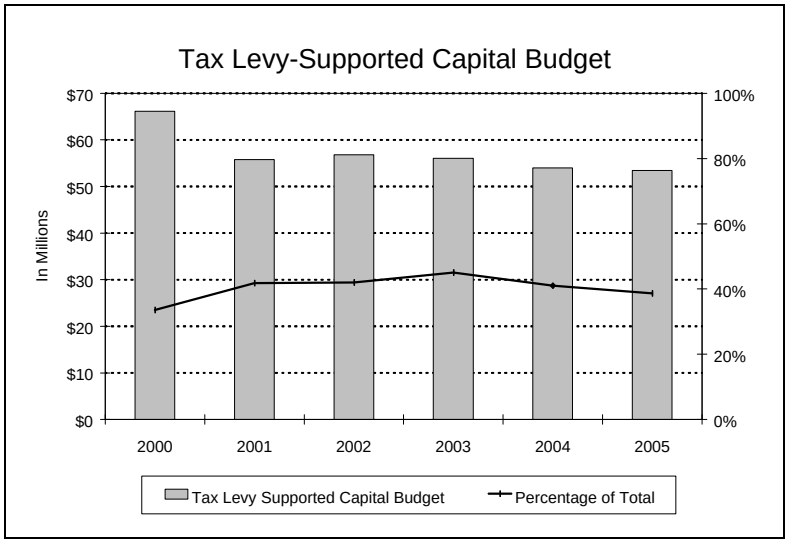
Although moderating the burden of outstanding debt has been an important goal of the city, policymakers also remain pledged to use long-term debt instruments, when appropriate, to spread the cost of appropriate capital expenditures across multiple generations of taxpayers. Large, non-recurring projects, such as the Police Department's 3rd District Station / Data Communications facility that is presently under construction, are most appropriately funded with long-term debt. Such projects have long useful lives and, as a result, benefit several generations of taxpayers. Intergenerational equity is an important goal for any municipality that plans for the long run. Milwaukee has made a commitment to support intergenerational equity while limiting increases in outstanding debt.

The fourth goal of controlling spending in order to assist the city in reducing property taxes will be achieved by moderating growth in the tax levy-supported capital budget (specifically, tax levy-cash and tax levy-supported debt; self-supported debt is excluded) and by pursuing alternatives for addressing capital needs. In 2000, the tax levy-supported portion of the capital budget totals approximately $66 million. The 2001-2005 capital plan holds the annual tax levy-supported capital budget at approximately $55 million. To compensate for inflationary price increases and other cost increases over time, the city must continue to find more cost-effective methods for meeting its capital needs.

In addition, the plan will hold the tax levy-supported portion at approximately 40% of the total capital budget. The tax levy-supported portion of the capital budget is slightly lower in 2000 due to a large amount of intergovernmental aid for a major bridge project. Figure 5 shows how the tax levy-supported portion of the city's capital budget will fluctuate over the life of the plan.

Non-property tax resources finance more than half of the city's capital needs. These sources include Parking and Sewer Funds, the Milwaukee Water Works and intergovernmental aids. Beginning in 2000, funding for the Sewer Maintenance Relay capital program is financed by the Sewer Maintenance Fund. The transfer of the sewer capital maintenance program to the fund is an attempt to capture all costs related to maintenance of the city sewer system on the Sewer User Fee. Sewer capital programs related to system expansion remain in the tax levy-funded portion of the capital budget.

Figure 5



Of particular importance to the city are intergovernmental grants and aids, particularly in the area of transportation projects, which make up roughly 20.7% of total city funding for capital in the 2000-2005 capital plan.

Most of the intergovernmental grants to the city help to finance major street projects, bridge projects, and the Port's dockwall rehabilitation program. These funds typically come from the state, while the city is usually required to finance a portion of the cost.

In the case of major bridge and street projects, the city is typically required to finance between 12.5% and 20% of the design and construction costs. In return, the county, state, and federal governments finance the remaining costs.

Tax incremental districts (TIDs) represents yet another important funding source for city capital projects. Since the mid-1970s, the city has created 37 TID districts. Funding provided in the 2000 capital budget, as well as in the last five years of the 2001-2005 Capital Improvements Plan, will finance existing TID projects, provide funding for projects currently in the initial stages of planning, and allow for city involvement in potential developments under discussion.

DEBT FINANCING STRATEGIES

An objective of the city is to maintain Milwaukee's AA+ general obligation bond rating (Standard and Poor's and Fitch's Investors Services). Since February 1995, Moody's Investors Services has also rated the city's bonds to Aa1. In its report, the city's superior rating is a reflection of a substantial Public Debt Amortization Fund, rapid debt pay-out, and increased use of pay-as-you-go financing for recurring capital needs. Although all the bond-rating agencies indicate that the city's debt levels are moderately high, they remain affordable and are offset by the capital financing policies employed by the city. Appropriately managing future debt levels will continue to be an important goal for the city.

Debt Structure

One especially important debt financing strategy used by the city relates to how it structures its debt issuances. The general policy of the city relating to general obligation bonds is to issue 15-year, level principal-payment bonds. This policy produces higher payments in the early years of a bond issue, but produces lower total financing costs. As a result of this rapid debt amortization schedule, 55% of principal is retired in five years and 86% is retired in ten years.

One area of the capital improvements budget which is financed through a different debt structure is Tax Incremental Districts (TID). In 1998, the city began to implement a new debt structure for TID projects which was designed to eliminate a timing problem which has required the city tax levy to help support these normally self-supported projects. The new structure stretches out the maturity schedule of the bonds to 17 years (two years longer than the typical GO bond which was used previously) and capitalizes interest (principal and interest payments are deferred) in the first two years of the bond's life.

Although this new structure does add to the total amount of debt service that will need to be repaid, it significantly reduces the cost impact of any new TID borrowings for two years. This in turn allows time for increments of newly created TIDs to be sufficient to cover costs.

In 2000, the city will begin using revenue bonds. Currently, most of the city's debt is general obligation regardless of whether or not the project will generate any revenues. The 2000 budget includes borrowing authority for general obligation revenue bonds for projects with revenue sources. The city's new capital financing policy goal is to use revenue bonds where appropriate. As a result, Water Works, Parking and Sewer Maintenance related debt may be issued in the form of revenue bonds. In addition, capital projects financed by tax increments may also use revenue bonds.

The reason for the use of revenue bonds is to eliminate taxpayer liability for debt payment if revenues are insufficient to retire the debt. To justify the investment, projects funded with revenue bonds should maintain an adequate revenue stream to cover debt service costs.

Public Debt Amortization Fund

Another important debt financing strategy used by the city involves use of the city's Public Debt Amortization Fund (PDAF). This fund, which is administered by the city's Public Debt Commission, was created in 1925 by state statutes. The fund composes interest earned by assets of the fund, one-third of the general interest earning of the city, and one-third of interest received on delinquent personal property taxes. Table 1 shows how the unsegregated portion of the PDAF has fluctuated over time.

Table 1

PDAF Unsegregated Balance (In Thousands)

Year	Fund Balance	Year	Fund Balance
1988	56,809	1994	57,088
1989	56,935	1995	56,891
1990	55,663	1996	52,622
1991	56,551	1997	53,797
1992	56,803	1998	52,666
1993	56,456	1999	49,227 *

* Estimated

Fund assets play an important role in capital financing in two primary ways: (1) fund resources may be used to prepay a portion of the principal and interest on city debt due the following year, thereby reducing the levy portion of the debt budget (in 2000, $11.5 million of fund resources were used for this purpose), and (2) the fund itself functions as a "debt reserve" which helps provide city bond holders with added assurance of the city's ability to make principal and interest payments. This in turn reduces the city's interest rate costs because city bonds are more attractive to investors.

Debt Management Working Group

As previously mentioned, a primary goal of the city is to maintain its AA+ bond rating. The city recognizes that overlapping debt is an important factor in meeting this goal. In 1992, a Debt Management Working Group was created by Common Council resolution. The Working Group includes five local units of government including the City of Milwaukee, Milwaukee County, Milwaukee Metropolitan Sewerage District, Milwaukee Area Technical College, and the Milwaukee Public Schools. Since its inception, the Working Group has completed three annual reports on "*Capital Spending and Debt*" of the five local units of government. The report analyzes the historical and planned capital spending and debt trends of each unit of government. The purpose of this analysis is to develop practical methods for coordinating, managing, and controlling the amount, structure, and timing of debt issued by each of the member governments. The goal is to minimize the overall debt burden on city residents while meeting essential capital improvement needs over the next five years.

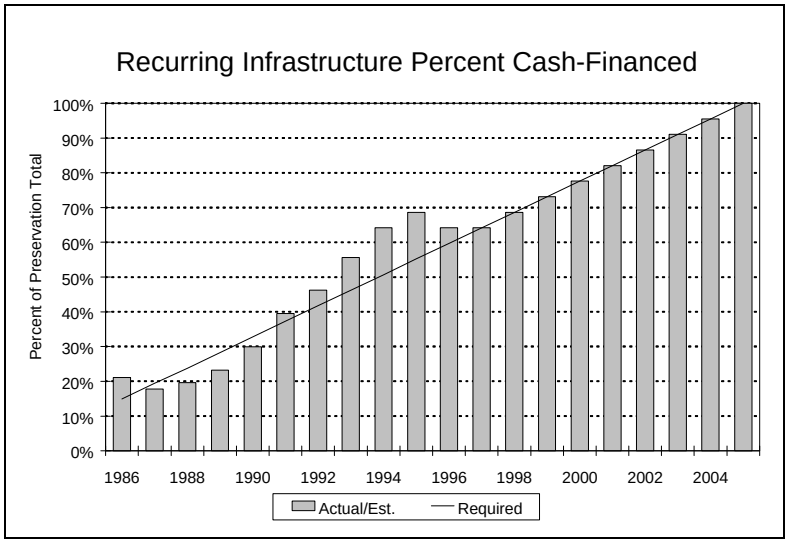
CASH FINANCING STRATEGIES

One key cash financing strategy of the city's capital improvements program is to limit debt financing for capital improvements to only those projects which occur at irregular intervals and benefit future as well as current taxpayers. The purpose of cash financing recurring infrastructure projects is to decrease overall debt and ultimately reduce costs and resulting tax levies for what are, in effect, annual recurring replacement projects.

To implement this strategy, the Common Council adopted a resolution in 1986 that gradually converts funding for recurring infrastructure preservation projects from borrowing to cash financing. Recurring infrastructure includes local streets, alleys, sidewalks, street lighting, traffic control, communications, underground conduits, and recreational facilities. With the adoption of this resolution, city policymakers recognized that a moderate growth economy and slow growing tax base couldn't sustain payment of large deferred expenditures.

The strategy employed by the City of Milwaukee includes financing 100% of recurring infrastructure replacement with cash by the year 2005. Figure 6 compares the percent of infrastructure cash financed as required by resolution with the percent of infrastructure cash financed in the 1986-1999 capital improvements budgets and the 2000-2005 Capital Improvements Plan.

Figure 6



As the figure shows, the 1996 capital budget was financed at 64.2%, or one year ahead of schedule. The 1997 capital budget was also financed at 64.2%, or at resolution, which brought the city back in line with policy guidelines.

The 2000-2005 capital plan basically calls for the cash financing of recurring infrastructure at resolution levels. The only exception is 1999, financed at 72.24%, an amount that is less than 1% below the resolution level. (This difference resulted from an amendment to the 1999 budget.)

STRATEGY IN ACTION: SOURCES OF FUNDING FOR THE 2000-2005 CAPITAL IMPROVEMENTS PLAN

All projects identified in the 2000-2005 Capital Improvements Plan are fully funded through a variety of sources. These sources include tax levy-supported debt, tax incremental districts, special assessments, cash revenues, tax levy, self-funded, and grants and aids. Figure 7 illustrates the percentage of the six-year plan financed by each funding source. Use of these diverse funding resources are wholly consistent with financing strategies discussed earlier. As a result of using this diverse set of funding sources over the next six years:

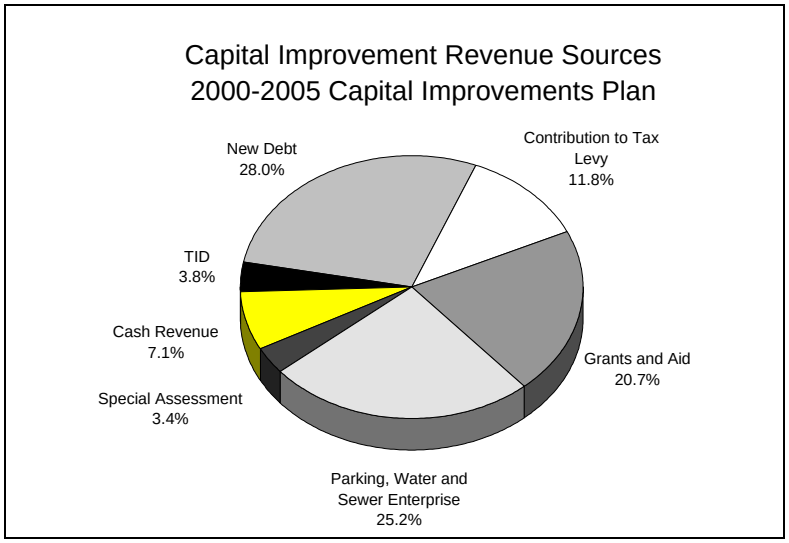
1. The overall capital needs of the city will be met.

2. The city will continue to increase the proportion of recurring infrastructure projects financed with tax levy resources. The cash conversion policy will, in the long run, reduce outstanding debt and save taxpayers millions in interest costs.

3. The city will continue to use long-term debt to finance non-recurring projects that have long useful lives. This policy will help spread the costs of these projects fairly across generations of project users.

The specific sources of funding for the 2000-2005 Capital Improvements Plan are described in detail below. In addition, Table 4 (which can be found at the end of this section) provides a snapshot of how the six-year plan is financed.

Figure 7



Tax Levy-Supported Debt: The six-year plan estimates the amount of funds that must be borrowed to finance capital projects. This amount does not include special assessments or tax incremental financing since they are considered self-sustaining, though they are funded through general obligation borrowing. In the six-year plan, $240.5 million, or 28% of the total capital budget is expected to be borrowed, excluding $62.2 million in special assessment and tax incremental borrowing. As shown in Table 4, tax levy-supported debt decreases steadily throughout the six-year plan, from a high of $52 million in 2000 to $33.8 million in 2005. This trend, in part, reflects a strategy of cash financing, which reduces projected debt financing of infrastructure projects by nearly $3.4 million between the years 2000 and 2005.

Tax Incremental Districts: These districts are considered self-sustaining and have been funded through issuance of general obligation debt. Again, starting in 2000, TIDs will be financed with revenue bonds. Self-sustaining debt refers to the use of borrowed proceeds to generate a stream of revenues that will offset related principal and interest payments. After a tax incremental district is established, debt instruments are issued to finance public improvements to aid development within the district. The increase, or increment, in real property taxes after a district is established is set aside and used to retire debt contracted by the authority. As shown in Figure 7, $33 million, or 3.8% of total capital funding, is provided to fund tax incremental districts. Funding for this purpose ranges from $8 million to $5 million annually in the six-year plan.

Special Assessments: Special assessments are considered self-sustaining debt even though they are issued as general obligation debt. Self-sustaining debt refers to the use of borrowed proceeds to generate a stream of revenues that will offset related principal and interest payments.

When certain infrastructure improvements are made, such as repaving a street or installing a new sewer, part of the cost is charged to the abutting property owners as special assessments. The property owner may either pay the entire amount when the bill is received, have the assessment placed on the next tax bill, or pay the amount over six years, with interest charged for the final five years. If the latter option is chosen, the interest cost to the city is offset by the interest charged to the property owners. However, regardless of how the property owner pays the special assessment, the city borrows the funds as general obligation debt to finance the project.

As Figure 7 shows, $29.2 million, or 3.4%, of capital projects are financed through special assessments. Funding throughout the six-year plan ranges annually from $3.8 million to $6.1 million.

Cash Revenues: A portion of capital projects are financed through cash revenues, including general (or un-assigned) grant and aid; developer financing; and other sources of revenue. The grant fund provides funding authority for grant and aid that may be received throughout the year but is not specifically included in the capital improvements plan. Developer-financed projects occur when a private developer requests the city to expand street or sewer systems. These projects are fully financed by the developer who enters into a formal agreement with the city. In the six-year plan, $60.6 million, or 7.1% of all capital projects are funded through cash

revenues. This source of funding ranges from $7.7 million to $12.4 million in the six-year plan.

Tax Levy: Tax levy-funding of capital projects totals $101.7 million, or 11.8% of total funding, over the six-year plan. As shown in Table 4, total tax levy-funding is projected to increase throughout the plan, from over $14.1 million in 2000 to $19.6 million in 2005. This trend, in part, reflects the infrastructure cash financing strategy employed by the city. Infrastructure cash financing increases tax levy-funding by nearly $6.2 million, from $11.6 million in 2000 to $17.9 million in 2005. In addition, 5% of non-infrastructure projects are cash financed in the final five years (2001-2005) of the plan.

Self-Funded: These projects include those financed through the Parking Fund, Sewer Maintenance Fund and Milwaukee Water Works. The Parking Fund was established to account for revenues received from parking operations. Parking revenues are used to defray all costs related to these operations, including debt service costs on various parking obligations. Milwaukee Water Works' capital improvement projects and Sewer Maintenance Fund capital improvements are fully financed by their respective user fees. In total, $216.4 million, or 25.2%, of capital projects are funded through the Parking Fund, Sewer Maintenance Fund and Milwaukee Water Works.

Grants and Aids: In the six-year plan, funding provided through grants and aids totals over $178.2 million, or 20.7%, of total funding. This funding is received from the state and federal governments, primarily for the bridge and paving programs. Grant and aid funding fluctuates dramatically, from a low of $12.9 million to a high of $84.5 million during the course of the six-year plan.

Table 2

2000-2005 Capital Improvements Plan by Function

FUNCTIONAL AREA	2000 ADOPTED BUDGET	2001 BUDGET PLAN	2002 BUDGET PLAN	2003 BUDGET PLAN	2004 BUDGET PLAN	2005 BUDGET PLAN	TOTAL SIX-YEAR PLAN
SURFACE TRANSPORTATION							
Streets	$31,454,882	$35,529,160	$23,605,440	$20,512,900	$28,195,940	$26,078,500	$165,376,822
Alleys	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	14,500,000
Bridges	64,014,000	6,012,000	6,352,000	4,666,000	1,930,000	8,105,000	91,079,000
Street Accessories	5,632,000	5,812,000	5,892,000	5,922,000	5,850,000	5,950,000	35,058,000
Sidewalks	2,000,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	12,750,000
Parking	0	0	0	0	0	0	0
Subtotal	**$105,100,882**	**$52,003,160**	**$40,499,440**	**$35,750,900**	**$40,625,940**	**$44,783,500**	**$318,763,822**
ENVIRONMENT							
Sewer System	$21,070,000	$19,765,000	$20,400,000	$20,400,000	$22,500,000	$22,500,000	$126,635,000
Water System	12,120,000	16,275,000	23,990,000	18,515,000	19,065,000	22,740,000	112,705,000
Sanitation	0	2,533,000	796,000	323,000	200,000	450,000	4,302,000
Forestry	598,000	726,000	726,000	726,000	726,000	726,000	4,228,000
Environmental Remediation	510,000	390,000	340,000	340,000	340,000	340,000	2,260,000
Subtotal	**$34,298,000**	**$39,689,000**	**$46,252,000**	**$40,304,000**	**$42,831,000**	**$46,756,000**	**$250,130,000**
HEALTH AND SAFETY							
Fire	$1,600,000	$3,280,000	$2,680,000	$2,295,000	$2,780,000	$2,060,000	$14,695,000
Police	21,093,180	2,492,049	3,618,852	4,272,739	4,395,711	4,425,325	40,297,856
Public Health	141,000	472,600	411,300	645,000	345,000	381,000	2,395,900
Subtotal	**$22,834,180**	**$6,244,649**	**$6,710,152**	**$7,212,739**	**$7,520,711**	**$6,866,325**	**$57,388,756**
ECONOMIC DEVELOPMENT							
TID	$8,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$33,000,000
Development District Funds	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	11,100,000
Business Improvement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Port of Milwaukee	2,950,000	125,000	1,665,000	3,100,000	1,350,000	1,600,000	10,790,000
Subtotal	**$13,800,000**	**$7,975,000**	**$9,515,000**	**$10,950,000**	**$9,200,000**	**$9,450,000**	**$60,890,000**
CULTURE AND RECREATION							
Libraries	$880,000	$3,010,000	$2,410,000	$1,825,000	$1,145,000	$1,220,000	$10,490,000
Recreational Facilities	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Pabst & Art Fund	1,025,000	1,525,000	625,000	100,050	100,000	103,834	3,478,884
Subtotal	**$2,405,000**	**$5,035,000**	**$3,535,000**	**$2,425,050**	**$1,745,000**	**$1,823,834**	**$16,968,884**
GENERAL GOVERNMENT							
Maintenance and Remodeling	$5,467,800	$7,190,190	$5,829,000	$6,191,000	$4,981,000	$3,973,000	$33,631,990
Undergrnd. Cond. & Manholes	450,000	450,000	450,000	350,000	350,000	350,000	2,400,000
Communications and Control	500,000	500,000	3,681,600	500,000	450,000	400,000	6,031,600
Other Projects	3,000,000	437,150	5,000,000	7,000,000	10,000,000	10,000,000	35,437,150
Subtotal	**$9,417,800**	**$8,577,340**	**$14,960,600**	**$14,041,000**	**$15,781,000**	**$14,723,000**	**$77,500,740**
GRANTS/FRINGE BENEFITS							
Grant Fund	$5,500,000	$10,300,000	$10,300,000	$10,300,000	$10,300,000	$10,300,000	$57,000,000
Fringe Benefits	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	21,000,000
Subtotal	**$9,000,000**	**$13,800,000**	**$13,800,000**	**$13,800,000**	**$13,800,000**	**$13,800,000**	**$78,000,000**
GRAND TOTAL	**$196,855,862**	**$133,324,149**	**$135,272,192**	**$124,483,689**	**$131,503,651**	**$138,202,659**	**$859,642,202**

Table 3

2000-2005 Capital Improvements Plan by Department

DEPARTMENT	2000 ADOPTED BUDGET	2001 BUDGET PLAN	2002 BUDGET PLAN	2003 BUDGET PLAN	2004 BUDGET PLAN	2005 BUDGET PLAN	TOTAL SIX-YEAR PLAN
CITY-FUNDED CAPITAL PROJECTS							
Special Projects	$13,025,000	$15,762,150	$19,425,000	$20,900,050	$23,900,000	$23,903,834	$116,916,034
City Attorney	45,300	0	0	0	0	0	45,300
Common Council-City Clerk	0	142,190	0	0	0	0	142,190
Department of City Development	10,850,000	7,850,000	7,850,000	7,850,000	7,850,000	7,850,000	50,100,000
Fire Department	1,600,000	3,280,000	2,680,000	2,295,000	2,780,000	2,060,000	14,695,000
Health Department	141,000	472,600	411,300	645,000	345,000	381,000	2,395,900
Library	880,000	3,010,000	2,410,000	1,825,000	1,145,000	1,220,000	10,490,000
Municipal Court	0	0	0	0	0	0	0
Neighborhoods Department	1,770,000	1,130,000	0	0	0	0	2,900,000
Police Department	21,093,180	2,492,049	3,618,852	4,272,739	4,395,711	4,425,325	40,297,856
Port of Milwaukee	2,150,000	125,000	1,665,000	3,100,000	550,000	800,000	8,390,000
Grant and Aid	800,000	0	0	0	800,000	800,000	2,400,000
DPW-Administrative Services	70,000	0	0	0	0	0	70,000
DPW-Buildings and Fleet	4,510,000	7,308,000	10,350,600	7,531,000	6,271,000	5,213,000	41,183,600
DPW-Infrastructure	28,977,576	34,434,510	26,061,445	26,224,150	25,536,970	27,722,650	168,957,301
Grant and Aid	83,665,806	22,483,650	17,887,995	12,876,750	18,438,970	20,410,850	175,764,021
DPW-Forestry	598,000	726,000	726,000	726,000	726,000	726,000	4,228,000
DPW-Sanitation	0	2,533,000	796,000	323,000	200,000	450,000	4,302,000
TOTAL CITY-FUNDED CAPITAL PROJECTS	$85,710,056	$79,265,499	$75,994,197	$75,691,939	$73,699,681	$74,751,809	$465,113,181
TOTAL GRANT AND AID	$84,465,806	$22,483,650	$17,887,995	$12,876,750	$19,238,970	$21,210,850	$178,164,021
NON-CITY-FUNDED CAPITAL PROJECTS							
Parking	$0	$0	$0	$0	$0	$0	$0
Milwaukee Water Works	12,120,000	16,275,000	23,990,000	18,515,000	19,065,000	22,740,000	112,705,000
Sewer Maintenance Fund	14,560,000	15,300,000	17,400,000	17,400,000	19,500,000	19,500,000	103,660,000
TOTAL NON-CITY-FUNDED CAPITAL PROJECTS	$26,680,000	$31,575,000	$41,390,000	$35,915,000	$38,565,000	$42,240,000	$216,365,000
GRAND TOTAL CAPITAL INVESTMENT	$196,855,862	$133,324,149	$135,272,192	$124,483,689	$131,503,651	$138,202,659	$859,642,202

Table 4

2000-2005 Capital Improvements Plan by Funding Source

DEPARTMENT	2000 ADOPTED BUDGET	2001 BUDGET PLAN	2002 BUDGET PLAN	2003 BUDGET PLAN	2004 BUDGET PLAN	2005 BUDGET PLAN	TOTAL SIX-YEAR PLAN
TOTAL CAPITAL IMPROVEMENTS PLAN	$196,855,862	$133,324,149	$135,272,192	$124,483,689	$131,503,651	$138,202,659	$859,642,202
LESS:							
Enterprise Funds (Parking, Water, Sewer)	26,680,000	31,575,000	41,390,000	35,915,000	38,565,000	42,240,000	216,365,000
Special Assessments	3,827,923	6,107,655	4,549,596	4,591,100	5,151,276	5,013,940	29,241,490
Cash Revenues	7,718,200	12,377,890	9,600,000	10,033,000	9,600,000	11,296,250	60,625,340
Tax Incremental Districts	8,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	33,000,000
Grant and Aid	84,465,806	22,483,650	17,887,995	12,876,750	19,238,970	21,210,850	178,164,021
Infrastructure Cash Financed	11,628,000	14,513,796	13,990,260	16,198,292	15,490,956	17,867,500	89,688,804
As a percent of total infrastructure funding	77.60%	82.08%	86.56%	91.04%	95.52%	100.00%	
Compared to percent required by resolution	77.60%	82.08%	86.56%	91.04%	95.52%	100.00%	
Infrastructure Debt Financed	3,356,500	3,168,704	2,172,240	1,594,208	726,544	0	11,018,196
REMAINING EXPENDITURES TO BE FINANCED	$51,179,433	$38,097,454	$40,682,101	$38,275,339	$37,730,905	$35,574,119	$241,539,351
Cash	2,509,480	1,904,873	2,034,105	1,913,767	1,886,545	1,778,706	12,027,476
Debt	48,669,953	36,192,581	38,647,996	36,361,572	35,844,360	33,795,413	229,511,875
SUMMARY OF FINANCING SOURCES							
Tax Levy-Supported Debt	* $52,026,453	$39,361,285	$40,820,236	$37,955,780	$36,570,904	$33,795,413	$240,530,071
Tax Incremental Districts	8,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	33,000,000
Special Assessments	3,827,923	6,107,655	4,549,596	4,591,100	5,151,276	5,013,940	29,241,490
Cash Revenues	7,718,200	12,377,890	9,600,000	10,033,000	9,600,000	11,296,250	60,625,340
Tax Levy	* 14,137,480	16,418,669	16,024,365	18,112,059	17,377,501	19,646,206	101,716,280
TOTAL CITY FUNDING	$85,710,056	$79,265,499	$75,994,197	$75,691,939	$73,699,681	$74,751,809	$465,113,181
Enterprise Funds (Parking, Water, Sewer)	$26,680,000	$31,575,000	$41,390,000	$35,915,000	$38,565,000	$42,240,000	$216,365,000
Grant and Aid	84,465,806	22,483,650	17,887,995	12,876,750	19,238,970	21,210,850	178,164,021
TOTAL CAPITAL INVESTMENT	$196,855,862	$133,324,149	$135,272,192	$124,483,689	$131,503,651	$138,202,659	$859,642,202

Note: Totals may not add due to rounding.

* Does not reflect a PDAF withdrawal of $11.5 million.

SURFACE TRANSPORTATION

Capital improvements that support surface transportation consist of projects involving streets, alleys, bridges, street accessories, sidewalks, and parking structures. The objective of the surface transportation capital program is to provide safe, attractive, and efficient surface public ways and infrastructure systems. Funding for these systems is determined primarily through the use of condition criteria, including age, structural adequacy, maintenance problems, construction projects, citizen complaints, and aldermanic requests. These criteria are used to assess the condition of the infrastructure systems, plan budgets in a cost-effective manner, and predict annual preservation effort requirements.

Surface transportation projects are funded through special assessments, federal and state grants and aids, revenue from developers, city borrowing, and the property tax levy. Surface transportation projects total $318.8 million, or 37.1% of the total six-year capital improvements plan. Figure 8 shows the 2000-2005 plan for these projects. Funding decreases after 2000 because the state government, which funds and schedules many projects, has proposed fewer street and bridge projects, resulting in a decrease in the amount of grants and aids. The 2000 budget provides $105.1 million in funding for surface transportation projects.

Streets

Street-related capital improvement projects account for the largest portion, 51.9%, of the surface transportation plan. The six-year plan includes $165.4 million for street improvements. Street-related projects include major street improvements, such as state and/or federal-aided street reconstruction and resurfacing, street resurfacing by contract, new street construction, and developer-financed new streets. As Figure 8 illustrates, funding for streets peaks in 2001 at $35.5 million. In the six-year plan, grants and aids (including CDBG funding) are expected to total $94.1 million, or 57.4% of total funding for street-related capital improvement projects. The 2000 budget provides $31.5 million for streets.

Alleys

The 2000-2005 Capital Improvements Plan provides $14.5 million, or 4.5% of total surface transportation funding, to finance reconstruction and resurfacing of city alleys. Figure 8 shows that funding for this purpose increases slightly over the six-year plan, from $2 million during the first year to $2.5 million in 2001 and thereafter.

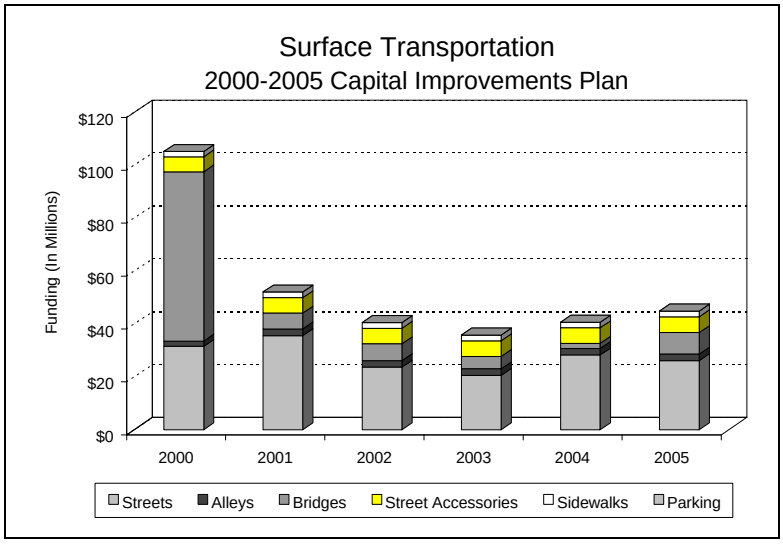
Bridges

Funding for bridges accounts for $91.1 million, or 28.6% of total funding provided in the six-year plan. Figure 8 shows that funding for bridges peaks in 2000 at $64 million. This funding includes a large amount of state and federal transportation aids for the Sixth Street Viaduct project. In the six-year plan, $81.4 million, or 89.4% of total funding for bridges, is received from these sources.

Street Accessories

This category includes street lighting and traffic control facilities. The six-year plan includes approximately $35.1 million for street accessories, which accounts for 11% of total funding. Funding for this purpose remains relatively constant over the six-year plan, at nearly $6 million each year.

Figure 8



The 2000 budget provides $5.6 million for street accessories.

Sidewalks

Funding for sidewalks and other pedestrian-related projects in the six-year plan totals $12.8 million and accounts for 4.0% of total surface transportation funding. Funding of $2 million is provided in 2000.

Parking

There are no parking-related capital improvement projects in the 2000-2005 Capital Improvements Plan. The Department of Public Works does not anticipate the need for any capital funds over the next six years to help maintain city-owned parking structures. All necessary improvements will be funded through the Parking Fund's budget.

STREETS

LINK TO THE STRATEGIC PLAN

One of many important functions of local government is to ensure that citizens have access to an adequate system of pedestrian-friendly streets and roadways in order to ensure that safe and efficient travel and commerce are possible. Since the city's incorporation in 1846, there has been a consistent commitment on the part of city officials to fund the street expansion, repair and replacement needs of Milwaukee.

At present, the focus of the city's street paving program is on preserving the existing asset. Milwaukee is a mature city and many of its roadways have existed for over 100 years. As a result of the aging of the street system, most of the city's efforts with regards to funding levels are associated with repair and / or reconstruction. In fact, the 2000-2005 Capital Improvements Plan calls for allocation of approximately 97% of street construction funds to preservation-related projects while only 3% will be directed to new street construction.

The specific link between street construction and the city's strategic plan is found with the city's strategic goal to *strengthen the local economy, attract and retain family-supporting jobs, and ensure economic opportunities.* The city's attractiveness to private sector investment is enhanced when it is home to a well-maintained and diverse transportation network. Expenditures for street improvements improve and expand the street system, thereby promoting economic development, supporting residential and commercial development, and increasing property values.

ASSESSMENT CRITERIA

The paving program was the first major capital improvement program to use a database system for condition-based project planning and needs assessment. The database, known as the Pavement Management System (PMS) contains records on an estimated 40 street condition and inventory elements, including surface and structural adequacy, type of pavement, age of pavement, and maintenance history. The purpose of the Pavement Management System is to plan paving budgets in a more cost-effective manner and predict annual preservation effort requirements.

Prior to 1997, the city used a condition index that assigned a value of 100 to each street segment and then subtracted points for each defective element. This index, referred to as the Pavement Condition Index (PCI), had rating values ranging from 0-30 (very poor), 31-50 (poor), 51-70 (fair), 71-90 (good), and 91-100 (very good). In 1997, the Infrastructure Services Division updated the city PMS by implementing a new system wherein each street segment is assigned a new rating value.

The newly instituted index, entitled the Pavement Quality Index (PQI), rates street conditions on a scale of 0 to 10. Under the new street PQI, condition ratings are provided for two general categories of streets: locals and collectors / arterials. Each type of street has a different minimum acceptable PQI. A rating below the minimum acceptable PQI indicates that the street requires reconstruction or rehabilitation. The minimum rating for local streets is 4.0, compared to 4.5 for collectors, 5.0 for minor arterials, and 5.5 for major arterials. The higher ratings for collectors and arterials reflect the premise that more heavily traveled streets need to be in better condition than those that are less frequently traveled.

Currently, the Department of Public Works-Infrastructure Services Division is in the process of refining the PQI and the software used to develop condition ratings in order to ensure that this system accurately models the condition of city streets. Once this refinement is completed, data on projected condition ratings in future years will be used to adjust funding for street improvements.

STATUS OF THE ASSET/PROGRAM

The City of Milwaukee contains 1,414.4 miles of freeways, highways, arterials, collectors, and local roads. Of this amount, 8.6%, or 121.3 miles, is the responsibility of other government units, including federal, state and county roads, as well as Port of Milwaukee and Water Department roads. Table 5 shows the type and mileage of roads in the city. City streets are composed of various types of materials, primarily asphalt and concrete. Other materials include crushed rock and gravel, brick, granite block, and macadam. Macadam consists of layers of stone penetrated with tar or asphalt emulsion.

Most streets classified as arterial and collector are designated as part of the Federal Aid Transportation System and are eligible for county, state, and/or federal funding. The State of Wisconsin also funds the Local Road Improvement Program, which assists the city in financing needed improvements to its local residential street system. County, state, and federal funds assist the city with financing the costs of street resurfacing and reconstruction under the major street improvements program.

Streets that do not qualify for county, state, or federal funding are financed under the street reconstruction and resurfacing program administered by the Infrastructure Services Division. These projects are funded through the capital budget with a portion of the costs recovered through special assessments levied against abutting properties.

The Infrastructure Services Division is responsible for contracting for partial resurfacing of certain arterial streets that are in fair or poor condition but are not scheduled for future reconstruction or resurfacing under the paving program. This activity is funded in the capital budget as well; however, no special assessments are levied for these projects. The division is also responsible for preventive and emergency maintenance of city streets. This activity is funded in the operating budget.

As for the status of the city's street system, the newly installed Pavement Quality Index (PQI) provides a good picture of the integrity of the present street system. Specifically, Figure 9 shows the ratings of local streets. As the graphic shows, the majority of local streets, 67.9%, are currently rated above the minimum recommended rating of 4.0.

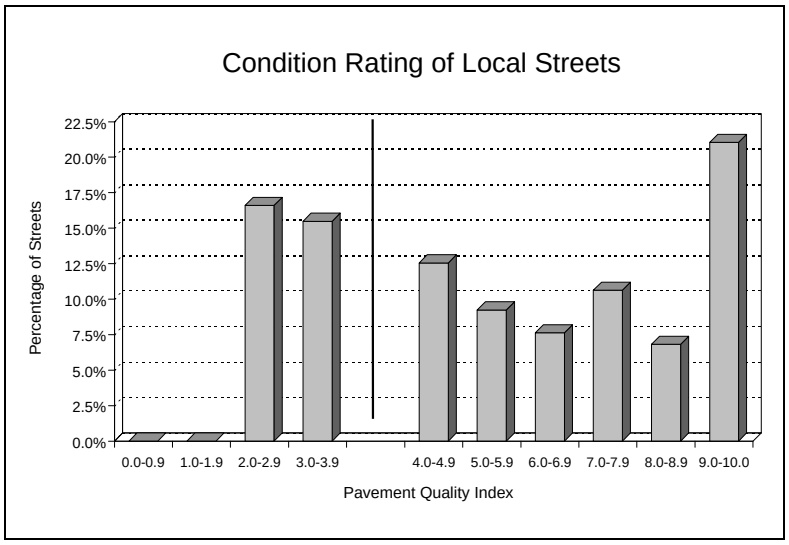
In addition to the PQI, the Infrastructure Services Division continuously updates the Roadlife Database, an historical data file containing information about construction activities by city block. The Roadlife Database helps generate specific roadwork schedules. Many projects result from citizen or aldermanic requests. The opportunity to coordinate major street repairs with sewer or water main repairs or replacement can also affect the scheduling

Table 5

Miles of City Streets and Highways by Type as of December 31, 1999

Type	Miles
Freeways	40.1
State Highways	25.7
State Maintained Roads	6.7
County Trunk Highways	25.7
County Park Roads	21.7
Harbor and Water Dept. Roads	1.4
Arterials	279.5
Collectors	71.5
Locals	942.1
TOTAL	1,414.4

Figure 9



of infrastructure maintenance. According to the Roadlife data, the majority of local and collector streets have a concrete surface, whereas the majority of arterial streets have an asphalt surface with a concrete base. Pavement composition dictates the estimated useful life of city streets. According to the Infrastructure Services Division, concrete reconstruction has a life cycle of 40-50 years, whereas asphalt reconstruction has a life cycle of 25-35 years. A street resurfaced with asphalt has an estimated useful life of 25 years.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan calls for allocation of approximately $165.4 million to the rebuilding / repair of city streets. However, only $50.7 million represents city resources; federal, state and county grants and aids, special assessments, and revenue from developers provide the remaining funding. Table 6 below breaks down the various capital accounts that fund street improvements.

The funding levels described below are sufficient to preserve and maintain the city's street system at a standard considered safe for motorists and pedestrians. The condition rating of streets will be monitored and funding adjusted if necessary to ensure adequate preservation of the street system. The Infrastructure Services Division anticipates that a total of 117.2 miles of street will be repaved during the life of the six-year plan.

Of this aggregate sum, 54 miles of local roadways will be repaved while 63.2 miles of collectors, arterials and other state and county maintained roadways will receive attention. This represents an annual average street preservation effort of 19.5 miles, or 1.5% of the total street system under the responsibility of the city.

Table 6

2000-2005 Capital Improvements Plan for Street Improvements

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Regular Streets, Net City Cost	$3,100,000	$5,200,000	$3,600,000	$5,200,000	$3,600,000	$5,200,000	$25,900,000
New Street Construction, Net City Cost	550,000	350,000	300,000	300,000	300,000	300,000	2,100,000
Major Street (Fed. & State Aided), Net City Cost	5,087,203	5,131,456	4,008,349	2,480,550	3,428,194	2,402,960	22,538,712
E. North Avenue Paving Project, Net City Cost	102,750	0	0	0	0	0	102,750
Revenue	1,505,200	2,100,890	400,000	650,000	400,000	2,096,250	7,152,340
Grant and Aid	19,632,306	19,321,650	13,429,995	9,973,750	17,998,970	13,747,850	94,104,521
Assessments	1,477,423	3,425,155	1,867,096	1,908,600	2,468,776	2,331,440	13,478,490
TOTAL	$31,454,882	$35,529,151	$23,605,440	$20,512,900	$28,195,940	$26,078,500	$165,376,813

PROGRAM CHANGES AND INITIATIVES

East North Avenue Paving: This project provides an asphalt surface over the existing concrete pavement on east North Avenue between the Milwaukee River Viaduct and North Prospect Avenue. The work would be undertaken in coordination with a sidewalk and intersection improvement project funded by BID 20. New pavement markings will provide a through lane, bicycle lane, and parking lane in each direction. The 2000 budget includes $920,000 for this project, of which $102,750 is city funding.

ALLEYS

LINK TO THE STRATEGIC PLAN

The Department of Public Works Infrastructure Services Division is responsible for the alley reconstruction and resurfacing program. The city's alley system contains 417.55 miles of alleys that are composed of asphalt, brick, macadam, and other materials. Project funding is provided in the capital budget with a portion of program costs recovered through special assessments levied against adjacent properties.

The link between alley construction and the city's strategic plan is found with the strategic goal to *strengthen the local economy, attract and retain family-supporting jobs and ensure economic opportunities.* The purpose of the alley program is to maintain the alley system at such a standard that it is safe and nuisance free, while holding annual maintenance costs to a reasonable level. Expenditures for alley reconstruction and rehabilitation ensure safe and efficient access to the rear of residential and commercial properties and enhance property values. This contributes to maintaining the city's transportation system which in turn, helps strengthen Milwaukee's economic environment.

ASSESSMENT CRITERIA

The Infrastructure Services Division inspects and rates alley condition utilizing the following criteria: (1) age and condition; (2) citizen complaints; and (3) aldermanic requests. Alleys are inspected on a three-year cycle.

Alleys are rated as excellent, good, fair, poor, or recommended for replacement. Alleys rated as excellent generally have been replaced in the last five to ten years and require no maintenance activities. Alleys rated as good require minor repair such as crack filling. Alleys rated as fair require general maintenance such as grinding, crack filling, patching, or slab replacement. Alleys rated as poor may not be replaced or maintained but would require repair of serious defects or hazardous conditions. Alleys designated as in poor condition are likely projects for reconstruction or resurfacing. Alleys rated as recommended for replacement require reconstruction or resurfacing and are proposed as a part of the alley paving program.

At present, the Infrastructure Services Division plans to utilize the above described criteria until the newly implemented street Pavement Quality Index (described on page 19) is further tested and proven to be a consistent measure of street integrity. Following this testing period, the division intends to apply the PQI to the city's alley system in order to provide a reliable and quantitative evaluation system for assessing the status of the city's alleys. The PQI will also assist the division in determining appropriate funding levels and setting the overall repavement schedule.

STATUS OF THE ASSET/PROGRAM

As with streets, the Infrastructure Services Division inspects and rates alley condition. In late 1992, the division completed an Alley Pavement Management System (PMS) that rated the condition of alleys using four variables: surface defects, crack filling, condition of patches, and surface grade. This system rated alley segments on a scale from 0 to 100. In 1994, the system reflected a condition rating of 76, which indicates that alleys are in generally good condition and typically require minor repair rather than extensive maintenance, reconstruction, or resurfacing.

In conjunction with the development of a new street PMS, the alley PMS is being updated. An update of the alley condition rating is underway for use in the development of the alley program for the year 2000. Because of the special assessment formula for alleys, wherein a larger portion of the cost is borne by the abutting property owners in comparison to a street project, alleys tend to reach a higher level of deterioration before they receive approval at public hearings.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan allocates a total of $14.5 million to the reconstruction and resurfacing of alleys. Of this total, $5.3 million, or approximately 36%, will be provided through special assessments against property owners. This level of funding will allow for continuation of annual alley improvement at a level sufficient to allow for the construction, rehabilitation, or restoration of alley pavements necessary to maintain the present status of the alley system. Specifically, the funding allocated in the 2000-2005 capital plan will allow for repavement/reconstruction of approximately three miles of alleys each year, with a total of 21 miles of alleys scheduled to be repaved. Table 7 below, shows the level of funding allocated (along with funding source) by the plan for each of the next six fiscal years.

Table 7

2000-2005 Capital Improvements Plan for Alley Improvements

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
City Funding	$1,250,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$1,600,000	$9,250,000
Assessments	750,000	900,000	900,000	900,000	900,000	900,000	5,250,000
TOTAL	$2,000,000	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$14,500,000

BRIDGES

LINK TO THE STRATEGIC PLAN

One of the primary objectives of the Department of Public Works-Infrastructure Services Division is to provide safe, attractive, and efficient surface public ways and infrastructure systems by maintaining the city's network of bridges in good condition. At present there are 712 bridges contained within the city limits. Of this total, 217 are city-owned and maintained while 35 are the responsibility of the county, and 460 the charge of the state.

The specific link between bridge construction and the city's strategic plan is found with the city's strategic goal to *strengthen the local economy, attract and retain family-supporting jobs and ensure economic opportunities.* The city's attractiveness to private sector investment is enhanced when the city maintains a safe and efficient transportation system. Expenditures for bridge reconstruction contribute to this objective by ensuring the efficient movement of vehicles, people, and commodities; preserving a bridge system considered safe for motorists and pedestrians; and, promoting commercial development.

ASSESSMENT CRITERIA

The Infrastructure Services Division uses the national bridge sufficiency rating system to aid in development of a capital improvement program for city bridges. Other considerations include improving and expanding the transportation system and providing for public safety and public welfare. Most bridges are inspected on a two-year cycle, with the majority completed in even number years. Bridges in poor condition are inspected more frequently. Railroad bridges are inspected as needed. The following criteria are used to determine bridge sufficiency ratings: (1) structural adequacy and safety; (2) serviceability and functional obsolescence; (3) necessity for public use; and, (4) special factors pertaining to detour lengths and structure type.

Bridge sufficiency ratings are used by the county, state, and federal governments to determine eligibility for grantor funds and are an indicator of bridge serviceability and structural adequacy. Each bridge receives a rating between zero (major structural and other deficiencies) and 100 (excellent condition and constructed to current standards). The Federal Highway Administration and the Wisconsin Department of Transportation require the sufficiency rating to be below 50 to qualify for bridge replacement funds.

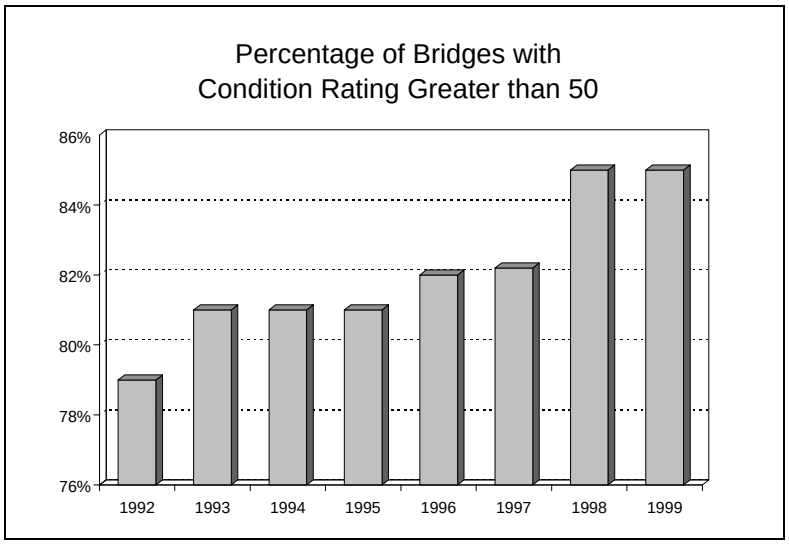
A bridge rated below 50 has structural deficiencies and may be functionally obsolete (outlived its usefulness). Bridges with sufficiency ratings between 50 and 80 may be structurally deficient or functionally obsolete. Bridges with sufficiency ratings below 80 may be eligible for bridge rehabilitation funds to prevent further deterioration if an engineering study can show that rehabilitation can extend the life of a bridge by 10 years, is cost efficient, and raises that bridge sufficiency rating above 80. A bridge rated over 80 is generally considered in good condition and has no major deficiencies.

STATUS OF THE ASSET/PROGRAM

The Infrastructure Services Division's objective is to maintain 81% of bridges at a condition rating greater than 50. As shown in Figure 10, 85% of rated bridges are rated at or above 50. Pedestrian bridges, bridges less than 20 feet, and railroad bridges are not rated because the State of Wisconsin does not require inspection reports. However, Infrastructure Services Division staff conducts inspections of these bridges. The condition rating of bridges has improved since 1992, with a greater percentage of bridges maintained at a satisfactory level or higher. The division estimates that planned

funding from 2000 through 2005 will maintain the current bridge condition rating. However, the specific effect on the condition rating is uncertain because of potential changes in the cost of planned projects, the possible addition of new projects to the bridge program, or delays in the timetable for existing projects.

Figure 10



State, federal, and county funds are used to assist the city with financing bridge rehabilitation and reconstruction improvements. Approximately 89% of the total cost of the current major bridge program will be funded using state, federal, and other funding sources. Some of the major state projects funded in the 2000-2005 plan include reconstruction of the State Street Bascule over the Milwaukee River, replacement of the West Highland Boulevard bridge over C. P. Rail Systems, renovation of the Hawley Road Viaduct over the Menomonee Valley, replacement of the North Sherman Boulevard bridge over Lincoln Creek as part of the Lincoln Creek flood control project and replacement of the West Forest Home Avenue bridge over the Kinnickinnic River. In addition, the 2000-2005 plan includes funding for total replacement of the Sixth Street Viaduct.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan calls for allocation of nearly $91.1 million to the repair, replacement, and/or enhancement of bridges and viaducts within city limits. Of this aggregate sum, $8.7 million will come from city resources, approximately $1 million will come from revenue received from MMSD and Milwaukee County, and $81.4 million will be in the form of state and federal grants. Approximately 37 different bridges throughout the city have been specifically designated for improvements during the life of the six-year plan. Table 8 (provided below) outlines the planned expenditures for the city's bridge program throughout the life of the 2000-2005 Capital Improvements Plan.

Table 8

2000-2005 Capital Improvements Plan for Bridge Improvements

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Net City Cost	$0	$2,273,000	$1,894,000	$1,580,000	$1,490,000	$1,442,000	$8,679,000
Revenue	213,000	577,000	0	183,000	0	0	973,000
Grant & Aid	63,801,000	3,162,000	4,458,000	2,903,000	440,000	6,663,000	81,427,000
TOTAL	$64,014,000	$6,012,000	$6,352,000	$4,666,000	$1,930,000	$8,105,000	$91,079,000

PROGRAM CHANGES AND INITIATIVES

Sixth Street Viaduct Reconstruction: The 2000-2005 Capital Improvements Plan includes approximately $54 million in city, county, state, and federal funds to reconstruct the Sixth Street Viaduct. The new viaduct will be brought down to grade at Canal Street, which will significantly enhance the economic development environment in the Menomonee River Valley.

STREET ACCESSORIES - STREET LIGHTING

LINK TO THE STRATEGIC PLAN

The Department of Public Works-Infrastructure Services Division is responsible for constructing, maintaining, and operating the city's lighting system. The city purchases electricity from the Wisconsin Electric Power Company, which, in turn, provides electrical power to the city's substations. Underground and overhead cables distribute power from these substations to streetlights. Construction of substations and replacement and installation of cable, circuitry, light poles, and streetlights are funded through the capital budget. Maintenance of the lighting system is funded through the division's operating budget.

The street lighting program supports the city's strategic goal of maintaining quality neighborhoods by enhancing the safety and security of residents and the aesthetics of neighborhoods and business districts. By providing a safe, attractive, and reliable lighting system, the street lighting program helps to provide pleasant and secure neighborhoods. The street lighting program also contributes to the city's goal of strengthening the local economy and attracting and retaining family-supporting jobs. The street lighting program significantly enhances the safety of the city's transportation system by providing adequate light for nighttime travel. By improving transportation safety, the street lighting program, like the street reconstruction program, makes the city attractive to private sector investment.

ASSESSMENT CRITERIA

The Infrastructure Services Division uses the following criteria to determine street lighting capital needs: (1) paving program; (2) age and historical circuit problems; (3) aldermanic and citizen requests; (4) traffic and pedestrian safety; (5) incidence of crime; and (6) lighting standards.

Where possible, replacement of street lighting assets occurs in conjunction with the city's paving program, minimizing replacement costs and maintaining the integrity of newly paved streets and sidewalks. Substations are replaced when they show signs of deterioration. The age of the cable and historical circuit problems dictate cable replacement, which is coordinated with the street paving program. Aldermanic service requests and citizen complaints are taken into account to determine upgrading and installation of streetlights. In addition, streetlights in high-crime areas are given priority for upgrades and additional alley lights are provided in areas with a higher than average crime rate.

STATUS OF THE ASSET/PROGRAM

One of the most important criteria utilized by the Infrastructure Services Division when assessing the long-term needs of the city's street light system is the Illuminating Engineering Society (IES) guide for new street lighting installations. The IES bases its recommendations on cost, traffic volume, roadway construction material, and the need to improve traffic safety and reduce crime. Generally, the IES recommends that a street light be installed every 120-150 feet, depending upon whether the area is residential or commercial. For instance, based on IES information, during the period 1995-1999, an average of 132 new streetlights were installed. The goal of the Infrastructure Services Division is to ensure that at least 94% of city streets meet IES lighting standards. The division has met this goal, with the 96.7% of lighted streets meeting IES standards as of December 1999.

SIX-YEAR PLAN

In total, the 2000-2005 Capital Improvements Plan allocates $31.3 million to installation of streetlights and related infrastructure. The Infrastructure Services Division estimates that this level of funding will maintain the existing level of compliance with IES standards.

Specific objectives of the street lighting program include: converting series circuitry to multiple circuitry; converting existing mercury vapor and incandescent street lights to high pressure sodium lighting; and replacing all low pressure sodium vapor units. Major areas of work include installation and replacement of streetlights associated with the paving program and the neighborhood lighting program. Activities include street light conversions, lighting upgrades, excavation repairs, removal of series circuitry, and pole and cable replacement.

Table 9

2000-2005 Capital Improvements Plan for Street Lighting

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Net City Cost	$4,500,000	$4,625,000	$4,700,000	$4,725,000	$4,800,000	$4,900,000	$28,250,000
Assessments	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
TOTAL	$5,000,000	$5,125,000	$5,200,000	$5,225,000	$5,300,000	$5,400,000	$31,250,000

PROGRAM CHANGES AND INITIATIVES

Upgrading Control Circuits: During 2000, the division plans to upgrade street lighting control circuits to enhance reliability. The current central lighting control unit will also be evaluated for improvement or replacement.

Central Lighting Control Units: The current lighting control unit, located at 1540 West Canal Street, is a 1950s electrical-mechanical device that is reaching the end of its useful life. A new non-mechanized computerized control unit will assist in identifying, locating and repairing malfunctions more quickly, thereby improving customer service and ensuring effective operation of the street lighting program.

STREET ACCESSORIES - TRAFFIC CONTROLS

LINK TO THE STRATEGIC PLAN

The primary objective of traffic control facilities is to provide for the safe, efficient, and economical movement of pedestrians and vehicles through the city's street system. This is integrated in the Department of Public Works' strategic objectives "to maintain the livability of city neighborhoods and the economic viability of the city, as well as reduce the environmental impact of the automobile through traffic control policies established by the Infrastructure Services Division".

The specific link between the traffic controls program and the city's strategic plan is found in the city's strategic goal to *strengthen the local economy and to attract and retain family-supporting jobs.* The traffic control program significantly enhances the safety of the city's transportation system by providing direction to traffic throughout the city. By improving transportation safety, the traffic control program, like the street reconstruction program, adds economic value to Milwaukee

ASSESSMENT CRITERIA

The Department of Public Works Infrastructure Services Division uses the following criteria to determine traffic control equipment capital needs: (1) age and condition of traffic control devices; (2) traffic and pedestrian volume and travel time; (3) accident experience; and (4) state and federal requirements.

Traffic signs are generally replaced after 15 years, their estimated useful life, with replacement coordinated with the street paving program. However, changes in national standards, aldermanic or citizen requests, and engineering studies indicating a need for improved signing also affect replacement. The reconstruction of traffic signals is based on the paving program, accident reduction efforts, or safety improvement projects. Traffic controllers, which regulate traffic signals, are installed to meet national standards and replaced due to age, damage, deterioration, or insufficient capacity to accomplish required functions.

STATUS OF THE ASSET/PROGRAM

Table 10 shows the inventory of traffic control devices as of December 31, 1999.

Wisconsin State Statutes require that all traffic control devices placed and maintained by local authorities conform to the Federal Manual on Uniform Traffic Control Devices for Streets and Highways. The manual sets basic principles for the design and use of traffic control devices and provides guidance for their proper installation, operation, and maintenance. Traffic patterns and roadway geography govern the appropriate combination of traffic control devices.

Table 10

Traffic Control Device Inventory as of December 31, 1999

Traffic Control Device	Units	Traffic Control Device	Units
TRAFFIC SIGNS		TRAFFIC CONTROLLERS	
Stop and Stop-Related	13,401	Electromechanical	105
Yield	791	Solid State	588
Parking	32,357	TOTAL	693
Other Regulatory	17,849		
Warning	6,863	PAVEMENT MARKINGS	
Street Names	21,681	Center and Lane Lines	
Reflectors	4,960	Painted	183 (miles)
Miscellaneous	2,014	Semi-permanent	128 (miles)
TOTAL	99,916	TOTAL	311 (miles)
TRAFFIC SIGNALS		Crosswalks	1,655
Signalized Intersections	703		
Traffic Control Beacons	10		
TOTAL	713		

As of December 1996, the city was in complete compliance with the federal manual and the Infrastructure Services Division believes that the 2000-2005 capital plan will allow this important trend to continue.

In addition to complying with federal standards, the city remains committed to providing traffic controls in areas of special need. Traffic checks and studies are conducted on a regular basis to evaluate the performance of existing traffic control devices and to assess additional needs. The city performs week-long, 24-hour automated traffic volume counts once monthly at 23 key sites, once every three years on arterial roads, and as needed on non-arterial roads and for specific traffic situations. These counts are used to determine levels of road use and to analyze citywide travel habits and patterns.

SIX-YEAR PLAN

In total, the 2000-2005 capital plan allocates $3.8 million to the improvement of traffic control facilities. Table 11 breaks down traffic control funding for the 2000-2005 capital plan. (Table 11 includes funding for the OPTICOM system that is discussed below.)

Table 11

2000-2005 Capital Improvements Plan for Traffic Control Improvements

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Traffic Control Improvements	$485,000	$540,000	$545,000	$550,000	$550,000	$550,000	$3,220,000
Emergency Response Management	147,000	147,000	147,000	147,000	0	0	588,000
TOTAL	$632,000	$687,000	$692,000	$697,000	$550,000	$550,000	$3,808,000

PROGRAM CHANGES AND INITIATIVES

Emergency Response Management (OPTICOM): The 2000-2005 Capital Improvements Plan provides $147,000 each year through 2003 for the OPTICOM project. This program equips traffic signal installations along primary emergency vehicle routes with devices to allow signal preemption for emergency vehicles. The project converts high traffic volume controlled intersections on emergency response routes to the OPTICOM system and, in the past, has helped install emitters on all Fire Department vehicles. As of the end of 1999, 115 of 325 targeted intersections had been converted. Moreover, all of the Fire Department's existing vehicles have been converted. The funds provided in the six-year plan are sufficient to cover the cost of installing the system, as well as providing additional vehicle emitters for new vehicles and replacement of failed units.

SIDEWALKS

LINK TO THE STRATEGIC PLAN

A key strategic objective of the Department of Public Works is to provide safe, attractive, and efficient surface public ways and infrastructure systems, including sidewalks. The primary purpose of sidewalks is to provide a means for safe and efficient pedestrian travel. At present, the city has approximately 2,200 miles, or 68.5 million square feet of sidewalk. More than 150 pedestrian ways and malls also contain public sidewalks.

The sidewalk reconstruction program supports the city's strategic goal to ensure economic opportunities in the city by *strengthening the local economy and attracting and retaining family-supporting jobs.* The goal of the sidewalk program is to keep sidewalks in a safe condition for pedestrian use by the general public. This not only keeps sidewalks in proper repair but also enhances the restoration of neighborhoods. By providing a safe system of transportation for pedestrians throughout the city, the sidewalk reconstruction program significantly enhances the city's transportation system and adds economic value to Milwaukee.

ASSESSMENT CRITERIA

The Department of Public Works, Infrastructure Services Division utilizes the following criteria to determine the capital needs for sidewalks and pedestrian curb ramps: (1) age and condition; (2) street, sewer, and water construction projects; (3) citizens complaints; and (4) handicapped accessibility.

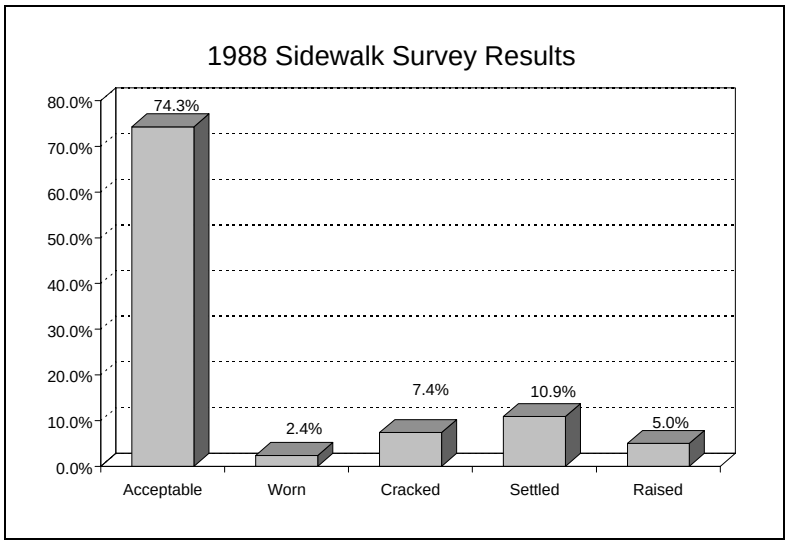
In order to accurately assess the condition of city sidewalks, random sample sidewalk condition surveys are conducted. The surveys categorize sidewalk condition by defect type: worn or deteriorated, cracked, settled, raised, or satisfactory. Several factors contribute to sidewalk defects:

- age – deterioration, wear, cracking, and disintegration
- trees – root growth causes heaving of sidewalk slab
- trench settlement – utility service trenches continue to settle many years after installation
- frost action – causes heaving and movement of sidewalk slabs
- heat expansion – concrete expands from heat causing heaved sections
- damage – nearby construction or work activities can damage the sidewalk causing cracks and settlement.

In addition to the condition surveys, the Infrastructure Services Division utilizes a cyclical approach to review sidewalk condition. Under this approach, all sidewalks are examined every 25-30 years.

STATUS OF THE ASSET/PROGRAM

Figure 11



In 1988, a comprehensive survey (see Figure 11) was conducted to assess the condition of city sidewalks. The result of this survey revealed that approximately 26%, or 17.8 million square feet, of sidewalk had one or more defective conditions. Although a study to assess the condition of the city's sidewalk network was conducted in 1992, Infrastructure Services Division is not confident that the random sample method used resulted in accurate results. The division does not plan on conducting another survey at this time until a more accurate condition analysis method can be developed.

Since 1988, 13.2 million square feet of sidewalk have been replaced. The amount includes work performed by all sources, including city and Wisconsin Department of Transportation paving contracts; city forces; and utility replacement and sidewalk repair contracts. Approximately 430,000 square feet of sidewalk is replaced annually through utility replacement and sidewalk repair contracts. This level of sidewalk replacement is able to maintain the system at its current condition.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan allocates a total of $12.8 million to the replacement or repair of city sidewalks. The Infrastructure Services Division believes this level of funding will allow the city to continue to replace city sidewalks on a 25-30 year replacement cycle. On average, the division contends this level of funding will replace approximately 430,000 square feet per year throughout the life of the plan.

Table 12

2000-2005 Capital Improvements Plan for Sidewalk Improvements

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
City Funding	$899,500	$967,500	$967,500	$967,500	$967,500	$967,500	$5,737,000
Assessments	1,100,500	1,182,500	1,182,500	1,182,500	1,182,500	1,182,500	7,013,000
TOTAL	$2,000,000	$2,150,000	$2,150,000	$2,150,000	$2,150,000	$2,150,000	$12,750,000

PARKING

LINK TO THE STRATEGIC PLAN

The city's parking activities are managed by Parking Fund staff who work under the direction of the Commissioner of the Department of Public Works. The fund is responsible for administering four city-owned and operated parking structures; managing and leasing approximately 70 lease, permit, and metered lots; and management of and collections from approximately 6,400 on- and off-street parking meters. Capital improvements to parking structures are funded through the Parking Fund, as are operating and management costs.

The primary objectives of city-owned parking structures in the downtown area are to provide safe and secure parking for patrons and employees of downtown businesses and to enhance economic development, as well as to retain existing businesses in the downtown area.

The parking improvements program supports the city's strategic goal to *strengthen the local economy, attract and retain family-supporting jobs, and ensure economic opportunities*. The presence of sufficient levels of safe and secure parking facilities fosters and promotes commercial and residential development.

The city's Parking Fund helps to guarantee that Milwaukee has an adequate amount of parking throughout the city, especially in the downtown area where all of the city-maintained parking structures are located.

STATUS OF THE ASSET/PROGRAM

As previously mentioned, the city is responsible for administering four city-owned and operated parking structures. In addition the city has title to five other structures which, except for the Milwaukee/Michigan structure, the city neither operates nor maintains Nor does the city receive revenue from their operations. The city is responsible for capital repairs of the Milwaukee/Michigan structure, which is leased to a downtown business.

Table 13 provides a summary of the four city-owned and operated parking structures. This summary includes date of construction, descriptive information, and revenue data.

The most recent comprehensive condition assessment of parking facilities was conducted in 1988. Parking staff have developed a long-term capital maintenance plan in order to ensure proper maintenance of its facilities, in particular, its parking structures. A number of maintenance items, if not addressed within the proper time frame, can result in more extensive and costly repair or replacement needs. By identifying these maintenance items and budgeting for them in advance, the fund can minimize the potential for unanticipated and significant capital expenses. This will help the fund maintain its assets in proper condition and will also reduce the use of reserves to finance capital costs. In order to develop this plan, parking staff will assess the condition of all structures and lots. Since both the 1000 North Water and 4th and Highland structures are relatively new, they do not have any extensive repair or renovation needs.

Table 13

Summary of City-Owned and Operated Parking Structures

Structure	Construction Date	Square Footage	No. of Levels	No. of Stalls	1998 Revenues
MacArthur Square	1966	573,000	3	1,418	$2,586,389
724 N. 2nd	1961	212,800	8	501	196,754
N. 4th and E. Highland	1987	356,000	8	993	833,730
1000 N. Water	1991	638,000	8	1,542	1,031,211

The current ongoing capital projects for parking structures include:

- rehabilitation of the Milwaukee / Michigan structure, including facade replacement and other aesthetic improvements;
- rehabilitation of the North Second Street structure, including facade replacement and other aesthetic improvements; and,
- resealing deck and repairing expansion joints at the 4th and Highland structure.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan includes no funding for parking projects. The 1999 budget included $5.9 million for parking improvements related to the new Miller Park baseball stadium.

PROGRAM CHANGES AND INITIATIVES

Sale of Parking Structure: In 1999 and 2000, the city will evaluate whether the sale of city owned parking structures may provide economic opportunities for the city. Depending upon the results of a cost benefit analysis, the city may sell its off street parking structures. Sale proceeds would be used to default parking debt and make additional capital investments in the downtown area.

ENVIRONMENT

Environment-related capital projects include the sewer system, water facilities, sanitation, forestry, and environmental remediation. The objective of the environmental capital program is to enhance the long-term environmental health of Milwaukee by reducing lake and river pollution, protecting human health and the local ecosystem, and maintaining the cleanliness and beauty of city neighborhoods. Funding for environmental projects is determined by a wide range of criteria, including condition, age, maintenance problems, state and environmental regulations, citizen complaints, and aldermanic requests. When possible, replacement of environment-related infrastructure is coordinated with the paving program.

Environmental projects are funded through city borrowing, special assessments, revenue from developers, user fees, and the property tax levy. The 2000-2005 Capital Improvements Plan provides $250.1 million for environment-related capital projects, the second largest functional category representing 29.1% of total funding in the six-year plan. Figure 12 shows projected costs of environment-related capital projects.

Sewers

In the six-year plan, funding for sewers totals $126.6 million and accounts for 50.6% of total funding for environment-related projects. The sewer program includes relief and relay sewers, expansion of capacity sewers, and developer-financed sewers. As Figure 12 shows, funding for the city's sewer infrastructure is relatively stable throughout the six-year plan. Starting in 2000, the relief and relay program will be financed with a user fee.

Water Works

Capital improvement funding for the Milwaukee Water Works totals $112.7 million over the six-year plan and accounts for 45.1% of total funding for environment-related capital projects. Of this amount, $65.9 million is appropriated for the water main program, which includes distribution and feeder mains. The remaining $46.8 million finances purification plants, pumping stations, storage facilities and the control center.

Forestry

Funding for forestry-related activities totals over $4.2 million in the six-year capital improvements plan, which accounts for 1.7% of total funding for environmental projects. These activities include $1.7 million to maintain city boulevards and $2.6 million for the planting program.

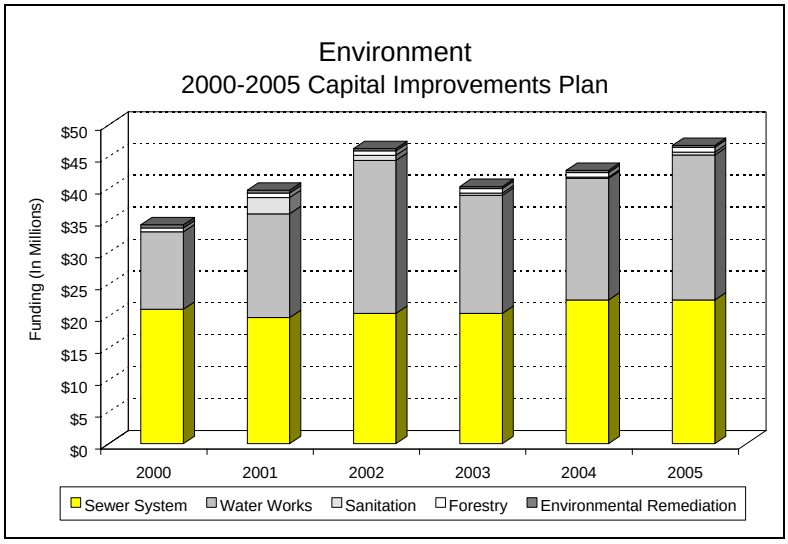
Sanitation

The six-year plan provides $4.3 million for sanitation-related capital improvement projects or 1.7% of total funding for environment-related capital projects. Funding for sanitation projects ranges from $200,000 to $2.5 million in the six-year plan.

Environmental Remediation

The six-year plan provides approximately $2.3 million or 1% of total funding for a variety of environment-related capital projects. Funding for this purpose ranges from a high of $510,000 to a low of $340,000 in the six-year plan. Funding of $70,000 for closure of the College Avenue Landfill is included in the 2000 total.

Figure 12



SEWERS

LINK TO THE STRATEGIC PLAN

The environmental component of the 2000-2005 Capital Improvements Plan includes funding for the city's sewer infrastructure. The Infrastructure Services Division is responsible for constructing the city's sewer infrastructure, including storm and sanitary sewers, stormwater inlets, catch basins, and manholes. Beginning in 2000, the Sewer Maintenance Relay Program in the Sewer Maintenance Fund will support replacement of existing sewers. Preventive and emergency maintenance and most inspections of the city's sewer infrastructure are funded through the Sewer Maintenance Fund's operating budget.

The sewer program contributes to the city's strategic goal of strengthening the local economy, attracting and retaining family-supporting jobs, and ensuring economic opportunities for all city residents. A safe and effective sewer system helps to enhance the city's attractiveness for private sector investment, supports residential, industrial, and commercial development, and provides employment opportunities as all capital sewer projects are constructed by private contract.

The sewer program not only promotes growth and development, but also preserves neighborhood and environmental quality. Maintaining a quality sewer infrastructure helps reduce lake and river pollution by improving the quality of stormwater runoff entering rivers. Compliance with current state and federally mandated pollutant abatement programs and monitoring clean water legislation prevents discharges that adversely affect the city's harbor and rivers. In addition, watershed management of the Milwaukee, Menomonee, and Kinnickinnic Rivers and remedial action plans for the harbor and river estuaries, which help to restore and maintain water quality standards, protect human health. The sewer infrastructure program also minimizes service backups and street flooding incidents, which maintains the quality and safety of the city's neighborhoods.

The city's system of collector, sanitary, and combined sewers empties into the sewer system of the Milwaukee Metropolitan Sewerage District (MMSD). MMSD, a special purpose municipal corporation, provides sewage treatment services to the City of Milwaukee and 17 other cities and villages within the district's legal boundary, as well as other areas outside of its boundary. MMSD owns and maintains two treatment plants that convey wastewater using a 305 mile system of intercepting and main sewers owned and maintained by the district. These activities are funded through the property tax and user fees levied by the district.

ASSESSMENT CRITERIA

The goal of the sewer program is to ensure that the city's sewer infrastructure remains structurally sound, properly maintained, and capable of handling adequate volumes of wastewater and stormwater. If properly maintained, the sewer program will limit service backups, street flooding incidents, and meet stormwater quality standards set by the Wisconsin Department of Natural Resources (DNR).

The following criteria are used to determine the capital needs of the city's sewer infrastructure: (1) paving program; (2) state, federal and Milwaukee Metropolitan Sewerage District mandates; (3) backwater complaints and sewer main failures; (4) age and condition; (5) sewer capacity; (6) development projects; (7) cleaning and maintenance problems; and (8) aldermanic requests.

The sewer infrastructure has no automated data-based system for condition-based project planning. Sewer system data includes map products, a computer-based inventory, reports, examinations, computation sheets, backwater complaints, and aldermanic requests. Specific information on a particular section of sewer requires researching the sources identified above. Analysis of the sewer system requires computation of the upstream portion of the system to obtain flow conditions. Sewer examination reports are analyzed and a rating for the sewer

is determined using such factors as age, backwater complaints, aldermanic requests, and scheduled pavings. The research involved and the computations required during this process are very labor intensive.

STATUS OF THE ASSET/PROGRAM

The Infrastructure Services Division annually updates an inventory of the city's sewer infrastructure. The inventory contains information on location, type, length, diameter, age, and appurtenances of each segment of sewer. Table 14 shows the major components of the city's sewer infrastructure.

Table 14

City Sewer Infrastructure Inventory as of December 31, 1999

Facility	Quantity
Sanitary Sewers	932 miles
Storm Sewers	949 miles
Combined Sewers	547 miles
TOTAL	2,428 miles
Storm Inlets	32,000 *
Catch Basins	24,000 *
Manholes	73,888

* An estimated database of storm inlets and catch basins is not maintained.

The city's sewer infrastructure inventory contains sanitary, storm, and combined sewers and storm inlets, catch basins, and manholes. Sanitary sewers carry sanitary flow to intercepting sewers that carry the flow to sewage treatment facilities. Storm sewers carry surface drainage from parking lots, roofs, and streets to rivers or the lake. Combined sewers carry both sanitary flow and stormwater. During periods of dry weather, the sanitary flow is conveyed to intercepting sewers that carry the flow to sewage treatment facilities. When heavy rain occurs, crossovers between sanitary and storm sewers allow stormwater to mix with the sanitary flow and this combined flow empties into rivers and the lake. The Milwaukee Metropolitan Sewerage District's deep tunnel project has reduced this overflow from approximately fifty occurrences to two occurrences a year.

Under the Wisconsin Permit Discharge Elimination System (WPDES), the city must eliminate existing crossovers between sanitary and storm sewers. Wastewater flows from the sanitary system into storm sewers when pumps used to prevent sewer backup transfer excess capacity from sanitary to storm sewers. The Department of Natural Resources requires the city to remove all crossovers between sanitary and storm sewers by repairing, sealing, relaying or relining sanitary sewers.

A stormwater inlet collects stormwater and drains it to a storm sewer. A catch basin, which is an eight-foot deep underground tank, collects debris from stormwater run-off and drains either into a combined or storm sewer. Manholes provide access to the sewer system.

Information on the condition of sewers is gathered primarily through sewer inspections, which are funded through the Sewer Maintenance Fund. The Infrastructure Services Division conducts most inspections of sewer mains using video cameras. Sewers are examined under the following conditions: (1) prior to all paving projects; (2) when backwater complaints are received; or (3) part of a systematic review program.

Table 15

Factors Used for Calculating Sewer Index Rating

Category
Mandatory Work
Aldermanic Service Request
Backwater
Structural Condition
Hydraulics
Age of Sewer
Cleaning/Maintenance Problem
Deleted from Prior Year's Schedule

Note: Index rating is from 0=Worst to 100=Best

When a segment of sewer is inspected, it is rated based upon the following criteria: mandatory project, structural condition, hydraulics, age, cleaning and maintenance problems, and aldermanic request. The ratings range on a scale from 0 to 100, with 100 indicating the best condition. Table 15 illustrates the rating system for the sewer program. Sewer backups occur when there is inadequate system hydraulics, structural failure, roots or debris blocking flow, or a surcharged metropolitan interceptor sewer.

During the period 1995 to 1999, the division remotely viewed over 3.1 million feet of sewer, an annual average of 628,000 feet. The division also inspected nearly 630,000 feet of sewer over the same time period, for an annual average of 125,000 feet. In total, almost 3.8 million feet of sewer have been inspected between 1995 and 1999 which represents nearly 29% of the total sewer system (see Figure 13). At this rate of inspection, each sewer segment would be inspected every 17 years on average.

Another criterion used to assess condition is the age of the sewer system. The current estimated useful life of a sewer system is 90 years. According to Figure 14, 2,082 miles of sewer, or 85.7% of the system, is 75 years old or younger. Almost 205 miles, or 8.4% of the system, is between 75-100 years, and over 143 miles, or 5.9% of the system is over 100 years old. Although age can be an important indicator of condition, ascertaining actual condition and determining the need for replacement requires an actual inspection. Based upon inspections, sewers that have an index rating of 65 or less will be scheduled for replacement.

The replacement of sewers is funded through the Sewer Maintenance Relay Program. During the period 1995 to 1999, an average of 9.2 miles of sewers were replaced each year, of which 80.7% were combined sewers, 11.8% were sanitary sewers, and 7.5% were storm sewers. At

Figure 13

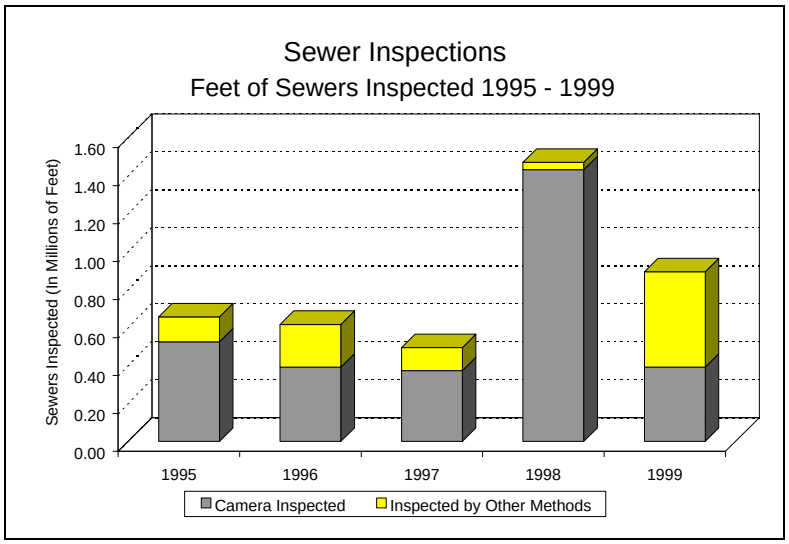


Figure 14

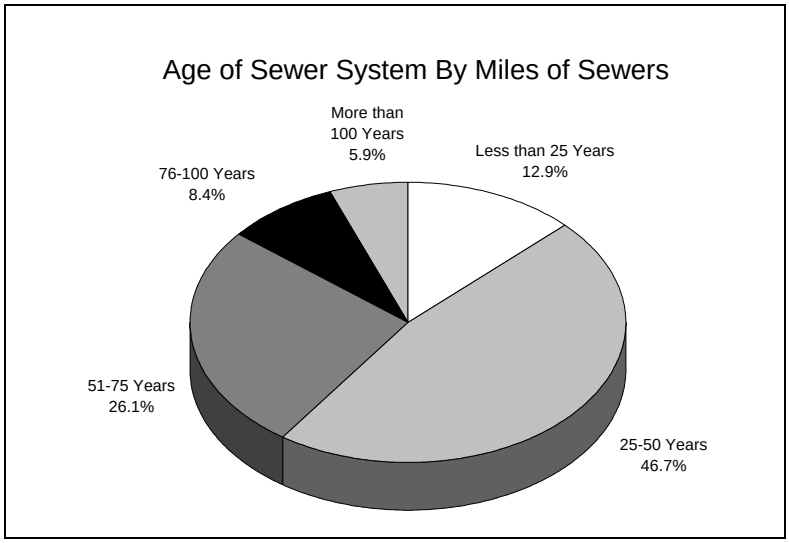
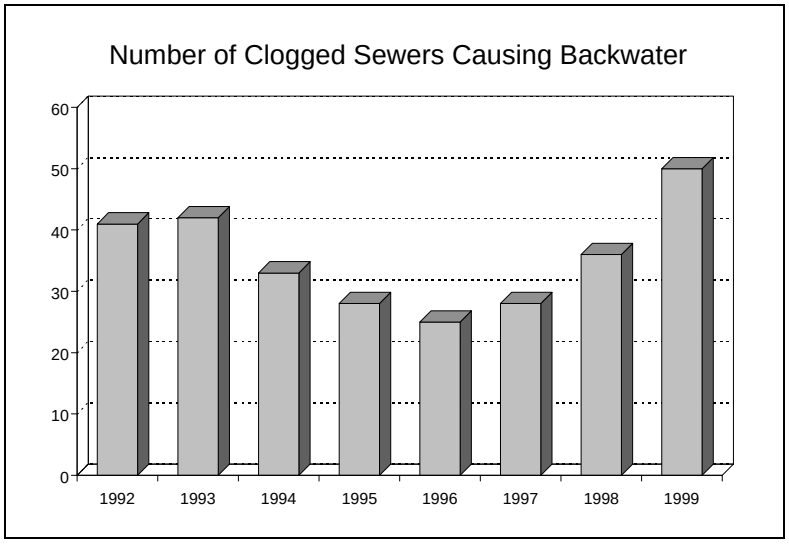


Figure 15



this level of effort, less than 1% of the sewer system is replaced annually.

Fluctuations in sewer preservation efforts reflect the type and size of sewer replaced. Pipe diameter affects the flow volume and, consequently, construction costs. For example, in 1998 the cost to replace one mile of eight-inch sewer totaled $841,000 compared to $2.9 million to replace one mile of sixty-inch pipe. Other circumstances, such as ground conditions, depth of the pipe and utility location also affect replacement costs.

Rather than completely replace a sewer main, the Infrastructure Services Division seals mains to extend their useful lives by 25-50 years. Sealing helps to keep clear water from infiltrating the sanitary or combined sewer main. Between 1995 and 1999, 42 miles of sewers have been sealed.

If the sewer system is properly maintained, the number of sewer backups and street flooding incidents should be minimized and stormwater quality standards should be met. An objective of the Department of Public Works is to limit the number of sewer backups to less than 55 incidents each year. In 1999, 50 incidents of backwater were reported.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan provides $126.6 million for the city's sewer system. Of this amount, nearly $104 million, or 81.8%, is for sewer preservation and approximately $23 million, or 18.2%, is for sewer expansion. Table 16 shows the six-year capital improvements program for the sewer system including the following: (1) the Sewer Maintenance Relay Program; (2) Expansion of Capacity Sewer Program; and (3) Developer-Financed Sewer Program.

Sewer Maintenance Relay Program: The 2000-2005 Capital Improvements Plan provides $103.7 million for the Sewer Maintenance Relay Program. This level of funding is expected to replace 10.5 miles of sewer annually. The 2000 budget provides $7.2 million to replace sewer mains associated with the paving program and $5.7 million to replace sewers other than those associated with the paving program.

Expansion of Capacity Sewer Program: The 2000-2005 plan provides approximately $20 million in funding for expansion of capacity sewer projects, which includes construction of new sewers and large-diameter relief sewers. Approximately $17 million is provided to construct new large-diameter relief sewers, which provide additional capacity to the sewer system in order to ensure that sewers are sufficient to handle demand.

Approximately $3 million is provided to extend sewer service to areas of the city that do not currently have service. These extensions may occur in either established or undeveloped areas of the city because of failing septic systems, surface flooding problems, paving of a local street, or requests by abutting property owners. These sewer extensions are financed in part through special assessments levied against the owners whose properties have benefited from the new sewer system. The 2000-2005 plan includes $500,000 in special assessments.

Developer-Financed Sewers: The 2000-2005 plan provides $3 million for developer-financed sewers. Developer-financed construction occurs when a private developer requests that the city extend sewer service to the developer's lands or when the development requires modifications to the existing system. This program is fully financed by the developer, who enters into a formal agreement with the city. Developers are refunded if a sewer main, which is larger than needed by the particular development, is installed to serve properties other than the developers or to address future city needs.

Table 16

2000-2005 Capital Improvements Plan for the Sewer Program

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Sewer Maintenance Relay Program	$14,560,000	$15,300,000	$17,400,000	$17,400,000	$19,500,000	$19,500,000	$103,660,000
Expansion of Capacity Program							
City Cost	$6,010,000	$3,865,000	$2,400,000	$2,400,000	$2,400,000	$2,400,000	$19,475,000
Assessments	0	100,000	100,000	100,000	100,000	100,000	500,000
SUBTOTAL	$6,010,000	$3,965,000	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$19,975,000
Developer Financed Sewer Program							
Revenue	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$3,000,000
SUBTOTAL	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$3,000,000
TOTAL SEWER PROGRAM	$21,070,000	$19,765,000	$20,400,000	$20,400,000	$22,500,000	$22,500,000	$126,635,000

PROGRAM CHANGES AND INITIATIVES

Transfer of Relief and Relay Sewer Program: The 2000 budget reflects transfer of the Relief and Relay Sewer Program from the city-funded capital budget to the Sewer Maintenance Fund. Starting in 2000, the sewer user fee will fund the city's Sewer Maintenance Relay Program. The Expansion of Capacity Sewer Program and Developer-Financed Sewer Program remain in the city-funded capital improvements budget.

WATER

LINK TO THE STRATEGIC PLAN

The 2000-2005 Capital Improvements Plan for the environment includes funding for the city's water system. The Milwaukee Water Works is a public utility owned by the City of Milwaukee and regulated by the Wisconsin Public Service Commission. It is responsible for constructing, operating, and maintaining facilities and equipment used to collect, filter, treat, store, pump, and distribute water to Milwaukee area residents.

The primary objective of the Milwaukee Water Works is to provide potable and palatable water in quantities sufficient to meet domestic consumption and fire protection needs, while enhancing the long-term economic and environmental health of the city.

The water system contributes primarily to the city's strategic goal of strengthening the local economy, attracting and retaining family-supporting jobs, and ensuring economic opportunities for all city residents. Ensuring high quality water service is a key contributor to sustaining the economic prosperity of the city. Maintaining an efficient and high quality public water utility enhances the city's attractiveness for private sector investment, increasing land values and promoting new development. Moreover, by ensuring that drinking water is safe and healthy for human consumption, the water system promotes and protects the environmental quality of the Milwaukee metropolitan area, which renders the city a more desirable destination for private investment.

The magnitude of the Water Works' infrastructure, and the city's commitment to high quality water, require a vigorous, on-going capital program.

ASSESSMENT CRITERIA

Milwaukee Water Works maintains an extensive infrastructure system consisting of treatment plants, pumping stations, storage facilities, water mains, hydrants, meters, and valves. An inventory of this infrastructure, as of December 1998, is shown in Table 17.

Various criteria are used to assess the condition of this infrastructure and to plan on-going capital improvements. Although the water main system has no data-based system for condition-based project planning, water engineering utilizes a Water Main Break Experience Index to rank water main replacement projects on the basis of break frequency. The resultant ranking is modified by other factors including: (1) water quality considerations; (2) types of breaks; (3) potential damage from future breaks; (4) adequacy of existing mains; and (5) the paving program.

Criteria used to assess the condition of other components of the water system, such as treatment facilities, pumping stations, and storage facilities include the following: (1) maintenance history; (2)

Table 17

Water Works Infrastructure System as of December 31, 1998

Component	Quantity
Water Mains (In Miles)	
Distribution Mains	1,600
Feeder Mains	346
Total Mains	1,946
Purification Plants	2
Pumping Stations	
Major Pumping Stations	3
Booster Pumping Stations	11
Total Pumping Stations	14
Storage Facilities	9
Hydrants	19,508
Active Service Connections	164,661
Valves	46,423
Meters	163,433

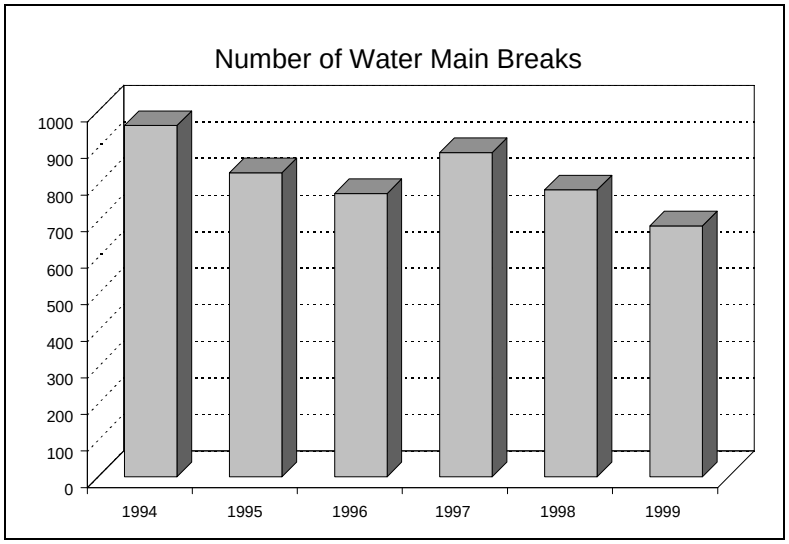
pressure or flow concerns; (3) water quality standards; and (4) growth and development.

Milwaukee Water Works is considering development of a database management system to monitor the water main infrastructure system. The project will link various databases such as water main diameter, age, composition, joint material, pressure district, valves, hydrants and main break frequency. When completed, this system will allow Water Works to better track the age of installed mains, quantities of mains, and other details related to mains. It will also have the ability to generate statistical reports for management decision making. Mains in need of replacement or repair can be identified using statistical reports and other related data.

STATUS OF THE ASSET/PROGRAM

The City of Milwaukee water distribution system consists of distribution and feeder mains. Feeder mains carry water from the two purification plants to the distribution system for service to customers, or to storage facilities to be repumped during periods of maximum demand. Distribution mains carry water from feeder mains to customers' service lines. The oldest active water mains in the city were originally installed in 1872. For long-range planning purposes, the estimated useful life for the majority of the water mains currently in existence is 110 years. As of January 1999, 77% of the system was less than 75 years old.

Figure 16



One of the criteria used to determine the condition of the water main system is the number of main breaks. Breaks are caused by several factors: severe winter weather, the size of mains, location of mains, period of installation, pipe material, length of pipe, and the corrosivity of the soil surrounding the main. Figure 16 shows the number of water main breaks over the last six years. In 1999, there were 686 water main breaks, a decrease of 98 from 1998.

Currently, the system's mains are inspected when a break occurs. This data is compiled into a Water Main Break Experience Index which ranks water main replacement projects on the basis of break frequency, based on the number of breaks per 100-feet of pipe. Currently, approximately 95% of main segments have experienced no breaks and 1.4% of main segments have experienced more than two breaks per 100-feet. The Milwaukee Water Works is currently developing a more effective inspection program for water mains.

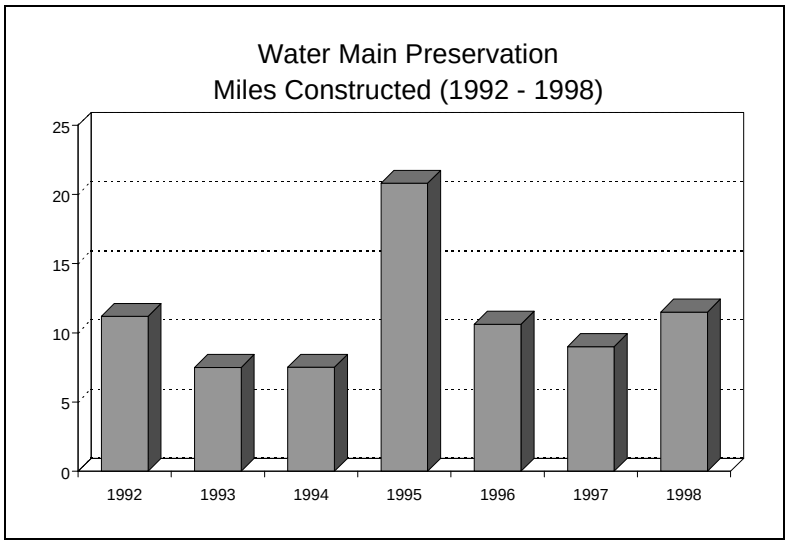
As shown in Figure 17, between 1992 and 1998, 78.2 miles of water mains have been constructed for an annual average of 11.2 miles. This includes mostly main replacement and some new main construction.

The Distribution Section of Water Works is primarily responsible for maintenance and repair of the utility's distribution system. Distribution staff currently works out of two field offices – one southside location at 3801 West Lincoln Avenue and one northside location at 2919 West Cameron Avenue. These existing facilities are inadequate and in need of major renovation. The increasing size and amount of equipment, the need for larger garage space to house diesel vehicles and the age of the current facilities drive the cost of operating the Distribution Section. Budget authority exists to consolidate into a single site to gain efficiencies. The search for a suitable location is in progress.

Water Treatment Facilities: The Milwaukee Water Works operates two water treatment facilities, each with its own intake. The Linnwood Plant, constructed in 1938, is located on the northside of the city and has a filtration capacity of 275 million gallons of water per day. The Linnwood Plant is served by the Linnwood intake facility, a concrete tunnel 12-feet in diameter extending 6,565 feet into Lake Michigan.

The Howard Avenue Plant, constructed in 1962, is located on the city's southside, and has a filtration capacity of 105 million gallons per day. This plant is served by the Texas Avenue intake facility, a 9-foot diameter concrete pipe extending 11,823 feet into Lake Michigan.

Figure 17



The treatment process at both plants begins with the contact of raw water with ozone, the primary disinfectant. Coagulation with aluminum sulfate, settling and rapid dual media filtration follows. A phosphorus compound is added to control lead, fluoride is added to prevent tooth decay. The addition of chloramine, to maintain a disinfectant residual throughout the distribution system, is the final step.

Water Pumping Facilities: After treatment, water enters the distribution system at three primary pumping stations: (1) Riverside; (2) North Point; and (3) Howard Avenue. As water passes through the distribution system, it gradually loses pressure due to distances traveled, friction on the inside surfaces of the mains, and higher elevations found in some areas. Booster pumping stations assist in maintaining proper pressure throughout the system. Currently, the Milwaukee Water Works operates eleven booster stations, strategically located throughout Milwaukee County, and operated remotely from one of three locations. Booster stations include: (1) Kilbourn, which distributes water from the reservoir during periods of peak demand; (2) Menomonee Valley; (3) Lincoln Avenue; (4) Lake; (5) Florist Avenue; (6) Grange Avenue; (7) Bluemound Road; (8) Oklahoma; (9) Adler; (10) Capitol; and (11) Lisbon.

The total rated pumping capacity of all primary pumping stations and booster stations is 1.005 billion gallons of water per day.

Water Storage Facilities: In addition to the pumping stations, the water distribution system also includes reservoirs and ground level and elevated storage tanks. These include the following: (1) Kilbourn Reservoir; (2) two storage tanks near the Menomonee Valley booster station; (3) two storage tanks adjacent to the Lincoln Avenue booster station; (4) one storage tank near Lake station; (5) two storage tanks near the Florist Avenue booster station; (6) one storage tank located in Greenfield; and (7) one storage tank located on Hawley Road. Other water storage facilities include the clearwells at the Howard Avenue and Linnwood purification plants.

These storage facilities have a total storage capacity of 139 million gallons of water. The reservoirs and tanks provide excess capacity and assist in handling peak demands, which eliminates the need for large investments in treatment and pumping equipment when demand is high.

The six-year plan includes funding for improvements at three storage facilities:

- The tanks at the Menomonee Valley pumping station have excessive leakage because the base of the tank has separated from the side walls; these tanks will be replaced and altitude valves will be installed on the new tanks to prevent tank overflow and flood damage.

- The one-million gallon elevated Lake District storage tank has not been painted since 1977 and needs painting of both the interior and exterior surfaces.
- The tanks at Lincoln Avenue station are in need of replacement. Altitude valves will be installed on the new tanks to prevent tank overflow and flood damage in the event of alarm failure.

In addition to the work on the above storage facilities, construction of a new storage tank at the Kilbourn location will begin in 2001. This project will be funded with borrowings authorized in the 1999 capital budget.

Control Center: The Milwaukee Water Works' Control Center contains centralized electronic data telemetering, recording, and supervisory equipment for remote control of storage and booster pumps. The Control Center can monitor operation of pumps and valves. Additionally, load centers at the treatment plants control and monitor the pumpage from Lake Michigan and continuously analyze water quality and chemical content.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan calls for the allocation of $112,705,000 for the city's water system. Most of this funding, approximately $111.2 million, or 98.7%, comes from revenue with the remaining $1.5 million funded through special assessments. Of the $111.2 million in revenue, the majority is financed through water user fees with an estimated $2,250,000, or 2.02%, provided by developers for installation of new water mains in new developments. Table 18 summarizes the various capital accounts that fund water improvements.

Distribution Main Program: The six-year plan provides approximately $66 million for replacement and installation of distribution mains. The Milwaukee Water Works intends to increase the annual allocation to this account by approximately 12% annually, as part of an increased focus on buried infrastructure. This program will maintain the reliability and adequacy of the water main system. An additional $2.25 million is provided by the Developer Out-of-Program Agreement Program, which facilitates the extension of water mains to serve new customers.

Feeder Main Program: The six-year capital improvements plan provides $14.4 million for the feeder main program. This funding is expected to replace, reinforce, and extend one mile of feeder mains each year. This program will maintain the integrity of the feeder main system.

Treatment Improvements: The six-year capital improvements budget provides approximately $6.9 million for various treatment improvement projects at the Linnwood and Howard Avenue treatment plants. The 2000 budget provides funding totaling $220,000 for installation of 84-inch isolation valves at Linnwood Plant.

Pump Facilities: The six-year capital improvements plan provides $8.7 million for pump facilities. The 2000 budget includes funding totaling nearly $1.5 million for pump facility improvement projects.

Storage Facilities: The six-year capital improvements plan provides nearly $10.6 million for water storage facilities, including tanks and reservoirs. The 2000 budget includes no funding for storage facility projects.

Building Improvements: The six-year capital improvements plan provides $3.8 million for building improvements. The 2000 budget includes $175,000 for roof replacement at Linnwood and $200,000 for security upgrades at both plant locations.

Distribution Building Improvements: The six-year plan provides no funding for distribution building improvement projects. The 1999 budget provided $9 million to construct a single central distribution facility, which will replace the existing Lincoln and Cameron Yard distribution facilities.

Table 18

2000-2005 Capital Improvements Plan for the Milwaukee Water Works

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
WATER MAIN PROGRAM							
Distribution Mains							
Special Assessments	$250,000	$250,000	$250,000	$250,000	$250,000	$250,000	$1,500,000
Revenue	7,900,000	9,140,000	10,440,000	11,740,000	13,040,000	14,340,000	66,600,000
Subtotal	$8,150,000	$9,390,000	$10,690,000	$11,990,000	$13,290,000	$14,590,000	$68,100,000
Feeder Mains							
Revenue	1,900,000	2,100,000	2,300,000	2,500,000	2,700,000	2,900,000	14,400,000
SUBTOTAL	$10,050,000	$11,490,000	$12,990,000	$14,490,000	$15,990,000	$17,490,000	$82,500,000
Treatment Improvements	$220,000	$3,110,000	$1,875,000	$1,025,000	$700,000	$0	$6,930,000
Building Improvements	375,000	1,000,000	1,475,000	700,000	0	250,000	3,800,000
Storage Facilities	0	0	5,550,000	0	0	5,000,000	10,550,000
Pump Facilities	1,475,000	675,000	2,100,000	2,300,000	2,375,000	0	8,925,000
Distribution Building Improvements	0	0	0	0	0	0	0
TOTAL PROJECTS	$12,120,000	$16,275,000	$23,990,000	$18,515,000	$19,065,000	$22,740,000	$112,705,000

PROGRAM CHANGES AND INITIATIVES

Clean and Safe Water Program: Over the past several years, the Milwaukee Water Works implemented a program to significantly improve its water quality monitoring and treatment facilities. The program had three components: (1) the Howard Avenue intake facility was extended an additional 4,200 feet at a cost of $11 million to provide cleaner water for the Howard Avenue Plant; (2) new filters, monitoring equipment, and systems to control the leaching of lead and copper from plumbing were installed at both treatment plants at a cost of $27 million; and (3) systems using ozone, the strongest available disinfectant for drinking water, were installed at both treatment plants at a cost of $36.5 million. An additional $12.9 million was spent on various enhancements to plant systems. All three components of the program are complete. However, the Water Works continues to work on optimizing system operation and on warranty-related issues.

Safe Drinking Water Loans: In November 1998, the Common Council approved a resolution giving the Water Works authority to accept funds from the State of Wisconsin Department of Natural Resources through its "Safe Drinking Water Loan Program". An accompanying resolution authorized up to $19.5 million in Water Works Mortgage Revenue Bonds, to be financed with a low-interest loan through this program. This loan financed various capital projects and expenses associated with the Clean and Safe Water Program. The low-interest loan rate of 2.64% is approximately two percentage points below what the city would otherwise pay in the marketplace, saving the Water Works approximately $4.5 million in interest expenses over a 20-year period.

FORESTRY

LINK TO THE STRATEGIC PLAN

The activities of the Forestry Division link to the city's strategic goal of strengthening the quality and ensuring the stability of Milwaukee's neighborhoods. The city works to create stronger neighborhoods by encouraging residents to become more invested in their neighborhoods. The city's neighborhoods possess many unique assets, including their extensive boulevard system and the surrounding urban forest. Trees and boulevards add to the quality of life for Milwaukee's residents, providing aesthetic and environmental benefits, which make the city an attractive place to live. The 2000-2005 Capital Improvements Plan preserves these assets and maintains the quality of Milwaukee's neighborhoods primarily through two forestry-related programs: (1) Concealed Irrigation and General Landscaping; and (2) Planting Trees, Shrubs, and Evergreens.

The Concealed Irrigation Program installs irrigation systems and provides general landscaping for new boulevards after street construction or traffic control modifications have been completed. Routine maintenance of boulevards, including repair of irrigation systems and general maintenance of plant material, is funded through the operating budget. The Infrastructure Services Division is responsible for designing boulevard medians as a part of street construction projects.

The Planting Program plants and maintains trees located on city right-of-ways and property. The capital budget provides funds to replace trees removed due to street and sidewalk construction. Funds to maintain these trees are provided in the operating budget.

ASSESSMENT CRITERIA

The Forestry Division uses the following criteria to determine its capital needs for irrigation and landscaping of city boulevards: (1) the number of boulevards affected by street construction; and (2) the number of boulevards affected by traffic control changes.

Renovation of boulevards is based not on age or condition but on the street construction program. Since renovation of boulevard irrigation systems often requires breaking street pavement, boulevard renovation is scheduled to coincide with street reconstruction. As a result, capital funding for boulevard irrigation and landscaping activities can vary year-to-year as boulevards are included in the paving program.

The Forestry Division utilizes similar criteria to determine its capital needs for tree planting, including: (1) street construction projects; (2) sidewalk construction projects; and (3) replacement trees.

The capital program for tree planting is based not on condition assessments but rather on street and sidewalk construction activities. Tree planting is necessary where new street or sidewalk construction requires an initial planting or where reconstruction of existing streets and sidewalks requires tree replacement. The city makes every effort to replace each removed tree. Trees are scheduled for replacement within one year after the completion of the street or sidewalk construction.

STATUS OF THE ASSET/PROGRAM

The city's boulevard system encompasses approximately 273.3 acres of landscaped boulevard medians and traffic triangles. The Forestry Division uses a database to record landscape and irrigation plans for every city boulevard. The database is updated and boulevard plans are redrawn if the boulevard is impacted by a street construction project.

In 1994, the Forestry Division conducted an inventory of street trees. This was the first extensive inventory conducted since 1957. The division esti-

mates that there are almost 200,000 trees on city right-of-ways and property. These trees are located between the sidewalk and the curb, as well as on boulevards, municipal properties, concrete boxouts, and other green spaces.

In addition, the division uses a computerized database to record tree planting locations and generate annual planting lists. A Master Planting Plan plat book contains listings of tree species designated for streets and blocks. The appropriate species of trees are planted on city right-of-ways where growing space is suitable. Type of species, property width, and the presence or absence of traffic control signs, streetlights, utilities, or other permanent structures determines tree spacing.

The average useful life of a tree located on a city right-of-way is estimated to be 60 years. The division uses tree mortality rates to help assess the health of the city's urban forest. Over the last ten years, the tree mortality rate has decreased from over 2.5% to approximately 2%. A slight increase in the mortality rate was experienced in 1997 and 1998 due to a change in criteria for removal.

In order to ensure a healthy urban forest, the Forestry Division wants to reduce the three-year average tree mortality rate to less than 1.5% by the year 2000. Forestry has started removing marginal trees when their condition has declined 75%, instead of waiting until they are almost dead. In the long run, this policy will result in a healthier urban forest and decreased mortality rate.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan calls for allocation of nearly $1.7 million to irrigate and landscape city boulevards and approximately $2.6 million for tree planting activities.

Concealed Irrigation and Landscaping: In the 2000 budget, $152,000 is provided for all construction phases of new and existing boulevard irrigation systems, including water tap installation, raising water services, and construction of concealed irrigation systems in conjunction with the city's paving program. Between 2001-2005, $300,000 is provided each year for this purpose.

Tree Planting: The 2000 budget includes $446,000 for the planting of 3,690 trees. Between 2001 and 2005, $426,000 is provided each year for the tree planting program. This level of funding is designed to maintain a 98% street tree stocking level

Table 19

2000-2005 Capital Improvements Plan for the Forestry Division

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Concealed Irrigation and Landscaping City Boulevards	$152,000	$300,000	$300,000	$300,000	$300,000	$300,000	$1,652,000
Planting Program	446,000	426,000	426,000	426,000	426,000	426,000	2,576,000
TOTAL FORESTRY PROJECTS	$598,000	$726,000	$726,000	$726,000	$726,000	$726,000	$4,228,000

PROGRAM CHANGES AND INITIATIVES

Greening Milwaukee's Schools: In 1999, the Forestry Division partnered with Milwaukee Public Schools, the UPAF/Visions Urban Forestry Fund, and 53rd Street School to establish a demonstration project by which a grove of trees were planted in and around a three-acre asphalt playground.

In 2000, the Forestry Division will seek to expand this program to other schools. A total of $20,000 is allocated in the 2000 capital budget to fund the division's participation in the Greening Milwaukee's Schools Program. The Forestry Division will provide trees to schools, help to coordinate volunteers and train volunteers on how to plant and care for their new trees.

SANITATION

LINK TO THE STRATEGIC PLAN

The 2000-2005 Capital Improvements Plan for environment-related projects includes funding for the Sanitation Division. The Sanitation Division is responsible for collection and disposal of solid waste and recyclables, cleaning of streets and alleys, assessable and non-assessable weed cutting, and snow and ice control on city streets.

The capital program for the Sanitation Division contributes to the city's strategic goal to improve the environmental health of Milwaukee and the personal health of its citizens. Milwaukee has a strong commitment to the environment and is proud of its reputation as a clean city. The Sanitation Division helps maintain the cleanliness of the city by providing a number of services including residential garbage collection, clean-up box program, special collections, and street and alley sweeping. The division is also responsible for the city's curbside recycling program. This program exhibits the city's commitment to improving the environment through waste reduction efforts.

The six-year capital program for the Sanitation Division includes funding for improvements to division facilities such as district stations and the Materials Recovery Facility. These facilities support all operations of the division. Therefore, it is critical that they are kept in sound structural condition.

ASSESSMENT CRITERIA

The Sanitation Division uses the following criteria to determine its capital needs: (1) environmental concerns and regulations; (2) salt storage capacity; (3) office, equipment, and vehicle storage facility requirements; and (4) age and condition of facility.

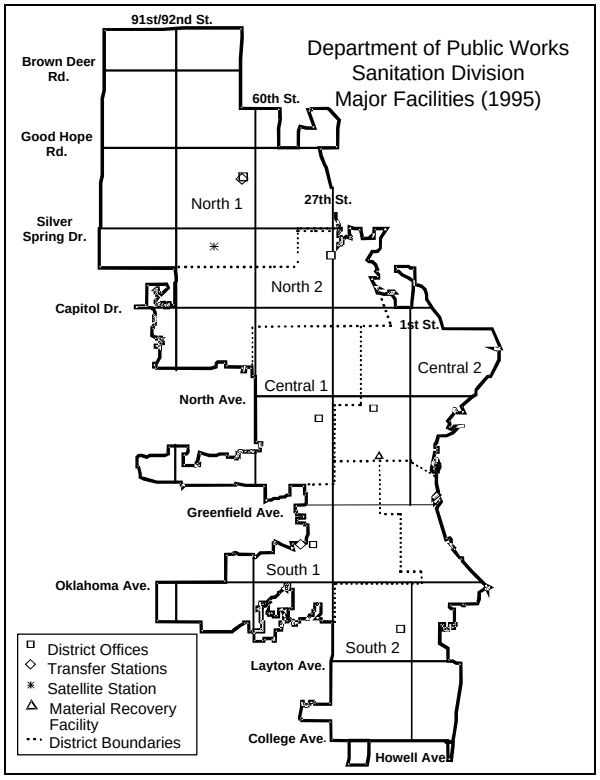
STATUS OF THE ASSET/PROGRAM

The operations of the Sanitation Division are organized into three geographic areas of the city: North, Central and South. Each area is divided into two districts. Each district location provides storage for salt and equipment and space for field staff responsible for garbage collection and snow plowing. In addition, the Sanitation Division is responsible for providing a self-help drop-off location at each of the city's transfer stations.

Map 1 shows the location of the following: district boundaries, district offices, transfer stations, satellite station and material recovery facility.

In 1994, the Sanitation Division reduced the number of transfer stations and self-help stations it operates from three to two, when it converted the central transfer station, located on Mount Vernon Avenue, to a materials recovery facility. Transfer stations are facilities where city garbage packers unload garbage onto "tipping floors". Refuse is then pushed into a compactor and loaded into tractor-trailer trucks for

Map 1



transport to a landfill. One of the facilities, Lincoln Avenue, is located on the southside of the city and is approximately fifty years old. The second facility, Industrial Road, is located on the northside and is approximately twenty years old. Funding to reconstruct both transfer stations was provided in the 1995 budget. The amount of garbage handled at both facilities averages 1,100 tons per day. On peak days, the amount of tonnage handled can approach 1,800 tons.

The Sanitation Division is also responsible for operating and maintaining two self-help stations. Self-help stations provide a place where city residents can dispose of yard waste, recyclables, bulky items, clean fill, and various other types of refuse. These facilities, which have been at their current locations since 1990, handle 150 tons of refuse daily.

The city has a materials recovery facility where all recyclables collected by the city are sorted, processed, and marketed by a private contractor. Although this facility is owned by the city, the contractor is responsible for any capital improvements until the contract expires in 2001. Currently, there are six district headquarters. The age of each district station ranges from 26 to 34 years old. Each district is responsible for garbage collection, recycling, and snow and ice removal for a section of the city. Located at each district are the office headquarters, a salt storage facility, and a garage. While the majority of these facilities are in satisfactory condition, district stations such as South District I, North District II and South District II are in need of expansion. Currently, these district stations do not have adequate office space for office staff and other personnel.

The 1990 reorganization of the Sanitation Division resulted in the consolidation of district stations from nine locations to six locations. In addition, there is one satellite salting location. As a result of this consolidation, the six remaining district locations require additional capacity for salt and equipment storage.

SIX-YEAR PLAN

Table 20 shows the 2000-2005 Capital Improvements Plan for the Sanitation Division's capital projects. The six-year plan, totaling more than $4.3 million, provides funding for improvements to the division's facilities. In 1999, funding for capital projects was consolidated into one account instead of several different accounts in order to give the division the flexibility to prioritize among various projects.

The plan provides funding for reconstruction of joint Sanitation/Forestry headquarters at Industrial Road. Improvements include replacement of the current salt dome; headquarters reconstruction; and retrofitting/reconstruction of the vehicle garages.

The six-year plan also provides funding for various improvements at other Sanitation facilities. Improvements include modifications to office and personnel buildings at South District I, North District II and South District II. In addition, the plan provides funding for roof replacement and overhead door replacement at the Materials Recovery Facility, and a repaving project at the 72nd and Fond du Lac Avenue salting facility.

Table 20

2000-2005 Capital Improvements Plan for the Sanitation Division

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Sanitation Headquarters Modifications Various Sites	$0	$2,533,000	$796,000	$323,000	$200,000	$450,000	$4,302,000
TOTAL SANITATION PROJECTS	$0	$2,533,000	$796,000	$323,000	$200,000	$450,000	$4,302,000

ENVIRONMENTAL REMEDIATION PROGRAM

LINK TO STRATEGIC PLAN

One of the city's strategic goals is to improve the environmental health of Milwaukee and the personal health of its citizens. Environmental contamination can adversely impact the health of Milwaukee citizens if not addressed properly. The six-year capital plan for the environmental remediation program provides funding to address potential environmental risks and preserve the environmental health of the city.

The 2000-2005 Capital Improvements Plan for the environment includes more than $2 million for several projects. Projects funded through the environmental program address asbestos abatement, lead abatement, and soil and groundwater remediation at city-owned facilities.

ASSESSMENT CRITERIA

Regulations established by the U.S. Environmental Protection Agency and the Wisconsin Department of Commerce require that the city equip underground storage tanks (USTs) with corrosion protection and devices to prevent spills and overfills, as well as to monitor USTs for leaks. The city met the federal deadline of December 1998 for completing UST replacements, upgrades or closures.

Currently, the Wisconsin Department of Natural Resources requires that the city conduct investigations to determine the extent of contamination, potential for groundwater impacts, and remedial actions necessary to clean-up contaminated soil and groundwater at these sites. The Buildings and Fleet Division works with contractors to conduct ongoing investigations and remediation activities.

In addition to soil and groundwater remediation, the environmental remediation program addresses hazards associated with asbestos and lead in city facilities. The Buildings and Fleet Division has developed management plans for asbestos abatement in city facilities. The plans allow the division to prioritize asbestos abatement projects according to hazard ratings. Buildings are rated on a scale of A to D, with A indicating the most important to address. Abatement activities are then scheduled accordingly.

STATUS OF THE ASSET/PROGRAM

The Buildings and Fleet Division is responsible for underground storage tanks located on city-owned property. The division's UST management program monitors 53 active underground storage tanks and 13 active above ground storage tanks.

Since 1988, the division has been involved in the removal, replacement, and upgrade of USTs, as well as monitoring and testing activities. As of December 31, 1999, 135 USTs and 10 above-ground tanks (ASTs) have been removed, and 47 new USTs and 13 new ASTs have been installed to meet current regulations. Tanks were removed for the following reasons: (1) improper abandonment; (2) site contamination; and (3) changes in department operations.

There are currently 26 city sites that have soil and/or groundwater contamination that require remediation. The contamination was found during removal and replacement of tanks. The division is responsible for conducting investigations to determine the extent of contamination, analyzing the potential for groundwater impacts, and meeting remediation needs for contaminated soil and groundwater.

Where appropriate, the Wisconsin Department of Natural Resources will allow natural attenuation as a viable active remedial action rather than costly engineered systems. Natural attenuation uses naturally occurring physical, chemical and/or biological

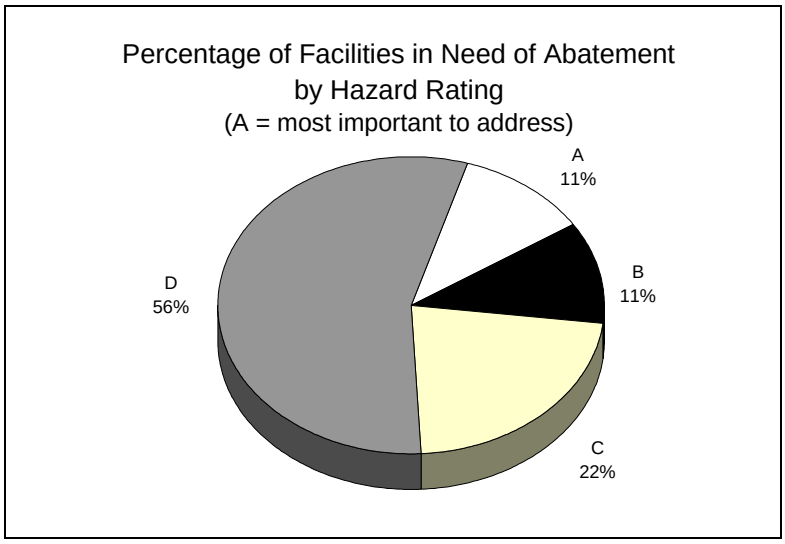
processes to restore soil and groundwater quality within a reasonable period of time.

As long as the source of contamination has been addressed, and there is no additional release to the groundwater, the DNR will allow natural attenuation as the remedy for the site. Monitoring wells are installed and quarterly ground water samples are analyzed for two or more years before closure is granted by the DNR.

The Buildings and Fleet Division is also responsible for asbestos and lead abatement in many city buildings. Most of the 220 buildings operated and maintained by Buildings and Fleet (in addition to Libraries, Health Centers, and Fire and Police Department buildings) were constructed prior to 1973. As a result, the probability of many city buildings containing asbestos material is high. The age of many of these structures also contributes to a potential presence of lead in the paint or piping systems of the buildings.

The Buildings and Fleet Division has identified several city facilities that require asbestos abatement.

Figure 18



Facilities include the Police Administration Building and Fourth District Station, the Downtown Complex, and Health Department and Library facilities. Asbestos management plans have prioritized abatement projects at these facilities according to hazard ratings. Figure 18 shows the percentage of buildings by hazard rating, with a rating of "A" indicating the highest priority facilities.

SIX-YEAR PLAN

The six-year plan provides more than $2 million for the environmental remediation program. Funding is provided for activities related to remediation of contaminated soil and groundwater, as well as asbestos and lead abatement.

The six-year plan also provides $70,000 to complete closure of the College Avenue Landfill.

Table 21

2000-2005 Capital Improvements Plan for Environmental Remediation Projects

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Environmental Remediation	$440,000	$390,000	$340,000	$340,000	$340,000	$340,000	$1,750,000
College Avenue Landfill Closure	70,000	0	0	0	0	0	70,000
TOTAL PROJECTS	$510,000	$390,000	$340,000	$340,000	$340,000	$340,000	$1,820,000

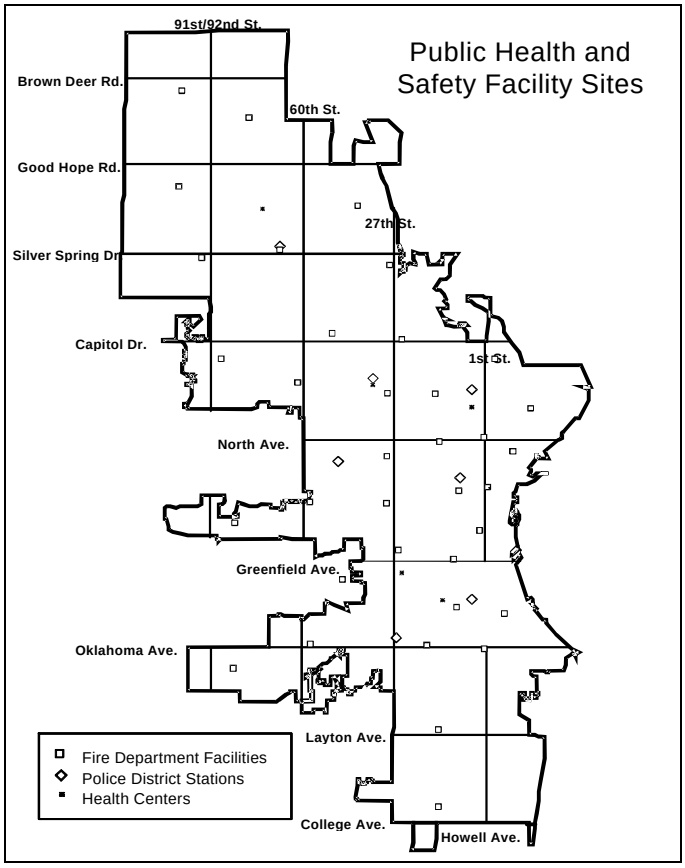
HEALTH AND SAFETY

The city's strategic plan includes goals of making Milwaukee safer, and improving its environmental health and the personal health of its residents. Health and safety are also critical components of two other strategic goals; a strong local economy, and stable, attractive neighborhoods.

Capital projects in the health and safety category make the Fire, Police, and Health Departments - the primary providers of public health and safety services - more effective at what they do. The projects described in this section provide them with more useful, efficient, aesthetic settings for many of their interactions with Milwaukee residents.

Funding for health and safety totals $57.4 million and accounts for 6.7% of total funding. Figure 19 shows projected funding levels for health and safety capital projects. As the remainder of this section explains, most of that funding improves facilities for the Fire, Police, and Health Departments.

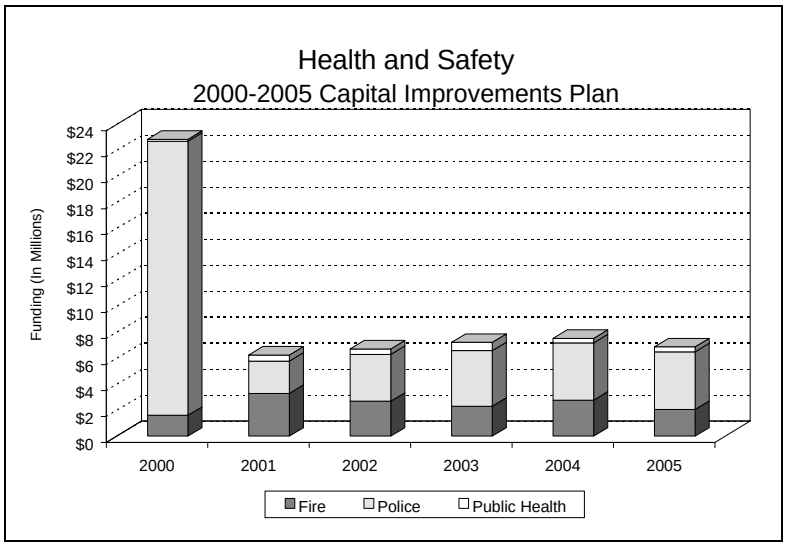
Map 2



Fire

Funding for Fire Department capital improvement projects total $14.7 million over six years, or 25.6% of total health and safety funding. Across the six-year plan, funding for Fire Department projects ranges from a low of $1.6 million in 2000 to a high of $3.3 million in 2001.

Figure 19



Police

The six-year plan provides $40.3 million, or 70.2% of total health and safety funding, for Police Department capital improvement projects. Of this amount, $20.8 million is for the construction of a remote data services and communications center. The six-year plan also includes approximately $6 million for remodeling Police District Stations 2, 4, 6, and 7.

Health

Health Department capital improvement projects include maintenance of six public health centers. Funding for this purpose totals approximately $2.4 million, or 4.2% of total health and safety funding in the 2000-2005 Capital Improvements Plan.

Map 2 shows the location of all engine houses, police district stations, and public health centers.

FIRE

LINK TO THE STRATEGIC PLAN

Milwaukee protects its residents from a variety of potential threats, enabling them to feel safe in their community as well as within their own homes. The specific link between the responsibilities and objectives of the Fire Department and the city's strategic plan is found in the city's strategic goal to *protect Milwaukee's citizens from crime, fires, and other hazards.* The Fire Department contributes to this goal by protecting life and property through rapid professional response to threats of fire and medical or other emergencies. In order to be able to respond to 94% of calls received within five minutes, the department operates 36 engine houses strategically located throughout the city. In addition, the department operates a repair shop for the maintenance of equipment and a training facility for recruit and in-service training. The maintenance, renovation, and reconstruction of these facilities make-up the department's capital plan.

ASSESSMENT CRITERIA

The Fire Department uses the following criteria to determine its capital needs: (1) age and condition of facilities; (2) current and future fire fighting, emergency medical, and rescue service needs; and (3) accommodations for Fire Department personnel.

STATUS OF THE ASSET/PROGRAM

There are 36 engine houses located throughout the city, as well as construction and maintenance shops (see Map 2). Sixteen engine houses were constructed prior to 1960. The remaining engine houses were either constructed or remodeled after 1960. Most of those engine houses constructed prior to 1960 no longer meet the city's fire fighting and medical response needs.

These facilities lack modern utilities and space for personnel. They also cannot accommodate current vehicle numbers and size. Personnel have found ways to manage around the lack of a modern facility; however, vehicle placement has created problems. Vehicles are located where they can fit in a station rather than being located where they may be needed. This hinders the Fire Department's efforts to meet its goal of responding within five minutes.

In addition, the Fire Department is also responsible for maintenance of its vehicular fleet. The fire repair shop was constructed near the turn of the century. Since then, the types of vehicles being repaired have changed dramatically. This has made the existing facility inadequate to meet the maintenance needs of the Fire Department.

Finally, funding has been provided over the last few years to improve the quality of the fire training facility. That facility is being improved to meet adequately the needs of the Fire Department.

SIX-YEAR PLAN

Table 22 shows the six-year capital improvement plan for the Fire Department. From 2000 to 2005, $14.7 million is provided for Fire Department capital improvement projects, or 25.6% of total health and safety funding. Of this amount, over $12.6 million is for construction and renovation of six engine houses. This funding will mainly update the facility's utilities since the cost of constructing a new facility to meet vehicle needs is very expensive. Across the six-year plan, funding for Fire Department projects ranges from $1.6 million in 2000 to approximately $3.3 million in 2001.

Table 22

2000-2005 Capital Improvements Plan for the Fire Department

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
ENGINE HOUSE CONSTRUCTION/RENOVATION:							
Engine House #31 - Alterations	$0	$980,000	$0	$0	$0	$0	$980,000
New Construction Site Engine House #3	0	2,200,000	0	0	0	0	2,200,000
Repair Shop Expansion into Engine House #3	0	0	1,600,000	0	0	0	1,600,000
Repair Shop Expansion into Eng. House #3-Phase II	0	0	0	1,000,000	0	0	1,000,000
Engine House #6 - Alterations	0	0	980,000	0	0	0	980,000
Engine House #8 - New Building	0	0	0	100,000	1,700,000	0	1,800,000
Engine House #9 - Floor Repairs	0	0	0	30,000	0	0	30,000
Engine House #2 - Office Renovation	0	0	0	85,000	0	0	85,000
Engine House #1 - Alterations	0	0	0	980,000	0	0	980,000
Engine House #34 - Alterations	0	0	0	0	980,000	0	980,000
Engine House #7 - Alterations	0	0	0	0	0	980,000	980,000
Engine House #22 - Alterations	0	0	0	0	0	980,000	980,000
SUBTOTAL	$0	$3,180,000	$2,580,000	$2,195,000	$2,680,000	$1,960,000	$12,595,000
OTHER PROJECTS:							
Computer Aided Dispatch System (CAD)	$1,500,000	$0	$0	$0	$0	$0	$1,500,000
Ventilation and Toilet Separation - Various Locations	100,000	100,000	100,000	100,000	100,000	100,000	600,000
SUBTOTAL	$1,600,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,100,000
TOTAL FIRE DEPARTMENT PROJECTS	$1,600,000	$3,280,000	$2,680,000	$2,295,000	$2,780,000	$2,060,000	$14,695,000

PROGRAM CHANGES AND INITIATIVES

Computer Aided Dispatch (CAD) System: Funding of $1.5 million is included in the 2000 capital budget for a new CAD system. This system will replace the current system - which has been operational since 1991. CAD is unique equipment that employs communication hardware and software that aids the Fire Department and improves dispatching operations. It will be installed in the Fire Department's portion of the Data and Communications Center at the new District #3 Police Station. All 36 engine houses throughout the city will be linked to CAD.

New Engine House #3: The six-year capital plan includes $2.2 million for construction of a new Engine House #3. These funds will replace the existing structure, which was constructed in 1901. An additional $2.6 million is included in the plan to expand the Repair and Maintenance Shop which is currently located adjacent to Engine House #3. This brings the total cost of renovating Engine House #3 to $4.8 million.

The building of a new Engine House #3 would accomplish several important goals. The first goal is to increase the effectiveness and efficiency of dive and water rescue operations by locating the facility on the waterfront. The second goal is to provide more space for Fire's Bureau of Construction and Maintenance by expanding that operation into the existing Engine House #3 structure, which is adjacent to the repair shop.

Facility Alterations: The six-year capital plan funds alterations at various engine houses. Houses 34, 31, 6, 1, 7 and 22 are planned for alterations in 2000 through 2005. Alteration projects account for a total of $5.9 million in capital funding through 2005.

Some of these engine houses were built in the early- to mid-1900s. They lack sufficient space to house both a modern engine company and a paramedic unit, lack a modern plumbing system, air conditioning, and adequate space for personnel and modern equipment.

POLICE

LINK TO THE STRATEGIC PLAN

The Milwaukee Police Department (MPD) protects the safety of Milwaukee's residents and visitors, and enhances the quality of life in the city. Generally, the MPD accomplishes this through prevention of crime and apprehension of criminals, and by preservation of public peace and order. Also, the department assists in the safe movement of pedestrians and vehicles on city streets, acts on citizen complaints, provides juvenile services, and investigates persons applying for various city licenses.

The 2000-2005 Capital Improvements Plan for health and safety includes Police Department capital improvement projects. The capital facilities of the Police Department are the joint responsibility of the Buildings and Fleet Division of DPW and the Police Department. The six-year capital improvements plan concentrates primarily on improving the efficiency and expanding the functionality of the department's facilities.

The Police Department accomplishes its responsibilities through three primary objectives: (1) responding to the commission of crimes by successfully detecting criminal activity and identifying, apprehending, and assisting in the prosecution of criminal offenders; (2) preventing, deterring, and suppressing crime in order to make Milwaukee the safest city of its size in the nation; and (3) providing services in a manner acceptable to a diverse community with varying needs and demands for police services.

The specific link between the responsibilities and objectives of the MPD and the city's strategic plan is found in the city's strategic goal to *protect Milwaukee's citizens from crime, fires, and other hazards.* Furthermore, the city's strategic plan specifically identifies *making city neighborhoods safer* as an objective under this goal. By working with community-based organizations, MPD also contributes to another city strategic goal, *promote a sense of community among neighborhood residents and foster cooperation among city neighborhoods.*

ASSESSMENT CRITERIA

The MPD uses the following criteria to determine its capital needs: (1) age and condition of facilities; and (2) current and future Police Department personnel, technological, and communication needs.

There are seven district police stations located throughout the city (see Map 2). The oldest of these, District Station #3, was built in 1936, while the newest station, District #6, was constructed in 1987. In addition to the district stations, there is a Police Administration Building (PAB). This facility, constructed in 1971, also houses District Station #1 and the Municipal Court. The Safety Academy, constructed in 1965, is the training facility for both the Police and Fire Departments. In 1998, the department acquired a building to be used for evidence and property storage. This facility is in the process of being renovated.

STATUS OF ASSET/PROGRAM

Since construction of the district stations, Administration Building, and the Safety Academy, several changes have occurred that affect the MPD and its capital needs: (1) an increase in the number of Police Department personnel; (2) department policy and organizational changes; (3) legislated mandates; and (4) more sophisticated communication and electronic equipment. These four factors all contribute to the analysis of MPD capital needs

Most of the capital appropriations for the department involve remodeling of facilities due to functional obsolescence. However, some appropriations, such as evidence storage, are needed because

of mandates that require the department to retain evidence for a longer period. Other appropriations for a data/communications facility are driven by the evolution of technology into a larger, more significant component of police service delivery.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan includes $40.3 million for a number of projects that are important to the effective and efficient provision of police services. These projects include:

- Third District/Data and Communications Center
- Police Administration Building Remodeling Project
- District Station Remodeling
- ADA Compliance

Data and Communications Center: The 2000-2005 plan combines funding for two projects – Third District Station, and Data and Communications Center. The new facility, in the vicinity of 49th and Lisbon, will also house the Computer Aided Dispatch (CAD) system of the Milwaukee Fire Department. This three-story facility will house the Third District on the first floor and Data and Communications Center on the second and third floors. An attached adjacent garage and parking ramp will house police vehicles and provide parking for employees. The parking structure is needed to prevent the facility from having an adverse effect on parking in the North Avenue and Lisbon Avenue areas. The 2000-2005 capital plan includes $20.8 million for this project. This facility will be a landmark for the area and is expected to have a positive impact on the businesses and residents of the surrounding neighborhood.

Police Administration Building (PAB) Remodeling Project: The six-year plan includes $11.1 million for renovation of the Police Administration Building and garage. Projects include office and entrance remodeling, reconstruction of the garage floor, upgrading of the HVAC system, and asbestos abatement.

District Station Remodeling: The 2000-2005 plan continues the ongoing remodeling program for district stations. From 2002 through 2004, the plan allocates $15,000 per year for a district station needs assessment. Based upon the finding of the needs assessment, stations 2, 4 and 6 will be remodeled in 2003, 2004 and 2005 respectively. Needs assessments and remodeling projects total $6,045,000 in the six-year capital plan.

ADA Compliance: The six-year capital plan includes a total of approximately $115,000 to comply with the Americans with Disabilities Act (ADA). This funding provides for the construction of ramps, installation of power door openers, modification of service counters, and development of appropriate signs at all police buildings.

Table 23

2000-2005 Capital Improvements Plan for the Police Department

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
ADA Compliance Program - Various Dept. Facilities	$18,180	$18,544	$18,914	$19,293	$19,679	$20,072	$114,682
Data Services & Communication Center Construction	20,500,000	300,000	0	0	0	0	20,800,000
Remodel Administration Bldg. Offices	200,000	2,083,505	2,134,938	2,176,446	2,211,032	2,255,253	11,061,174
Radio Tower Maintenance Program	75,000	90,000	0	0	0	0	165,000
Replace District Station 7 HVAC	150,000	0	0	0	0	0	150,000
Replace Cooling Tower, Admin. Bldg	150,000	0	0	0	0	0	150,000
Replace Garage Floor - Admin. Bldg.	0	0	1,200,000	0	0	0	1,200,000
Remodel District Station 2	0	0	15,000	2,000,000	0	0	2,015,000
Remodel District Station 4	0	0	0	15,000	2,000,000	0	2,015,000
Upgrade Air Conditioning Plant - Admin. Bldg.	0	0	250,000	0	0	0	250,000
Admin. Bldg.	0	0	0	47,000	0	0	47,000
Remodel District Station 7	0	0	0	15,000	0	0	15,000
Additional Parking District Station 5	0	0	0	0	150,000	0	150,000
Remodel District Station 6	0	0	0	0	15,000	2,000,000	2,015,000
Additional Parking District Station 7	0	0	0	0	0	150,000	150,000
Evidence Storage	0	0	0	0	0	0	0
TOTAL POLICE DEPARTMENT PROJECTS	$21,093,180	$2,492,049	$3,618,852	$4,272,739	$4,395,711	$4,425,325	$40,297,856

PROGRAM CHANGES AND INITIATIVES

Police Third District/Data Communications Center: Construction is scheduled to begin in late 1999 on the District 3/Com Data Center on Milwaukee's west side. The 2000 capital improvements budget includes $20.5 million for this project. The project has an expected budget of over $36 million and is scheduled for completion in 2001.

HEALTH

LINK TO THE STRATEGIC PLAN

The Milwaukee Health Department supports the strategic goal of improving the environmental health of Milwaukee and the personal health of its citizens. The city's public health role concentrates on protecting residents from food-borne illness and other environmental hazards, reducing the incidence of communicable disease, and coordinating efforts to ensure that mothers and children have appropriate access to health care services. The Health Department performs these functions in six facilities throughout the city. This enables city residents to have easy access to available services.

ASSESSMENT CRITERIA

With the support of the DPW-Buildings and Fleet Division, the Health Department uses the following criteria to determine their capital needs: (1) age and condition of facilities; (2) usage patterns of the facilities, including present and future public health needs of the community; and (3) safety needs of clients, the general public, and department personnel. However, the Health Department has attempted to set target dates for when some repairs should take place. For example, the department's goal is to tuckpoint each building once every ten years, replace carpeting every 10-15 years, and replace hardwood floors every 30 years.

STATUS OF THE ASSET/PROGRAM

The Health Department operates and maintains six facilities located throughout the city (see Map 2). In addition to serving as public health centers, these facilities provide a location for a variety of other public functions, including serving as polling locations, and providing a location for educational programs and community meetings. Responsibility for the city's Vector and Nuisance Control facility transferred from the Health Department to the Department of Neighborhood Services in 1999.

The Isaac Coggs Community Health Center, constructed in 1915, is leased from Milwaukee Public Schools. Under the conditions of the lease, the city is responsible for the capital needs of the building. This center is the largest Health Department facility at 69,799 square feet. It is one of the locations of the department's Women, Infants, and Children Program (WIC). Coggs is also one of two locations for the Municipal Health Services Program (MHSP).

Johnston Health Center, located on the city's near south side, is 39,573 square feet and was constructed in 1929. This health center provides some direct clinic services. In addition, it serves as a WIC and a MHSP site. Currently, the site is the home of the Childhood Lead Poisoning Prevention Program while the department's space at the Zeidler Municipal Building is undergoing renovation.

Keenan Health Center, on the city's north side, was constructed in 1931 and is 21,402 square feet. This health center also serves as a WIC site.

Northwest Health Center is the city's newest health center. It was constructed in 1968 and occupies 30,479 square feet. The garage to the north of the building is 19,547 square feet. This health center also houses one district of the Consumer Protection Division, which performs food inspections.

Southside Health Center was constructed in 1912 and occupies 29,879 square feet. In addition to being the location of the Tuberculosis Control Clinic, the health center also houses eight food inspectors and one food inspector supervisor.

The Health Department's administration, epidemiology and planning, laboratory, occupational and employee health, environmental health, and vital statistics functions are located in the Zeidler Mu-

nicipal Building. The Zeidler Municipal Building was constructed in 1960.

The capital improvements plan for the Health Department is primarily designed around regular maintenance, repair, and replacement. The main exception to this is the space in the Zeidler Municipal Building, which is presently being remodeled.

SIX-YEAR PLAN

Table 24 shows the six-year capital improvements plan for the Health Department. The plan provides almost $2.4 million for the projects summarized below.

Mechanical Systems Maintenance Program: The 2000-2005 plan provides $1.2 million for mechanical systems maintenance at various health centers. This program focuses on the mechanical infrastructure of the six buildings that the Health Department maintains. Systems covered under this plan include boilers, HVAC, plumbing, and electrical. This program ensures that all of the mechanical systems are efficient and in safe working condition.

In 2000, the plan provides $141,000 to replace the boiler at Southside Health Center. The boiler is long past its life expectancy and does not work properly with the new air conditioning system at the health center.

The 2001 plan allocates $54,600 to install new unit heaters in the annex at Coggs Health Center. The motor, shafts, and bearings on the hot water heat exchanger in the annex are worn and in danger of failing.

The 2002 plan will fund $13,300 for re-tubing boiler #1 at Coggs Health Center. This will improve the efficiency of the boiler. The other boiler was re-tubed in 1985. Re-tubing the boiler will even the wear on the boilers and improve overall efficiency of the system. The remaining $141,000 is allocated to a boiler replacement project at Southside Health Center.

The 2003 plan provides $470,000 for the replacement of heating and air conditioning window units at Johnston Health Center. The current units were installed in 1956 and are very difficult to repair due to their age.

The 2004 plan provides $150,000 for a boiler replacement project at Northwest Health Center. In addition, $30,000 is provided for the replacement of an air compressor, dryer, and all related controls at Northwest Health Center. The remaining $20,000 is unallocated funding.

The 2005 plan provides $30,000 for adding baseboard heaters to the second floor of Northwest Health Center. The remaining $170,000 is unallocated funding.

Table 24

2000-2005 Capital Improvements Plan for the Health Department

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Mechanical Systems Maintenance Program- Various Health Dept. Buildings	$141,000	$54,600	$154,300	$470,000	$200,000	$200,000	$1,219,900
Exterior Building Maintenance Program- Various Health Dept. Buildings	0	366,000	161,000	100,000	100,000	100,000	827,000
Interior Maintenance Program Various Health Dept. Buildings	0	52,000	96,000	75,000	45,000	81,000	349,000
TOTAL HEALTH DEPARTMENT PROJECTS	$141,000	$472,600	$411,300	$645,000	$345,000	$381,000	$2,395,900

Exterior Building Maintenance Program: The Health Department's exterior maintenance program is designed to maintain and improve external components and areas outside of the health centers such as parking lots, windows, roofs, and paint. In the six-year plan, the department devotes $827,000 to exterior maintenance.

The 2001 plan provides $366,000 for projects at two health centers. New energy-efficient windows will be installed at Coggs for $85,000, replacing the original single pane, non-insulated glass windows. In addition, $238,000 is provided for tuckpointing and exterior painting at Coggs. The roof at Johnston, which was last replaced in 1982 with flat asphalt, is now cracking and may begin to leak into the building. Replacement will cost $43,000.

The 2002 plan provides for new energy efficient windows installed at Johnston for $161,000. The project would replace the original single-pane wood windows with energy efficient windows.

The 2003 plan allocates $25,000 for repaving the parking lot at Keenan Health Center. In addition, $40,000 is provided to replace the concrete, stairs and railing of the Northwest Health Center rear entrance. Funding totaling $35,000 is unallocated.

The 2004 plan provides $15,000 to replace a wrought iron fence at Keenan Health Center, and $20,000 to install a commercial overhead canopy. Funding totaling $65,000 is unallocated.

The 2005 plan provides $85,000 for projects at Northwest Health Center. A new roof would be installed at an estimated cost of $60,000, with the remaining funding going to the installation of an overhead canopy at the rear entrance, and regrading of blacktop on the west side of the garage. Funding totaling $15,000 is unallocated.

Interior Maintenance Program: The Health Department has allocated $349,000 for interior maintenance during the 2000-2005 capital plan. The interior maintenance program assures that interior surfaces and fixtures such as flooring and lighting are safe and efficient.

The 2001 capital plan for interior maintenance is $52,000. New carpeting will be installed in the reception area at Coggs Health Center, costing $6,500. Hardwood floors at Coggs will be replaced with a waxable linoleum floor product at an estimated cost of $35,500. New linoleum will be installed on the third floor hall at Johnston Health Center for $10,000

In 2002, the department plans to provide $96,000 to install a new drop ceiling at Southside Health Center. The original tiles on the ceiling have been taken down and repaired numerous times over the years, causing them to crack. They will be replaced with new ones.

The 2003 plan provides $75,000 for the replacement of all interior doors, frames and lock sets at Southside Health Center. The doors, frames and lock sets are the originals of the center, and are becoming difficult and costly to repair.

The 2004 plan provides $62,000 to remodel workstations at the Keenan Health Center. Three workstations will be remodeled to give nurses individual work areas.

The 2005 plan provides $81,000 to replace the flooring throughout Northwest Health Center.

ECONOMIC DEVELOPMENT

Market forces that are beyond the direct control of public officials are the most important determinants of economic growth and activity in Milwaukee. However, the city does play a key role as a facilitator, creating the proper environment, urban design, and business climate within which the private sector can innovate, grow, and prosper. Economic development capital spending should be used to increase the overall attractiveness of the city for private sector investment. For example, since 1976, city capital spending in active tax incremental districts has increased property values by $114 million in real terms.

Economic development capital improvement projects consist of tax incremental districts, business improvement districts, development district funds, and targeted business loans. The six-year plan includes approximately $61 million, or 7.1%, of total funding for economic development projects. Figure 20 shows projected funding levels in the 2000-2005 Capital Improvements Plan.

Tax Incremental Districts (TIDs)

The capital budget appropriates general obligation borrowing to finance public improvements and loans in tax incremental districts. The resulting developments are anticipated to increase property value. Debt service and interest are subsequently paid back with the incremental taxes generated through the district's increased property values. Of the total amount of funding for economic development capital projects, $33 million, or 54.2%, is for TIDs.

TID debt is generally considered self-supporting since revenues will eventually pay back expenditures. Each year, TID borrowing authority is provided to finance both new and existing districts. In 2000, $8 million is provided for TIDs. Consistent funding of $5 million annually is provided from 2001-2005.

Business Improvement Districts (BIDs)

Business Improvement capital funding consists of the Business Improvement District Loan Fund and Neighborhood Commercial District Street Improvement Funds. Business Improvement funding totals $6 million, or 9.9%, of economic development capital projects over the six-year plan.

Funding totaling $1 million per year is provided in the six-year plan. One million dollars provides funding for approximately one to two BID capital improvement projects per year.

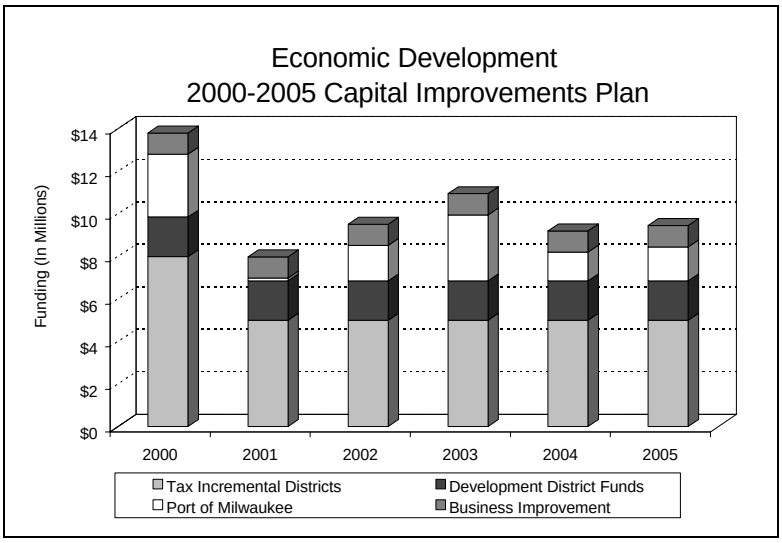
Development District Funds

Development Funds include the MEDC Targeted Loan Program, Advance Planning Fund, and the Development Fund account. Funding totals $11.1 million and accounts for 18.2% of economic development funding in the six-year plan. Funding for this purpose will total approximately $1.9 million in each of the plan's six years.

Port

In the six-year plan, funding provided to the Port of Milwaukee totals $10.8 million or 17.7% of economic development capital projects over the six-year plan. This includes $2.4 million from state grants to rehabilitate and improve Port facilities. In the six-year capital plan, funding for the Port ranges from $125,000 to $3.1 million.

Figure 20



TAX INCREMENTAL DISTRICTS

LINK TO STRATEGIC PLAN

Economic growth in Milwaukee tends to reflect trends in the U.S. economy. When the national economy booms, Milwaukee usually prospers and vice versa. City government does not have the power to affect significantly these broader market forces. However, local public officials can strive to create a strong business environment in which the private sector can innovate, grow, and prosper.

Tax Incremental Districts (TIDs) have become an increasingly important tool in meeting the city's strategic goal of strengthening the local economy. The capital budget appropriates general obligation borrowing to finance TIDs, which is subsequently paid back with the incremental taxes generated through the district's development. TID partnerships with private developers have taken many forms. Public participation has not been limited to project infrastructure, such as streetscaping and public improvements but also includes loans to developers.

Private property owners within the district pay property taxes on the basis of the current value of their property. However, the city's general fund, the county, the school district, and other taxing jurisdictions receive only the taxes levied on the initial base value of the district. The remaining tax dollars (tax increments) are set aside in a special TID fund used to pay TID project costs. The TID ends when all project costs have been retired by tax increments or the TID reaches its statutory limit of either 23 or 27 years, depending on the date of its establishment.

The Department of City Development uses TIDs to assist in improving job opportunities for city residents and to increase the city's commercial and industrial tax base. Active TIDs have lead to growth in real property values of over $164 million.

Table 25

Summary of Active Tax Incremental Districts

TID #	Project Name	Year Created	Property Value When Created in 1999 Dollars	Property Value As of 1999	Percent Real Property Value Increase
1	Menomonee Valley	1976	$101,523,229	$58,527,100	-42%
5	Theater District	1985	$1,349,677	$81,146,300	5912%
10	Park East	1988	$2,070,741	$26,063,200	1159%
11	Historic Third Ward	1988	$41,494,103	$66,503,500	60%
14	Historic King Place	1990	$400,630	$1,250,400	212%
15	Steeltech	1991	$744,440	$3,846,100	417%
17	Curry-Pierce	1992	$787,402	$2,639,900	235%
18	New Covenant	1992	$142,851	$1,343,400	840%
19	Campus Neighborhood	1992	$29,011,674	$46,338,700	60%
20	Florida Yards	1993	$3,487,762	$4,059,600	16%
21	North Avenue Jobs Bank	1993	$1,971,414	$4,830,700	145%
22	Beer-line "B"	1993	$3,125,969	$11,708,500	275%
23	City Hall Square	1994	$5,456,431	$13,934,800	155%
24	Riverworks Industrial Center	1994	$6,781,812	$15,985,700	136%
25	Calumet Woods	1994	$415,039	$5,625,000	1255%
26	Tannery	1995	$7,347,781	$16,034,100	118%
27	Clarke Sq. Mega Mart	1995	$1,825,385	$12,757,200	599%
28	City Homes	1995	$849,070	$4,038,200	376%
29	Park East II	1995	$972,599	$17,426,100	1692%
30	Library Hill	1996	$14,935,600	$13,213,000	-12%
31	Milwaukee Street	1996	$15,707,545	$20,222,500	29%
32	King Dr. & Walnut	1996	$2,706,905	$4,892,800	81%
33	United Health	1997	$6,994,979	$18,096,300	159%
34	Third Ward Riverwalk	1997	$6,007,357	$15,687,700	161%
35	27th & Wisconsin	1998	$2,409,794	$2,530,400	5%
36	Granville Park	1998	$1,570,435	$2,450,300	56%
37	Grand Avenue	1998	$45,904,246	$66,460,000	45%
	Totals		**$305,994,870**	**$537,611,500**	**69%**

This economic development tool has two basic advantages in meeting the city's strategic goal of strengthening the local economy. First, TIDs enable the city to share development costs with coterminous taxing jurisdictions that also benefit from the added property values of the proposed development. Second, they allow the city to respond quickly to development proposals since approval can occur at any point in the year rather than being constrained by budget timing.

ASSESSMENT CRITERIA

State statutes require specific criteria for development of a tax incremental district. Under current law, city and village governments may create a tax incremental district only if 50% or more of the proposed district's area is blighted, in need of rehabilitation or conservation work, or suitable for industrial sites.

In addition to the above criteria, state statutes require that the decision to create a TID consider whether: (1) the development would occur without tax increment financing; (2) the economic benefits of the project compensate for the cost of improvement; and (3) whether the benefits outweigh the tax increments required to be paid by overlying taxing districts.

In Milwaukee, creation of a TID generally begins when a private development proposal is presented to the city. Staff of the Department of City Development (DCD) then evaluates whether the project is consistent with the city's development goals and assesses whether the use of a TID is feasible. DCD is currently attempting to develop tighter criteria for use in evaluating - on a case by case basis - the appropriateness of TID proposals.

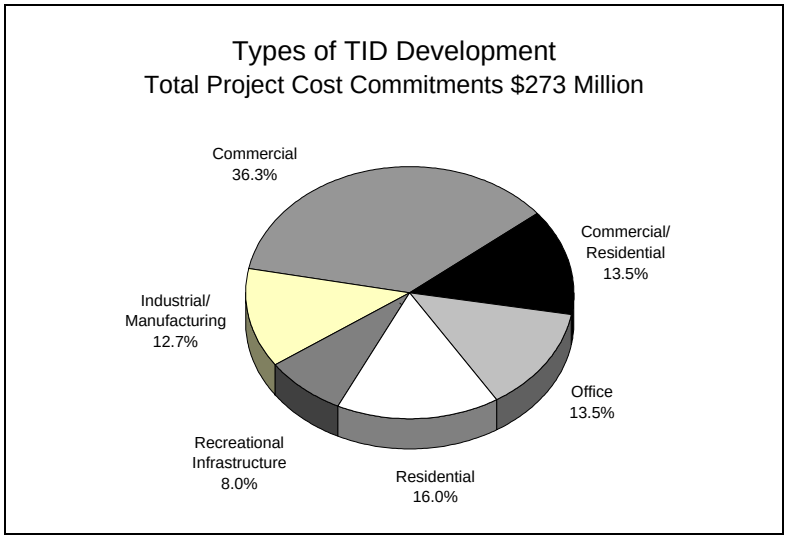
STATUS OF THE ASSET/PROGRAM

Prior to 2000, the city had created 37 TIDs, of which 28 were active as of 2000. Table 25 shows remaining active TIDs. This table also includes the year in which the district was created, property value of the district when created adjusted for inflation (inflation estimated by CPI-U), and property values in 1998. The column showing the percent increase in property value in real terms is one indication of the relative success of the district. More detailed descriptions of each TID are available in the Department of City Development's annual TID report. Map 3 (pages 67-68) shows the boundaries of active TIDs.

Several districts have had large real increases in value since their creation. Theater District (TID #5) is the most dramatic example with an almost 62% increase in real terms since its 1985 establishment, when a number of parcels were tax exempt. A number of other high performers include Park East (TID #10), Calumet Woods (TID #25), and New Covenant (TID #18). Several recent projects such as Beerline "B" (TID #22), City Hall Square (TID #23) and Library Hill (TID #30) have experienced delays in development and have not yet realized significant real increases in property values.

While tax increment financing in Wisconsin has typically been used for establishing industrial parks, the City of Milwaukee has used tax increment financing for a variety of development initiatives. In contrast to other cities in Wisconsin, in-

Figure 21



dustrial projects have made up a relatively small proportion of TID costs. Projects like Calumet Woods (TID #25), Florida Yards (TID #20), and Menomonee Valley (TID #1) make up only 12.7%, or $34.6 million of TID costs.

A much larger proportion of projects costs are dedicated to commercial, residential, or joint commercial and residential projects. As illustrated in Figure 21, approximately 36.3%, or $99.1 million of project cost commitments made in TID project plans that have been approved by the Common Council have gone to support commercial projects such as Grand Avenue Mall (TID #4 and TID #37), Theater District (TID #5), Mega Mart (TID #27), and King Drive (TID #32). Commitments for residential housing projects including Beerline "B" (TID #22), City Hall Square (TID #23), Library Hill (TID #30), City Homes (TID #28), and New Covenant (TID #18) make up 16.0%, or $43.6 million of all TID cost commitments. Projects with both residential and commercial components such as the Historic Third Ward (TID #11), Campus Neighborhood (TID #19), 27th and Wisconsin (TID #35) and Park East (TID #10) make up 13.5% of TID cost commitments.

Office projects including Schlitz Park projects (TID #8 and #13), United Health (TID #33), Curry-Pierce (TID #17), and the Tannery (TID #26) make up the second smallest category with 13.5% of all TID commitments.

Finally, Milwaukee has been fairly unique in using TIDs to finance recreational infrastructure. In two cases, development of the lakefront Summerfest grounds (TID #3) and extension of the Riverwalk to the Third Ward (TID #34), the City of Milwaukee has used TIDs to support recreational land use development.

In the past several years, the city has increasingly relied on TIDs to carry out development initiatives. Nearly 60% (58.8%) of the city's TIDs have been created since 1990. An average of three new TIDs per year have been established since 1992.

Heightened TID activity continued into 1999, with several significant TID plan amendments, the continued progress of the United Health District (TID #33), Historic 3rd Ward Riverwalk (TID #34), 27th and Wisconsin (TID #35), Granville Park (TID #36), Grand Avenue (TID #37) and activity on several formerly dormant TIDs including City Hall Square (TID #23), Beerline "B" (TID #22) and Library Hill (TID #30).

SIX-YEAR PLAN

Table 26 shows the 2000-2005 Capital Improvements Plan for Tax Incremental Districts. In 2000, $8 million is provided for TIDs. Constant funding of $5 million is provided annually from 2001-2005. The city will continue to evaluate the funding needs of TID projects, which may or may not require changes in overall funding in the future.

Table 26

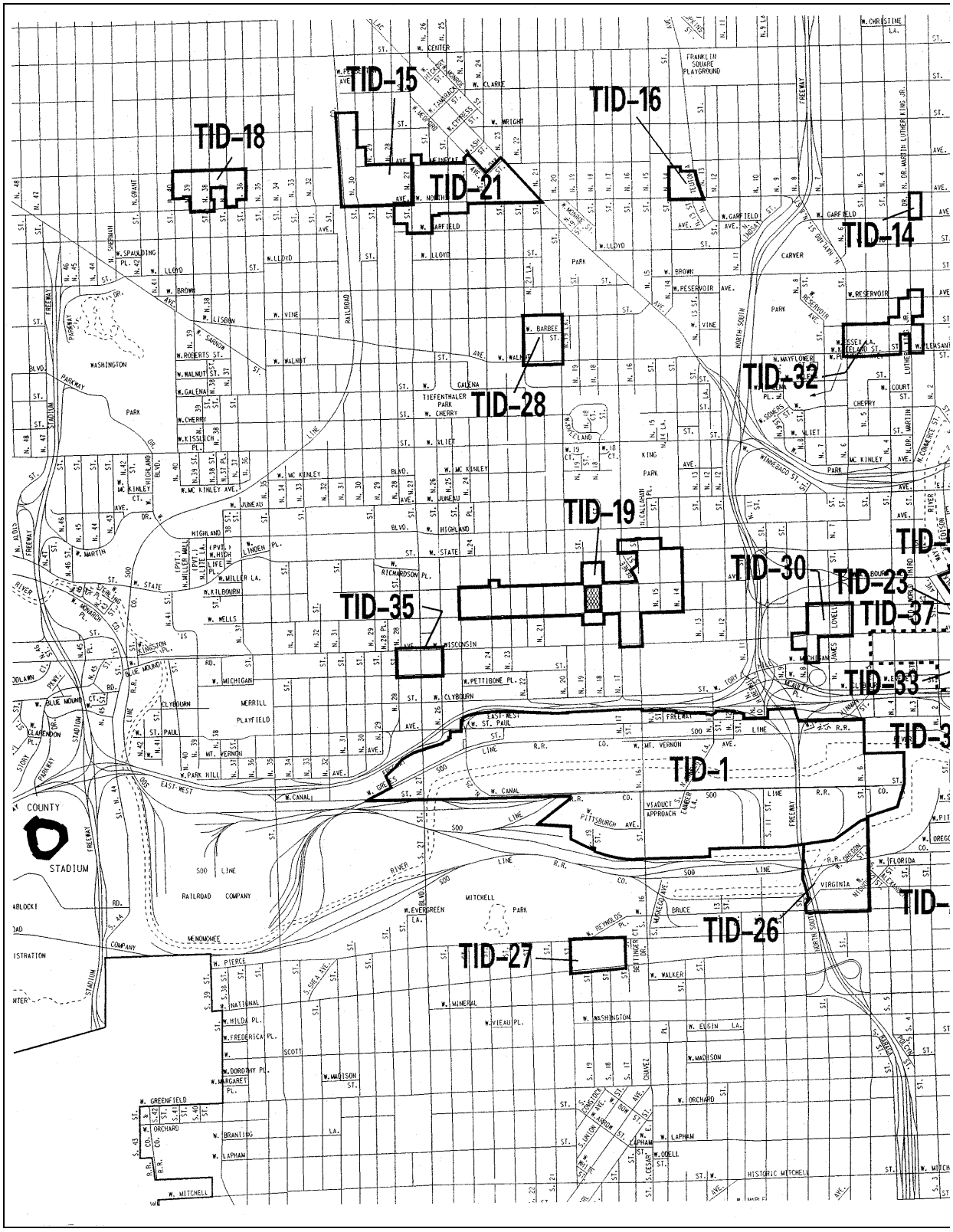
2000-2005 Capital Improvements Plan for Tax Incremental Districts

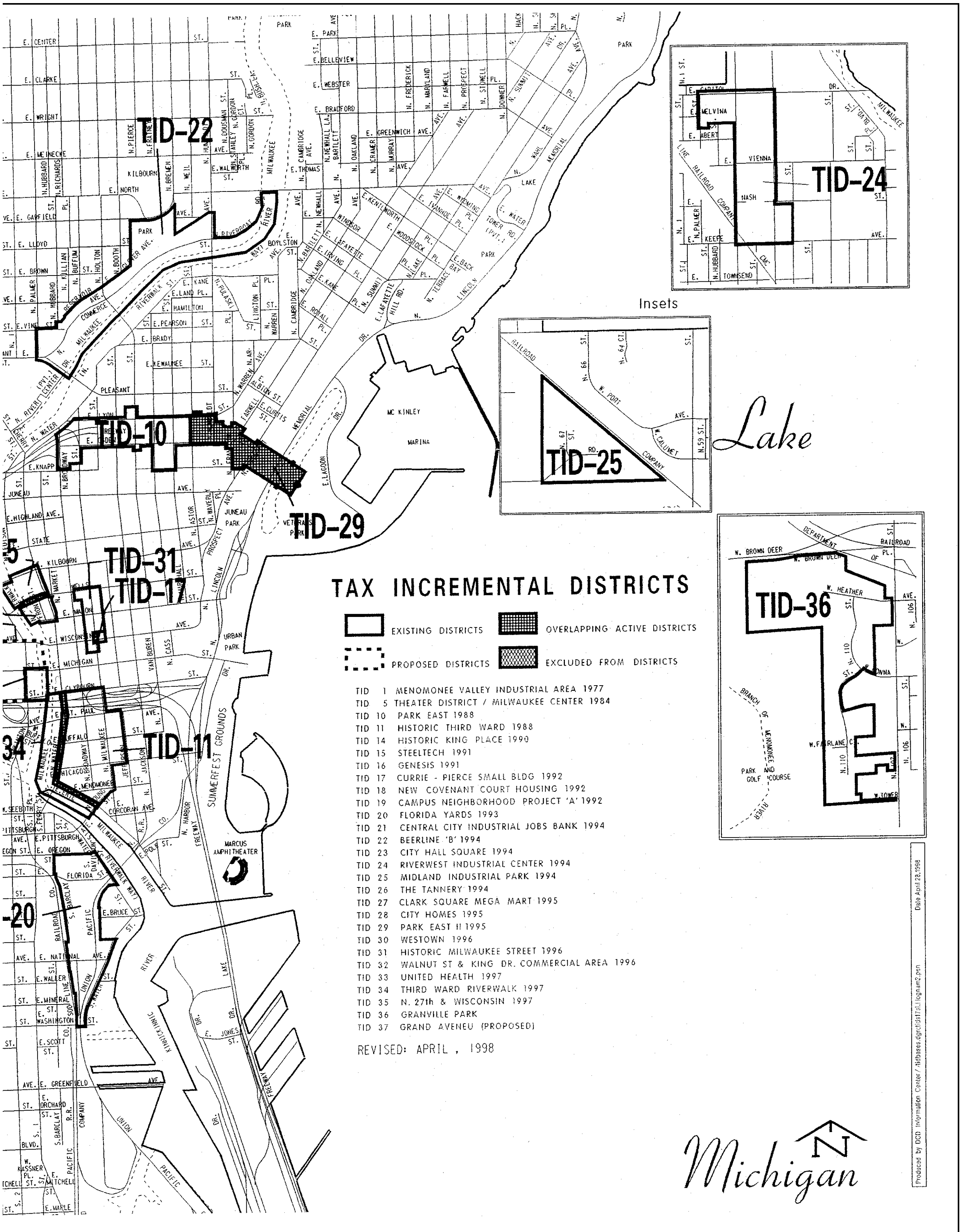
Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Tax Incremental Districts	$8,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$33,000,000
TOTAL	$8,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$33,000,000

PROGRAM CHANGES AND INITIATIVES

In 2000, the city will begin to review TID financing options. Starting in that year, projects will be financed using revenue bonds.

Map 3


TID-15
TID-16
TID-18
TID-21
TID-14
TID-32
TID-28
TID-19
TID-30
TID-23
TID-37
TID-35
TID-33
TID-1
TID-26
TID-27
COUNTY
STADIUM
WASHINGTON
PARK
MERRILL
PLAYFIELD
MITCHELL
PARK
CARVER
PARK
KING
PARK
TIEFENTHALER
PARK
FRANKLIN
SQUARE
PLAYGROUND
RAILROAD
COMPANY
MENOMONEE
COMPANY
HISTORIC MITCHELL


TAX INCREMENTAL DISTRICTS
EXISTING DISTRICTS
OVERLAPPING ACTIVE DISTRICTS
PROPOSED DISTRICTS
EXCLUDED FROM DISTRICTS
TID 1 MENOMONEE VALLEY INDUSTRIAL AREA 1977
TID 5 THEATER DISTRICT / MILWAUKEE CENTER 1984
TID 10 PARK EAST 1988
TID 11 HISTORIC THIRD WARD 1988
TID 14 HISTORIC KING PLACE 1990
TID 15 STEELTECH 1991
TID 16 GENESIS 1991
TID 17 CURRIE - PIERCE SMALL BLDG 1992
TID 18 NEW COVENANT COURT HOUSING 1992
TID 19 CAMPUS NEIGHBORHOOD PROJECT 'A' 1992
TID 20 FLORIDA YARDS 1993
TID 21 CENTRAL CITY INDUSTRIAL JOBS BANK 1994
TID 22 BEERLINE 'B' 1994
TID 23 CITY HALL SQUARE 1994
TID 24 RIVERWEST INDUSTRIAL CENTER 1994
TID 25 MIDLAND INDUSTRIAL PARK 1994
TID 26 THE TANNERY 1994
TID 27 CLARK SQUARE MEGA MART 1995
TID 28 CITY HOMES 1995
TID 29 PARK EAST II 1995
TID 30 WESTOWN 1996
TID 31 HISTORIC MILWAUKEE STREET 1996
TID 32 WALNUT ST & KING DR. COMMERCIAL AREA 1996
TID 33 UNITED HEALTH 1997
TID 34 THIRD WARD RIVERWALK 1997
TID 35 N. 27th & WISCONSIN 1997
TID 36 GRANVILLE PARK
TID 37 GRAND AVENEU (PROPOSED)
REVISED: APRIL , 1998
TID-22
TID-10
TID-29
TID-31
TID-17
TID-11
TID-24
TID-25
TID-36
Insets
Lake
Michigan
N

BUSINESS IMPROVEMENT DISTRICTS

LINK TO STRATEGIC PLAN

City government's role in making Milwaukee's economy competitive is not always through the direct provision of services. Instead, the city is sometimes more successful when it acts as a catalyst for private sector activity, as is the case with Business Improvement Districts (BIDs). BIDs provide a way for Milwaukee businesses, renown for their involvement and commitment to their community, to work together to make their commercial strips rival any in the metro area.

Department of City Development (DCD) staff assists merchants wishing to contribute to efforts designed to strengthen their local business territory in creating a business improvement district. This allows the group to use city collection methods to communally charge themselves to accomplish projects such as hiring coordinators for the area, adding pedestrian lighting, and sponsoring major streetscaping projects.

By providing a collection mechanism and making available loans for capital improvements, the city is able to facilitate collaborative action from Milwaukee businesses. The city has two capital accounts which support Business Improvement Districts: (1) the Business Improvement District Loan Fund which provides loans that are paid back from district proceeds and (2) the Neighborhood Commercial District Street Improvement Fund which matches BID capital investments in block grant areas up to $500,000 and provides funding for other commercial neighborhood investments. Improvements from this type of merchant cooperation make Milwaukee's commercial strips more competitive and help the city achieve its strategic goal of strengthening the local economy.

ASSESSMENT CRITERIA

Any group of neighborhood merchants that organize to create a Business Improvement District under Wisconsin Act 184 can qualify for Business Improvement District loans. Under the law, property owners petition the city to create a district from specific contiguous property-tax assessable parcels and to adopt an operating plan for the district. Funding of loans for capital improvements within a district can be considered when a district is created and demonstrates sufficient ability to pay back loans.

The Neighborhood Commercial District Street Improvement Fund enables the city to form public/private partnerships with neighborhood merchant associations to upgrade the appearance of commercial streets located outside of the downtown area. Use of this fund is intended to serve as an upfront catalyst or a public sector companion to private improvements. City funds are only expended where private financial participation is committed, usually through investment of a BID in capital improvements. Projects that receive funding under this capital account are selected based on their potential to upgrade significantly the appearance of the street and on the likelihood the proposed public improvements will promote private investment. Selection of projects is made by the Economic Development Committee based upon a recommendation from the Department of City Development.

STATUS OF THE PROGRAM

The following sections include a brief description of the two capital accounts that support Business Improvement efforts.

Business Improvement Districts: Business Improvement Districts are established to maintain and improve the viability of commercial business areas. Under the law, property owners petition the city to create a district from specific contiguous property-

tax assessable parcels and to adopt an operating plan for the district.

The district establishes an assessment method to collect funds from its members, which will be used to develop, manage, and promote commercial activity within the district. In districts where the city is a property owner, the city may annually appropriate a contribution to the district but may not be assessed based on the value of its property. The city contribution is funded through an operating budget special purpose account. As of the beginning of 2000, the city had 18 active business improvement districts.

The 2000 capital budget contains funding totaling $500,000 in the Business Improvement District Capital Account for loans to fund capital improvement projects such as new streetlights, public art, or sidewalk improvements. These loans are made to business improvement districts and are repaid over time by funds the district assesses on itself. These payments are designed to be sufficient to cover associated interest costs of the loans.

As Table 27 indicates, several Business Improvement Districts have chosen to make significant capital investments in their areas through this loan program including the Riverwalk BID (#3), the Avenues West BID (#10), the Brady Street BID (#11), Oakland Avenue BID (#13), Downtown Riverwalks BID (#15), Uptown Triangle BID (#16), Villard Avenue BID (#19) and the North Avenue/Prospect/Farwell BID (#20). In 1999, $580,273 was expended for capital improvement loans to business improvement districts.

Neighborhood Commercial District Street Improvement Fund: This capital account enables the city to form public/private partnerships with neighborhood merchant associations to upgrade the appearance of commercial streets located outside of the downtown area. Many of Milwaukee's central city commercial areas are struggling to survive against competition from newer, more attractive commercial areas. At the same time, many of the city's older commercial districts have substantial historic tradition and architectural character.

Table 27

Capital Investments in Active Business Improvement Districts

BID #	BID Name	BID Loan Amount	Neighborhood Commercial Improvement Match
2	Historic Third Ward	$688,800	$0
3	Riverwalk	$343,000	$0
4	Greater Mitchell Street	$0	$0
5	Westown	$0	$0
8	Historic King Drive	$0	$0
9	735 West Water Street	$277,000	$0
10	Avenues West	$175,000	$175,000
11	Brady Street Business Area	$582,600	$500,000
13	Oakland Avenue	$192,560	$16,000
15	Downtown Riverwalks	$3,666,278	$0
16	Uptown Triangle	$500,000	$500,000
17	Northwest Area/ 76th & Brown Deer	$175,000	$0
19	Villard Avenue	$237,500	$237,500
20	North Avenue/Prospect Farwell	$880,000	$500,000
21	Downtown Management District	$0	$0
22	Edgewood/Oakland	$0	$0
25	Riverworks	$0	$0
26	The Valley	$0	$0

The Neighborhood Commercial District Street Improvement Fund is often used to match capital investments that Business Improvement Districts make in their district. This fund will provide a 50% match (up to $500,000) for capital improvements in BIDs located in the federal block grant area. In 1999, $1,091,135 was expended in this fund. During the past five years of activity in this account, expenditures have averaged approximately $218,227 annually.

Rapidly growing property values are the best demonstration that BID Capital Account and Neighborhood Commercial District expenditures are successful. Established in 1992, the Avenues West BID (#10) has experienced a 44% increase in property values in four years. The Oakland Avenue BID has seen a 39% increase in property values between its 1993 establishment and 1996. Brady Street values have risen an incredible 48% in only five years, closely followed by King Drive with a 41% increase between 1992 and 1996. In all of these cases, property values have grown at least three times faster than the average city commercial property growth during the same period. While these BIDs have initiated diverse improvements projects and are in very different areas, business involvement in BIDs has correlated with higher than average increases in property values.

SIX-YEAR PLAN

Table 28 shows the 2000-2005 Capital Improvements Plan for business improvement districts, which totals $6 million.

Business Improvement District Loans: The 2000-2005 capital plan provides funding of $3 million for this purpose. Funding of $500,000 annually will provide sufficient resources for one or two capital improvement loans per year to BIDs.

Neighborhood Commercial Districts: This fund provides financial assistance for public improvements of commercial streets located outside of the downtown area. The six-year plan provides $3 million for this purpose. This level of funding is sufficient to provide matching funds for one to two projects per year.

Table 28

2000-2005 Capital Improvements Plan for Business Improvement Districts

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Neighborhood Commercial District Street Improvement Fund	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$3,000,000
Business Improvement Districts	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
TOTAL PROJECTS	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$6,000,000

DEVELOPMENT DISTRICT FUNDS

LINK TO STRATEGIC PLAN

The Department of City Development works to strengthen the local economy and attract and retain jobs through a number of development district capital improvement programs. These programs include Development Opportunities Fund, Development Zone-Commercial Revitalization, MEDC Target Loans, Riverfront and Downtown Planning and Improvements and the Advance Planning Fund. In 1999 several of these accounts were consolidated into a single appropriation to give the city maximum flexibility in dealing with proposed economic development projects.

These capital improvement efforts fund public improvements, planning studies of the downtown, and provide funds for loans targeted at minority-owned, women-owned, and disadvantaged owners of businesses. Many of these programs assist in creating public/private partnerships with developers and business owners in order to promote private investment in the development area and help to strengthen the local economy and attract middle-income families to Milwaukee.

ASSESSMENT CRITERIA

The criteria utilized for each development district fund varies. However, there are general criteria that may be applicable to each project. These include the following: (1) the project is located in a commercial district, Community Development Block Grant area, or city development zone; (2) the project is historically significant for the community; (3) the project is recommended by a resident business or merchant organization, community development organization, neighborhood business improvement district board, or the Department of City Development; (4) the project stimulates development and investment; (5) the project increases the tax base and employment opportunities; (6) the project removes blighted conditions; (7) the project is an appropriate use of public funds; and (8) the project has potential to be completed.

STATUS OF THE PROGRAM

The 1999 budget included the creation of a new capital account entitled, “Development Fund”. The new account represents the consolidation of the Development Opportunities Fund, the Development Zone, and the Riverfront and Downtown Planning Fund. Previously, annual funding for each of these capital accounts was difficult to predict. Projects with high catalytic potential would sometime begin to move forward but ultimately fail to qualify for funding from specific capital accounts where monies were already allocated. Lack of flexibility in using these accounts occasionally resulted in needless expiration of borrowing authority, as was the case in 1997 when $998,000 of Development Zone borrowing authority expired. Consolidation of these accounts will give the city greater flexibility to address development opportunities as they arise.

The following sections include a brief description of each development district fund. The Development Opportunities Fund, Development Zone Commercial Revitalization and the Riverfront and Downtown Planning Improvement Fund will be described separately because of differences in funding decisions.

Development Opportunities Fund: This on-going fund provides financial assistance to stimulate and support privately-sponsored development activity. This program was established to provide funding capacity separate from that provided by tax incremental financing. The account is intended for smaller projects that warrant public support but would not necessarily require the establishment of a tax incremental district. It was anticipated that

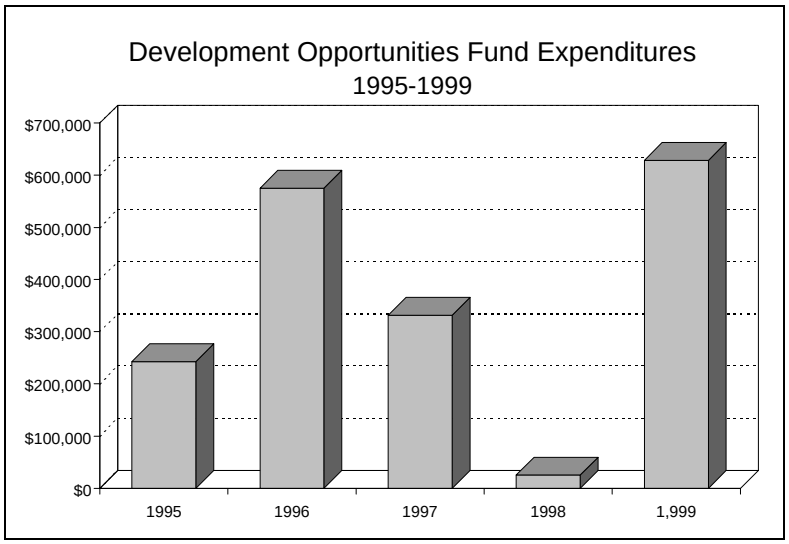
public funds would range from 10% to 15% of project costs, but not exceed $300,000.

The primary use of the Development Opportunities Fund is to finance public costs of a development project, including infrastructure, land assemblage, project design, environmental testing and remediation, erosion control, or storm water management. Secondary uses of this fund are to provide grants to the Redevelopment Authority of the City of Milwaukee for loans to developers whose projects meet blight prevention and elimination objectives of the Authority.

Projects that receive financial assistance from the Development Opportunities Fund are chosen on their potential to stimulate development, to remove blighting conditions, to be completed within a reasonable period of time, and to involve a public subsidy. Specific projects will be selected in accordance with the following criteria: (1) location of the project, appropriateness to the surrounding area and consistency with any applicable city plans; (2) site plan, urban design, and overall project concept; (3) financial feasibility, redeveloper capacity, long-range development benefit, and city resident and tax base impact; (4) lack of other funds for city share; and (5) private sector commitment to the project and the potential leverage of private funds. Evaluations will be made by the Common Council's Economic Development Committee based on a recommendation from the Department of City Development.

In 1999, $1,628,280 was expended from the Development Opportunities Fund (see Figure 22). Over the past five years, expenditures have averaged $325,656. Projects funded through this account have included city contributions to the Firstar skywalk, adding a right turn correction to 60th Street and West Capitol Drive, providing funds toward demolition and environmental clean-up at 511 East Menomonee, building a street at 107th and West Lake Drive, and providing street improvements at Mason Street and North Milwaukee Street.

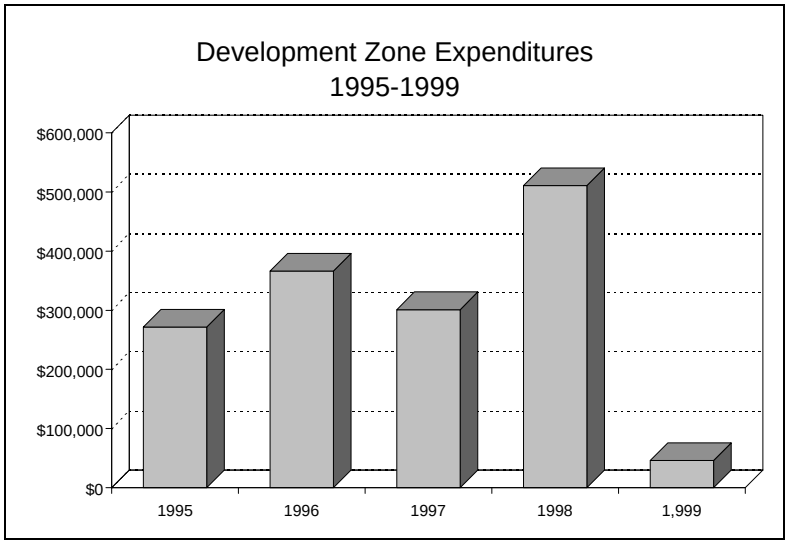
Figure 22



Development Zone-Commercial Revitalization: This program provides complementary public improvements along neighborhood commercial thoroughfares to encourage and enhance private investment and to make development projects more feasible. The intent of these public improvements is to encourage greater pedestrian traffic, upgrade the quality of design of existing facilities and uses, and to make the public environment more accommodating to business.

Projects that receive funding under this program are selected based upon their potential beneficial impact on a neighborhood. The expected benefits of this program include: (1) increased private investment, tax base, and employment opportunities at levels greater than would have occurred without

Figure 23



city support; (2) coordinated public and private investment to reduce costs and improve the appearance of older commercial and industrial neighborhoods; (3) secondary investment in both commercial and residential property in and adjacent to the project area in response to the renewed image of the neighborhood; and (4) private investment in other commercial and industrial neighborhoods outside of the project area.

In 1999, $45,907 was expended in this fund. Over the past ten years, expenditures under this program have averaged $237,479. Examples of projects funded in the past include streetscaping adjacent to Master Lock, public improvements to the Mitchell Marketplace, public improvements in the Mid-Town Shopping Center, and public improvements to Garden Homes on 27th and West Capitol.

Map 4

Riverfront and Downtown Planning and Improvement Fund: Map 4 shows the current Riverwalk system. Nineteen riverwalk segments have already been developed, encompassing most of the downtown business district and segments stretching from the Summerfest grounds to Veteran's Park along Lake Michigan. However, some downtown segments remain undeveloped, particularly the stretch of riverfront between West Kilbourn Avenue and West Wells Street.

During the mid-1990s funding was provided to the Department of City Development to work with private developers and business improvement districts to create riverwalks throughout the downtown area. In addition, the city has participated in upgrading some existing downtown segments, most notably riverwalks adjacent to the Grand Avenue Mall, the Theater District, and the Riverfront Plaza by improving lighting and adding pre-cast concrete skirts.

The Department of City Development uses the following criteria to determine the capital needs of the Riverwalk system and downtown improvements: (1) complete development of the Riverwalk; (2) complete illumination of adjacent streets, buildings, and parks; (3) level of private participation and financial contribution; (4) availability of other funding resources; (5) level of commercial activity; (6) level of pedestrian traffic; and (7) desired enhancement of the city's physical attributes.

Several projects have been completed using riverfront and downtown improvement funds, including: (1) illumination of City Hall; (2) East Town harp lighting (specifically Kilbourn Avenue, north of Water Street and parts of Wisconsin Avenue); (3) Historic Third Ward harp lighting; (4) Third Street and Highland lighting; (5) Historic Wells Street lighting; and (6) Third Street and McKinley lighting and landscaping.

Advance Planning Fund: This fund finances planning studies and research into land use, marketing, development and redevelopment proposals, and other issues related to the physical and economic development of the city. These studies assist the department in developing strategic positions on major planning issues. These studies also provide timely information and/or policy recommendations to city officials on housing, industrial development,

transportation, community facilities and services, preservation, and other issues affecting the economic stability and livability of the city. This fund also provides the means to contract for professional services. Studies financed through the Advance Planning Fund are based on requests from the mayor, aldermen, or citizen groups.

Some examples of studies conducted through the Advance Planning Fund include the Fond du Lac Transit Corridor Study, the King Drive Planning Study, the 27th Street Corridor Study, the Lisbon Avenue Study, New Zoning Code Plan and a number of TID Feasibility Studies. In 1999, $319,614 was expended to finance various economic development plans and studies.

MEDC Targeted Loans: The Milwaukee Economic Development Corporation (MEDC) provides start-up loans to minority, women-owned, and disadvantaged businesses. MEDC provides subordinated financing for 40% of an eligible project's costs, up to a loan limit of $300,000 provided the project is located within the Community Development Block Grant area. A 1996 Common Council resolution provided that the city, through MEDC, should provide a minimum of $5,000,000 in loans for this program within a period of five years. The city was to make funds available to MEDC through the capital budget should there be insufficient funds to accomplish this goal. Any city borrowing for this purpose would be repaid by MEDC so there would be no impact on City of Milwaukee taxpayers.

Borrowing authority totaling $500,000 was included in the 1997 and 1998 budgets. This borrowing authority is reserved in the event that MEDC funds are insufficient to provide $5 million in loans. Thus far, MEDC has not needed to use any city borrowing authority in order to conduct the program.

During the one and a half years between the program's initiation in the third quarter of 1996 and the first quarter of 1998, this MEDC loan program has been very active. During that period, MEDC has made 35 target area loans, lending $3,862,000 toward projects that have leveraged a total investment of $19,211,000. The projects are estimated to have created 510 jobs. Twelve of these loans were for women-owned businesses, eleven were for minority businesses, and twelve were for firms that were non-minority-owned but located in the Community Block Grant area. MEDC expects to exceed easily the $5 million loan target without having to use any city-borrowed funds.

SIX-YEAR PLAN

Table 29 shows the 2000-2005 Capital Improvements Plan for development districts and other projects, which total $11.1 million.

Development Fund: The six-year plan provides $10.4 million, $1.7 million in each year, for the Development Fund. These funds will be used to finance public costs associated with various development projects.

Advance Planning Fund: The purpose of this fund is to finance planning studies and research into land use, marketing, development and redevelopment proposals, and other issues relating to the physical and economic development of the city. From 2000-2005, a six-year total of $900,000 is provided.

MEDC Targeted Loans: Because MEDC has not yet needed to borrow any funds in order to operate this program, $1 million in borrowing authority has carried over from 1999 to 2000.

Table 29

2000-2005 Capital Improvements Plan for Development Districts and Other Economic Development Projects

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Development Fund	$1,700,000	$1,700,000	$1,700,000	$1,700,000	$1,700,000	$1,700,000	$10,200,000
Advance Planning Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000
TOTAL PROJECTS	$1,850,000	$1,850,000	$1,850,000	$1,850,000	$1,850,000	$1,850,000	$11,100,000

PORT OF MILWAUKEE

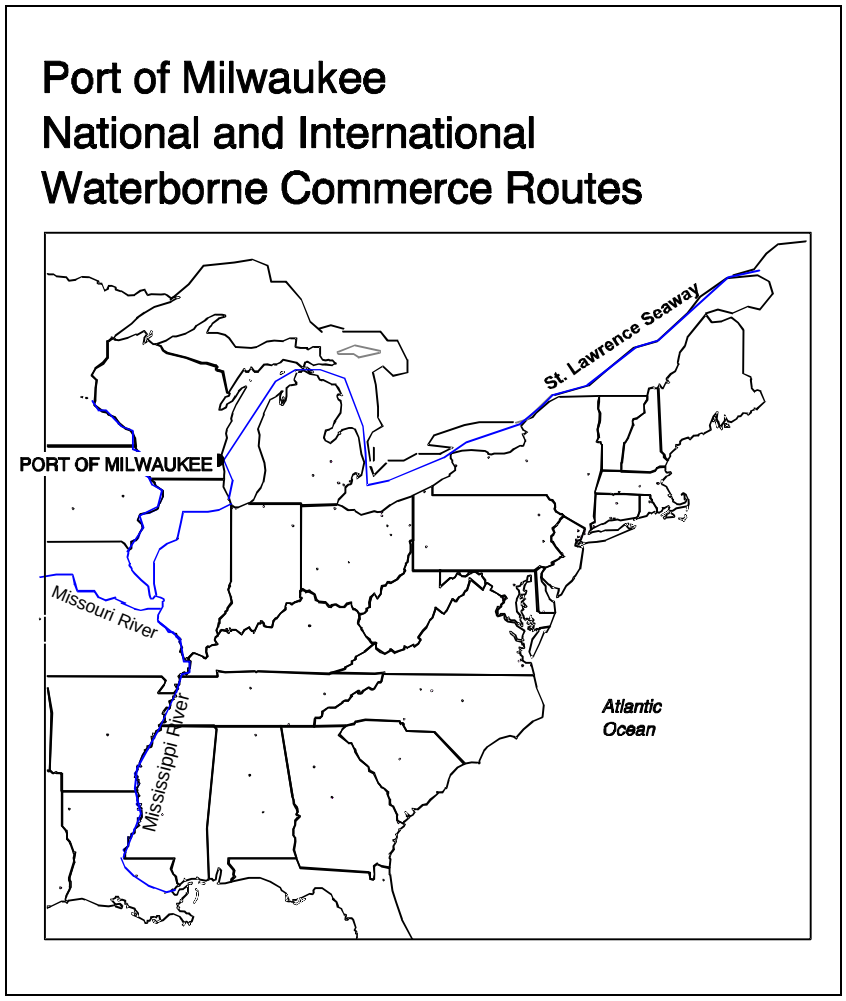
LINK TO STRATEGIC PLAN

One of the city's strategic goals is to strengthen the local economy, attract and retain family-supporting jobs, and ensure economic opportunities for all city residents. Port activities support this goal by providing quality transportation and distribution services designed to anticipate and satisfy the needs and desires of Port customers. With higher activity levels, the Port hopes to enhance the overall economic environment of the region by stimulating trade, business, and employment.

The Port of Milwaukee, which is located on Lake Michigan, is owned and operated by the City of Milwaukee. Ships and barges access the Port in one of two ways: (1) through the St. Lawrence Seaway System; or, (2) through the Mississippi River and the Illinois River System (see Map 5).

The Port of Milwaukee offers operational flexibility unique to the western Great Lakes. Terminals designed for the efficient handling of containers, general cargo, roll-on/roll-off vehicles, dry and liquid bulk, and heavy machinery, plus inter-modal connection to all Midwest cities, make the Port the economic choice for routing all types of cargo.

Map 5



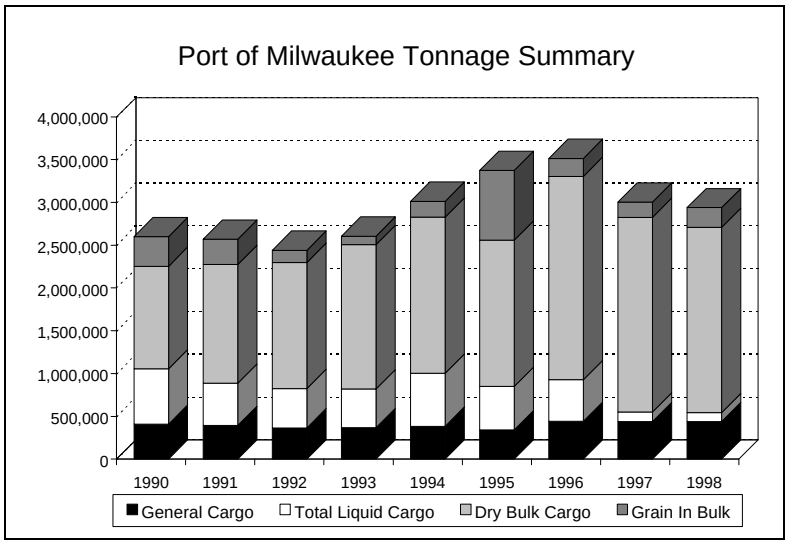
Improvements to Port facilities are funded through the city's capital budget. The major focus of the Port's capital program is on preserving existing assets.

ASSESSMENT CRITERIA

The following criteria are used to determine the Port's capital needs: (1) age and condition; (2) cargo storage capacity; (3) cargo handling capacity; (4) Port accessibility; (5) product markets; and (6) state and federal regulations.

STATUS OF THE ASSET

Figure 24



Storage Facilities: The Port maintains four cargo terminals. These facilities, which have steel frames and asphalt floors, have a total storage capacity of 300,000 square feet and house general cargo. There is also a reefer shed that has a storage capacity of 180,000 cubic feet. This facility is refrigerated and stores meat and other perishable items.

The Port has three liquid cargo facilities; each served by the Port's liquid cargo pier and/or by connections on one of the Port's outer general cargo piers. These liquid cargo terminals are served by the West Shore Pipeline Company and are connected to Chicago distribution centers, major pipelines, and east coast and gulf coast refineries. These Port liquid terminals generally store petroleum, edible and non-edible fats and oils, and have tank capacities between 200,000 and 300,000 barrels.

Several parcels of Port land, totaling 23.2 acres, are dedicated to the handling and storage of dry bulk commodities, roll-on/roll-off units, and containers. These areas are in various states of development with earth or asphalt surfaces. All have road or rail access and are in close proximity to the truck scale.

Located along the inner harbor are seven dock areas. These facilities occupy a total of 66.8 acres and have concrete/asphalt, gravel, or earth surfaces. Road and rail access is also available. A variety of cargoes are stored at these facilities including steel, dry bulk, pig iron, bulk scrap, and bulk grain.

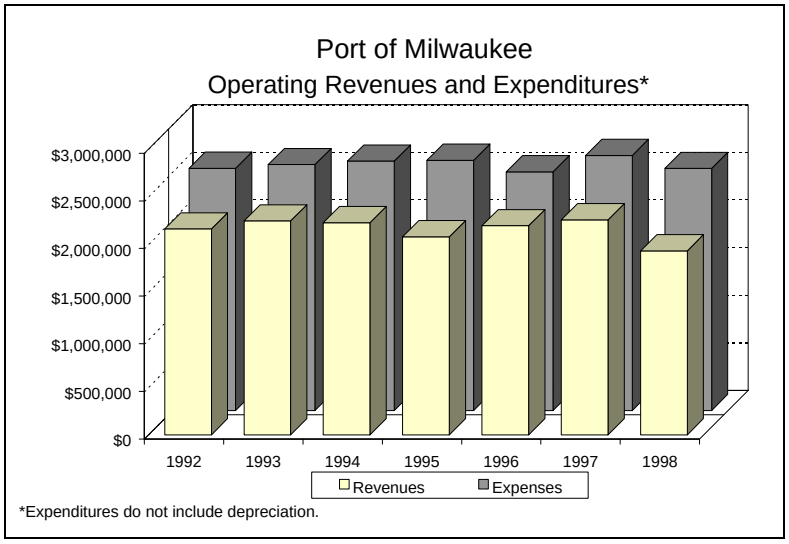
Located along the outer harbor are four dock areas. These facilities occupy a total of 24.6 acres and have concrete or asphalt surfaces. All these facilities have road and/or rail access. A variety of cargoes are stored at these facilities including general cargo, liquids, steel, roll-on and roll-off cargo, containers, and dry bulk.

Other Facilities: The Port is responsible for maintaining ten miles of dockwall along Lake Michigan and the municipal mooring basin. In addition, the Port maintains sewer and water distribution systems on Jones Island. There are approximately ten miles of mains in each system.

In addition, the Port of Milwaukee has long ranked as one of the premier heavy-lift ports on the Great Lakes. To help maintain this status, the Port operates ten cranes with various lifting capacities.

Inter-modal Operations: The Port of Milwaukee is served by two Class I railroads which provide pier delivery and switching services. Over 17 miles of Port-owned and maintained track connect each terminal to main line railroads.

Figure 25



The federal interstate highway system leads directly into the Port of Milwaukee. The Port maintains approximately five miles of access roads on Harbor Island. Trucks entering and leaving the Port can be weighed at one of three truck scales. These scales are not owned nor maintained by the Port.

Tonnage Summary: Maintenance of Port facilities is important because of the large volume of cargo handled at the Port of Milwaukee. Figure 24 shows tonnage data from 1990-1998. In 1998, tonnage handled at the Port of Milwaukee was 2.9 million tons. The 1998 tonnage was down approximately 65,000 tons from the prior year, mainly due to a reduction in dry bulk cargo of 0.1 million tons.

Revenue Summary: Another measure of facility usage is the amount of revenue received from Port customers. Port revenues are generated from land and building rentals, wharfage fees, through-put dockage fees, crane rent, and labor charges. Figure 25 shows revenue generated from Port facilities from 1992-1998. Revenues have tended to fall short of expenses because of the inability of the Port to cover depreciation expenses.

While facility rent currently makes up the majority of Port revenues (60%), the largest potential for increasing revenue is through revenues such as wharfage, through-put, crane rent, and dockage that respond to higher use of Port facilities.

Economic Impact: A study was conducted to identify the economic impact the Port of Milwaukee has upon the region and to aid the Port in evaluating present and future business. The study, based on 1994 data, measured the impact of the Port on Milwaukee County in terms of jobs, personal income, and tax revenues.

The study indicated that the Port contributed to the creation of 1,062 jobs through dock and pier operations, water transport services, and inter-modal services. Jobs created indirectly, such as those created through secondary spending on goods and services in the local economy were estimated to total 375. Income generated annually from personal wages and salaries related to these jobs equaled approximately $58.6 million, while business revenues were estimated to total $61.8 million. In addition, the study indicated that the amount of state and local taxes generated totaled $5.2 million annually.

SIX-YEAR PLAN

Table 30 shows the 2000-2005 Capital Improvements Plan for the Port of Milwaukee. The six-year plan provides $10.8 million, of which $2.4 million, or 22.2%, is grant and aid funding.

The 2000 capital budget includes $1.9 million for improvements to the South Harbor Tract, including a terminal and ramping system. Improvements are necessary to facilitate private construction of a high-speed ferry across Lake Michigan and for cruise ship operations. Also included in the 2000 capital budget is $1 million in funding for dredging and berth improvements on the Port's North Harbor Tract to allow the ingress and egress of future passenger vessels. The Wisconsin Harbor Assistance Program will cover 80% of this cost.

The 2000-2005 Capital Plan provides $490,000 to maintain Port terminals and piers. This is an on-going maintenance program that is necessary in order to ensure safe and efficient cargo transfer operations.

The plan provides a total of $250,000 to purchase cargo handling equipment in 2005 and $1.5 million to buy a Manitowoc crane in 2002. These projects enhance the Port's ability to provide uninterrupted service to customers. Revenues generated through lease of this equipment will offset the cost of purchasing this equipment.

The 2000-2005 plan provides a total of $350,000 million for dockwall rehabilitation. The purpose of this program is to rehabilitate portions of the dockwall that have deteriorated or have been damaged due to storm action. This is an on-going capital improvements program.

The 2000 plan provides $50,000 to demolish a dock office on Port property. Currently the dock office occupies what could be a very valuable cargo transferring area. Making this site available would give the Port greater flexibility in handling cargo.

To serve its customers, the Port must maintain its infrastructure in appropriate condition. The 2002 plan includes $50,000 for resurfacing the road to the Continental Grain facility.

Waterfront and dockage space on Jones Island is at a premium. The result is that the Port will soon find itself in a position where it can no longer provide waterfront space to a growing market. The 2003 plan includes $1.5 million to acquire the Solvay Coke site, which is the last parcel of land in the Jones Island area available with dock and waterfront space. Acquisition of the parcel is needed to allow for future Port expansion and to provide for growth of the Port's bulk cargo operations.

Trends indicate that a rail/water transfer facility will enhance Port development and allow the Port to capture a share in this growing market. Although this project is still in the concept stage, the $1.5 million included in the 2003 plan will provide for future study of the economic viability and the need for this type of facility.

Table 30

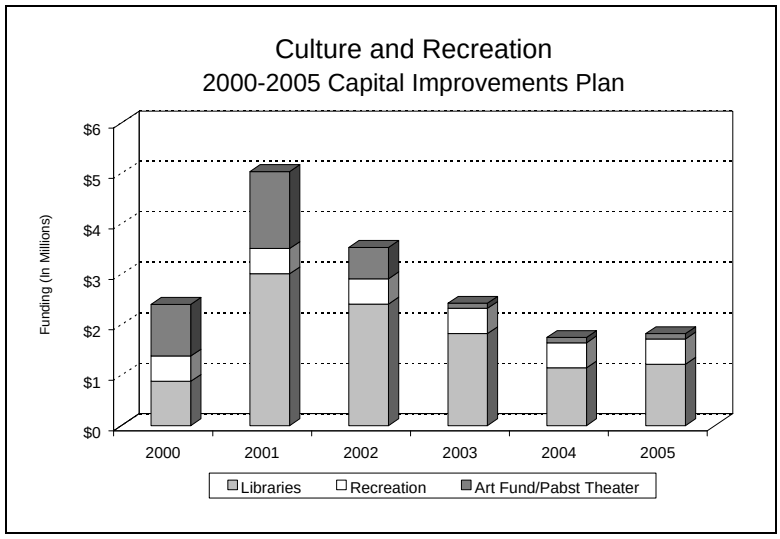
2000-2005 Capital Improvements Plan for the Port of Milwaukee

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Major Maintenance of Terminals and Piers	$0	75,000	$115,000	$100,000	$100,000	$100,000	$490,000
Pier, Berth and Channel Improvements	200,000	0	0	0	0	200,000	400,000
**********Grant and Aid**********	800,000	0	0	0	0	800,000	1,600,000
SHT Improvements	1,900,000	0	0	0	0	0	1,900,000
Grand Trunk Terminal Improvements	0	0	0	0	0	0	0
Demolish Dock Office	50,000	0	0	0	0	0	50,000
City Heavy Lift Dock Improvements	0	0	0	0	0	0	0
Analyze and Upgrade Sewer System	0	50,000	0	0	0	0	50,000
Manitowoc Crane	0	0	1,500,000	0	0	0	1,500,000
Resurface Road to Continental Grain	0	0	50,000	0	0	0	50,000
Rail/Water Transfer Facility	0	0	0	1,500,000	0	0	1,500,000
Acquire Solvay Coke Site	0	0	0	1,500,000	0	0	1,500,000
Rehab Dockwall Salvay Coke Site	0	0	0	0	200,000	0	200,000
**********Grant and Aid**********	0	0	0	0	800,000	0	800,000
Demolish C&O	0	0	0	0	150,000	0	150,000
Dockwall Rehabilitation	0	0	0	0	100,000	250,000	350,000
Cargo Handling Equipment	0	0	0	0	0	250,000	250,000
Terminal 3 and 4 Structural Repairs	0	0	0	0	0	0	0
TOTAL GRANT AND AID	$800,000	$0	$0	$0	$800,000	$800,000	$2,400,000
TOTAL CITY FUNDING	$2,150,000	$125,000	$1,665,000	$3,100,000	$550,000	$800,000	$8,390,000
TOTAL PORT OF MILWAUKEE PROJECTS	$2,950,000	$125,000	$1,665,000	$3,100,000	$1,350,000	$1,600,000	$10,790,000

CULTURE AND RECREATION

Culture and Recreation capital improvement projects include public libraries, recreational facilities, the Pabst Theater, and the Municipal Art Fund. In the 2000-2005 capital plan, approximately $17 million, or 2% of total funding, is provided for culture and recreation projects. Figure 26 shows the 2000-2005 Capital Improvements Plan for these projects.

Figure 26



The city invests in culture and recreation in order to strengthen the city's neighborhoods and to build on the city's role as the "cultural hub" of the metropolitan area. The Pabst Theater, along with the previously funded Wisconsin Center (1998 represented the last year of the city's commitment to renovate the facility), bring not only city residents to the downtown area, but suburban residents into the city. Public libraries and recreational facilities provide stability to the city's neighborhoods by creating places for residents to learn and play close to home. By maintaining and upgrading its cultural and recreational facilities, Milwaukee is able to enhance the quality of life of all city residents.

Libraries

Funding for public libraries in the plan totals $10.5 million, or 61.8% of total funding for culture and recreation projects. Of this amount, approximately $5 million is for Central Library projects and $5.5 million is for neighborhood library projects. Funding for library capital projects range from $880,000 to $3,010,000 in the six-year plan.

Pabst Theater and Art Fund

The 2000-2005 plan provides approximately $3.5 million, or 20.5% of culture and recreation funding, for the Pabst Theater and the Municipal Art Fund. This amount includes $3.3 million for projects at the Pabst Theater. In addition, approximately $25,000 is provided annually for the Municipal Art Fund.

Recreation

Recreational facilities include playgrounds and totlots located in neighborhoods throughout the city. In the 2000-2005 plan, $3 million, or 17.7% of total funding for culture and recreation projects, is provided for renovation and maintenance of existing totlots. Annual funding levels remain constant over the six-year plan.

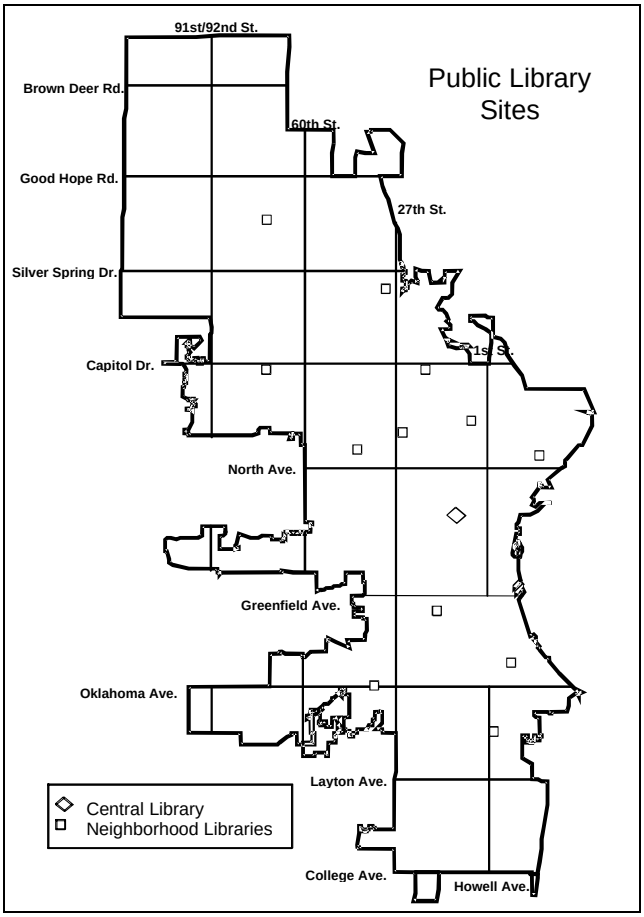
LIBRARIES

LINK TO THE STRATEGIC PLAN

One of the city's strategic goals is to create an environment that fosters life-long learning by city residents. Although the city is not directly responsible for the public school system, some city departments provide services that affect the opportunities that city residents have to learn. One such department is the Milwaukee Public Library System. The Milwaukee Public Library System, which consists of Central Library and twelve neighborhood libraries (see Map 6) provide many services to the city's residents to encourage learning such as job and career centers, pre-school door-to-learning centers, and adult learning centers. Milwaukee's library facilities need to be multi-functional in order to provide these diverse services and to accommodate the needs of city residents.

Although many projects at the libraries consist of maintenance or upgrade efforts (such as improving the HVAC system or upgrading elevators to meet current standards), major projects usually have a broader purpose. Faced with new technology that makes information more widely available, the libraries did not possess the resources to take full advantage of these new opportunities. As a major urban public library and the largest public library system in the state, the Milwaukee Public Library needed to modernize its facilities in order to serve its patrons appropriately. To provide city residents with access to new technology like the Internet, information databases, and educational software, the library must first upgrade facilities resources. No longer is the sole purpose of libraries to house books.

Map 6



ASSESSMENT CRITERIA

The Milwaukee Public Library uses the following criteria to determine its capital needs: (1) condition of facilities; (2) accessibility of facility and resources; (3) informational and technological needs of patrons and staff; and (4) safety and security needs of patrons and staff. Each year, library staff inspects all library facilities to determine which items need repair or replacement. The priority given to particular items depends on the condition of the asset. The library keeps an internal plan for ten years. Some items are repaired or replaced at specified intervals. For example, the library will usually replace a roof on a neighborhood library every twenty years. In addition, the library plans to institute a specific time schedule for masonry repairs. Remodeling is scheduled based on the needs of library patrons or changing technology.

STATUS OF THE ASSET/PROGRAM

The city's neighborhood libraries, with the exception of Bay View and Center Street (which were constructed in 1993 and 1989, respectively) were built in the 1950s, 1960s, and 1970s. Central Library was constructed in 1898 with an addition built in 1955. As a result of the age of the system, the libraries require continual maintenance and remodeling. Central Library is approximately 454,000 square feet. It houses 1.5 million volumes, over 1 million government documents, 5,300 periodicals, and is the home of the city's archives. In addition, the library provides many regional services such as the Regional Library for the Blind and Physically Handicapped and the Inter-Library Loan Service.

Central Library is in the midst of undergoing a major renovation to update its facilities in order to meet changing demand and the stress of increased use. Remodeling of the first floor circulation area at Central Library was completed in 1996. This enabled the library to accommodate the new on-line catalog system as well as to enhance access to computer terminals. In addition, many of the mechanical systems need to be repaired or replaced. Updating these systems will improve library efficiency and decrease the amount which will need to be allocated out of the operating budget for minor repairs and utility costs.

As stated earlier, with the exception of Bay View and Center Street Libraries, the neighborhood libraries were all constructed prior to 1980. Neighborhood libraries occupy, in total, almost 166,000 square feet and provide access to 826,000 volumes of reading and reference materials. They also offer an extensive audio and visual collection and provide a variety of educational programs.

The neighborhood libraries are also undergoing renovations to update and modernize them and will receive repair and replacement work on mechanical systems to improve efficiency and save on utility costs. Four libraries have already been remodeled and the remainder are scheduled to be remodeled by the end of 2003. As neighborhood libraries become more multi-functional, it is important that facilities are capable of effectively meeting the needs of their patrons.

SIX-YEAR PLAN

Table 31 shows the 2000-2005 Capital Improvements Plan for the Milwaukee Public Library System. The six-year plan provides nearly $5 million for Central Library projects and $5.5 million for neighborhood library projects. The following is a summary of these projects.

Central Library Improvements Program: Many of the capital projects in the six-year plan focus on the maintenance of the heating, ventilating, and air conditioning (HVAC) system at the Central Library. From 2000-2005, $755,000 is provided for the following projects: (1) $635,000 to replace refrigeration equipment; and (2) $120,000 to install temperature and humidity controls in the rare book collection area. These projects will install state of the art energy-saving products and related energy-management programs in order to reduce energy costs, make the physical environment more comfortable for library patrons and staff, and preserve the library collection.

Table 31

2000-2005 Capital Improvements Plan for the Milwaukee Public Library System

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Central Library Remodeling	$0	$1,000,000	$1,000,000	$0	$0	$0	$2,000,000
Central Library Improvements Program	650,000	975,000	350,000	625,000	255,000	120,000	2,975,000
Neighborhood Library Interior Renovation	0	750,000	650,000	1,100,000	0	1,100,000	3,600,000
Neighborhood Library Improvements Program	230,000	285,000	410,000	100,000	890,000	0	1,915,000
TOTAL LIBRARY PROJECTS	$880,000	$3,010,000	$2,410,000	$1,825,000	$1,145,000	$1,220,000	$10,490,000

The six-year plan also provides almost $3 million for several other maintenance projects at the Central Library. The capital plan provides a total of $360,000 from 2000-2005 to fund the masonry repair program. This is an on-going program to repair structural cracking on the exterior of the Central Library. The windows on the Central Library annex, which were installed in 1955 and resealed in 1982, are experiencing numerous leaks. In 2000 and 2001, $350,000 is provided to remove, reset, and recaulk each window. The 2000-2005 plan includes $520,000 for upgrades to the elevators to meet current fire, safety, and ADA requirements.

The 2000 budget includes $100,000 to replace the Central Library's emergency generator, which was originally installed in 1967. This aging generator requires replacement because it no longer has the capacity to meet the demand required by new technologies. In the 2001 plan, the library allocates $500,000 to paint the exterior of Central Library. Many areas of the exterior have not been painted in over ten years and the paint is beginning to deteriorate. Finally, the library allocates $80,000 in the 2004 plan to fund a paging system for Central Library. This would allow the library to more effectively announce closing times and emergencies throughout the building's eight floors.

The 2000-2005 plan provides $310,000 for restoration of the mosaic floor and scagliola on the first, second, and third floors of the rotunda. The intent of this project is to repair the damaged mosaic tiles and scagliola walls and pillars, as well as to preserve the historical integrity of the Central Library as a National Historic Site.

Central Library Remodeling Projects: The 2000-2005 Capital Improvements Plan for the Central Library provides $2 million for remodeling projects. The 1997 budget allocated $1 million for a new Children's Science, Business, Technology and Art, Music, and Recreation rooms. Of that amount, the city funded $700,000 and $300,000 in revenue came from the Library Foundation. The 1998 budget provided $3.2 million for this purpose, of which $1.45 million was from the Library Foundation. The 1999 budget included an additional $821,000 in cash revenue from the Library Foundation. Funding received from the foundation was allocated to design, engineering, finishes, furniture, equipment, and enhancements to the infrastructure.

The final phase of the project involves remodeling the third floor of the Central Library, including the administration offices, as well as the technical processing area. In 2001-2002 the plan provides a total of $2 million for this purpose. The library administration offices relocated to the third floor in 1984 after the Department of City Development vacated the area. Consequently, existing office configurations result in operational inefficiencies. In addition, both administration and technical processing areas have inadequate lighting, ventilation, sound control, and computer network access.

Neighborhood Library Remodeling Projects: The six-year plan provides $3.6 million to remodel five neighborhood libraries, beginning in 2001. Two libraries, Atkinson and Zablocki, were remodeled in 1994, the Capitol Library was completed in 1995 and the King Library was completed in 1997.

A consultant was hired in 1988 to study the design needs of ten neighborhood libraries. The study analyzed the staff and patron areas and identified functional problems. The design recommendations form the basis for the neighborhood libraries renovation project. The intent of this project is to make the interior of the libraries more attractive, user friendly, compatible with changing technologies and formats of library materials, and consistent with the changing services demanded by library patrons.

Neighborhood Library Improvements Program: Approximately $1 million is provided for improvements to the HVAC systems in neighborhood libraries including $245,000 for a technical study to evaluate the system and $620,000 to replace the chillers at nine neighborhood libraries. The 2000-2005 plan also includes a new furnace rebuild / replacement program for six libraries. A total of $160,000 is allocated to this program. The purpose of these projects is to reduce energy consumption and to improve the physical environment for library patrons and staff.

The windows at seven neighborhood libraries have single pane glass windows, which contribute to excessive heating and cooling costs. One maintenance project would replace these inefficient windows with thermal panes; anticipated savings in utility costs would be sufficient to offset the cost of this

project. In the 2004 plan, a total of $360,000 is provided for this purpose.

The 2002 plan provides $180,000 to replace the mansard soffet panels at Villard Library with stucco-embossed aluminum panels and batten covers. The plan provides $100,000 for interior painting of neighborhood libraries in 2003 and $100,000 for exterior concrete repairs at seven neighborhood libraries and $150,000 for replacement of security systems in 2004.

PROGRAM CHANGES AND INITIATIVES

Consolidation of Capital Project Accounts: The 2000 capital budget consolidates several library capital projects into four main programs. These programs include Remodel Central Library Building; Central Library Improvements Program; Neighborhood Library Improvements Program; and Neighborhood Library Interior Renovation. Consolidation into four major categories increases the manageability of the library's many maintenance projects.

RECREATIONAL FACILITIES

LINK TO STRATEGIC PLAN

The 2000-2005 Capital Improvements Plan for culture and recreation projects includes funding for recreational facilities. The Department of Public Works Buildings and Fleet Division is responsible for constructing and maintaining playlots, totlots, and green areas throughout the city. In addition, the division is responsible for construction and reconstruction of the city's playgrounds and playfields operated by the Milwaukee Public School District. The district also shares responsibility with the city for maintaining totlots and playlots. Milwaukee County is responsible for operating and maintaining parks and parkways.

One of the city's strategic goals is to strengthen the quality and ensure the stability of Milwaukee's neighborhoods. The presence of recreation facilities such as totlots and playgrounds contributes to this goal by providing a positive outlet for youthful energy and social interactions.

The Department of Public Works has the following specific goals related to public outdoor recreational facilities: (1) to ensure an adequate number of public outdoor recreational facilities for all residents; (2) to conserve natural resources and significant natural features; (3) to ensure that facilities are accessible and available to people with disabilities; (4) to balance recreational development with the city's goals for other land uses; and (5) to ensure the best and most efficient use of the city's resources in meeting recreational needs of residents.

ASSESSMENT CRITERIA

The Department of Public Works utilizes the following criteria to determine the capital needs of recreational facilities: (1) age and condition; (2) safety and liability concerns; (3) accessibility to all residents including individuals with disabilities; (4) compliance with federal playground equipment guidelines; and (5) present and future recreational needs of city residents.

The division uses an informal rating system to measure the condition of recreational facilities. Visual surveys are conducted of each facility every five years. These surveys provide condition information at least three times over the 15-year estimated useful life of recreational equipment. In order to develop the capital improvements plan for recreational facilities, the division prioritizes recreational facilities based on condition. However, visual surveys, as well as the number of complaints received on a particular facility, may change project priorities.

Each recreational facility is prioritized by determining the age, equipment condition, population density of children under twelve years, and renovation needs determined jointly by the city and Milwaukee Public Schools. In addition, the Americans with Disabilities Act requires that recreational facilities be accessible to all disabled persons. Together these criteria are used to determine recreational sites included in the annual capital budget and six-year plan.

STATUS OF THE ASSET/PROGRAM

The Department of Public Works Buildings and Fleet Division operates and maintains 47 non-supervised recreational areas and 10 passive green spaces totaling 69 acres. Many of the city sites were originally constructed prior to 1975. The Buildings and Fleet Division is also responsible for reconstruction of the city's 37 playgrounds and playfields totaling 296 acres.

There are 76 play areas on City of Milwaukee recreation facilities. The average design life of play areas is 15 to 20 years. As of January 1, 1998, surveys conducted by the division indicate that more than

half (55%) of children's play areas on City of Milwaukee recreation facilities are in good condition. A play area rated as good will generally meet (or exceed) the following standards: updated equipment on rubber or wood chip play surface; equipment at the beginning of life cycle; equipment components in good condition; and meets safety and ADA accessibility standards.

SIX-YEAR PLAN

The 2000 budget includes $500,000 to reconstruct facilities at nine recreational areas. These improvements include reconstructing totlots, upgrading facilities to meet ADA requirements, and replacing equipment. Funding will also provide for miscellaneous engineering expenses and various totlot improvements. Table 32 lists specific facilities scheduled for improvement in 2000. As outlined in Table 33, $3 million is provided in 2000-2005 for the improvement of recreation facilities. This funding would be sufficient to reconstruct approximately eight facilities each year. Those facilities selected will be based upon visual surveys, as well as comments received by patrons.

Table 32

2000 Recreational Facilities Capital Improvements Budget

Project Description	Estimated Cost
DPW Play Area Reconstruction 97th & Thurston Cleveland Playground Emigh Playfield Jewell Playfield	$229,000
School Play Area Reconstruction Cooper School Grandville School LaFollette School	$146,000
Tennis Court Reconstruction Dyer Playfield Whittier Playfield	$80,000
Miscellaneous Engineering Costs for miscellaneous studies/reports	$25,000
Various Recreation Improvements Minor improvements to non-programmed recreation facilities	$20,000
Total	**$500,000**

Table 33

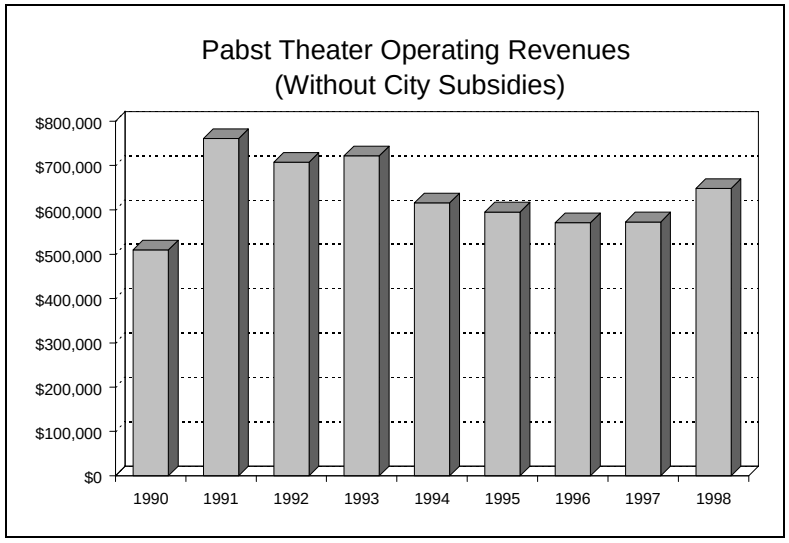
2000-2005 Capital Improvements Plan for Recreational Facilities

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Recreational Facilities	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$3,000,000
TOTAL PROJECTS	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$3,000,000

PABST THEATER

LINK TO STRATEGIC PLAN

Figure 27



The primary objective of the Pabst Theater is to provide a facility for the performing arts in order to enhance the quality of cultural life in the city. As a historic place of exceptional beauty, it also serves as a tourist attraction in downtown Milwaukee. The structure, maintenance, and operations of the Pabst Theater are governed by the Pabst Theater Board. The board consists of eleven trustees who are responsible for administering the operating budget.

In 1996, the Milwaukee County Commission for the 21st Century recommended a more regional approach to governance of arts and cultural facilities and encouraged Milwaukee County to consider acquisition of the Pabst Theater. By combining its management with the Marcus Center for the Performing Arts, the commission believed there would be better coordination of activities and increased administrative efficiency.

Because management of a theater is not closely linked with the city's strategic goals, the Pabst Theater Board is closely examining options for combining the Pabst Theater management with another organization that specializes in arts, theater, and event planning. It seems likely that this combination would lead to greater efficiencies and more successful marketing.

This is not because the Pabst Theater is not successful. Clearly, high attendance and growing operating revenues (see Figure 27) are proof that this historic community theater is strong. However, event planning and promotion is not one of the city's primary missions. Other organizations that specialize in cultural and arts events will be more successful in optimizing the use of this beautiful theater and enhancing cultural life in Milwaukee.

The City of Milwaukee funds a portion of the theater's operating budget. In the 2000 budget, the city provided $150,000 towards the theater's total operating budget and $10,000 to provide a rent subsidy for local arts groups who cannot afford to rent the Pabst Theater. The theater also receives revenue from rentals, box office fees, concession commissions, and other miscellaneous sources of income to fund its operations.

The city is also responsible for maintaining the structural integrity of the Pabst Theater. This funding is provided through the capital budget.

ASSESSMENT CRITERIA

The Pabst Theater uses the following criteria to determine its capital needs: (1) age and condition; (2) safety and security needs; (3) accessibility; (4) production capabilities; and (5) current and future needs of theater patrons and performing arts groups.

The Pabst Theater, which was constructed in 1895 and fully restored in 1976, occupies 11,840 square feet. In 1998, 128 events were held at the theater which were attended by over 103,800 people.

STATUS OF THE ASSET

The Pabst Theater has received many historic designations, including Local Historic Landmark of the City of Milwaukee, Wisconsin State Historic Site, listing on the National Register of Historic Places and, most recently, National Historic Landmark.

Between 1976-1986, no funds were provided to the Pabst Theater for capital improvement projects. However, since 1987 the City of Milwaukee has invested considerable financial resources to renovate this historical theater and ensure that maintenance is not deferred. Between 1989 and 1998, the city has provided over $1.7 million in borrowing authority for capital improvement projects at the Pabst Theater. Changes have included improvements to the sound system, lobby and auditorium, stage and backstage, exterior, handicapped accessibility and safety modifications, and general decoration improvements.

Most notably, in 1997 the city provided $475,000 for major renovations to the east wall which was showing signs of settling. Underpinning of that wall was completed that year and will provide a long-term solution to stabilizing the wall. Recent evaluations of the structure by the city and county have demonstrated that the building is now in good repair.

SIX-YEAR PLAN

According to Table 34, the 2000-2005 Capital Improvements Plan provides approximately $3.3 million to maintain the Pabst Theater. In 2000, 2001 and 2002 a total of $3.1 is provided for various infrastructure replacement projects at the theater.

In 2004 and 2005, approximately $75,000 is provided each year for unspecified projects at the Pabst Theater. This funding is to ensure an adequate level of financial support for future Pabst Theater capital projects.

Table 34

2000-2005 Capital Improvements Plan for the Pabst Theater

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Theater Modifications	$1,000,000	$1,500,000	$600,000	$75,050	$75,000	$78,834	$3,328,884
TOTAL THEATER PROJECTS	$1,000,000	$1,500,000	$600,000	$75,050	$75,000	$78,834	$3,328,884

PROGRAM CHANGES AND INITIATIVES

The 2000 capital budget includes $1 million for various infrastructure replacement projects at the Historic Pabst Theater. The Pabst Theater Capital Campaign Committee is also undertaking a major fund raising effort to renovate the gallery, add elevators to the theater, and add a Winter Garden. Total project cost is estimated at approximately $8.9 million. Private contributions totaling approximately $6 million are expected to help fund project costs, while the city will contribute $2.9 million over the life of the project.

MUNICIPAL ART FUND

LINK TO THE STRATEGIC PLAN

One of the city's strategies under the strategic goal of strengthening the quality of neighborhoods is to promote the city as a cultural hub of the metropolitan area. The Municipal Art Fund provides a way to encourage an appreciation of the visual arts and the development of artists and craftsmen by placing works of art in city facilities.

The 2000-2005 Capital Improvements Plan for culture and recreation includes funding for the Municipal Art Fund. This fund provides for visual arts in newly constructed or remodeled city-owned buildings. This funding is in accordance with City Ordinance 304-27 which states that a portion of capital expenditures, not to exceed 1% of the total cost of any such construction project as estimated in the capital budget, be set aside for the acquisition of works of art to be used for city buildings and public facilities. The Milwaukee Arts Board determines the allocation of funds to be expended on works of art for construction projects.

ASSESSMENT CRITERIA

The criteria used to determine the allocation of the Municipal Art Fund is based on the following: (1) the project must be a construction project paid wholly, or in part, by the city to construct or remodel any building, decorative, or commemorative structure within the city limits; (2) the project must be publicly accessible; (3) works of art include sculptures, paintings, graphic arts, mosaics, photography, crafts, calligraphy, and mixed media; and (4) the work of art must be completed by an artist who is a practitioner in the visual arts and is generally recognized by critics and peers as a professional who produces works of art.

In addition, the Milwaukee Arts Board is responsible for the following: (1) determining the allocation of funds; (2) determining the method(s) of selection and commissioning of artists; (3) requiring that any proposed work of art needing operational or maintenance expenses receive prior approval of the department involved; and (4) assuring that reasonable diversity is attained in the selection of art works.

Condition Assessment: The Municipal Art Fund provides funds to purchase visual art for newly constructed or remodeled city-owned buildings. The art work is distributed based upon individual requests.

SIX-YEAR PLAN

As shown in Table 35 the 2000-2005 Capital Improvements Plan provides $150,000 for the Municipal Art Fund. A total of $25,000 is provided each year to purchase art work for the city's art collection. This funding ensures an adequate level of financial support for future Municipal Art Fund projects.

Table 35

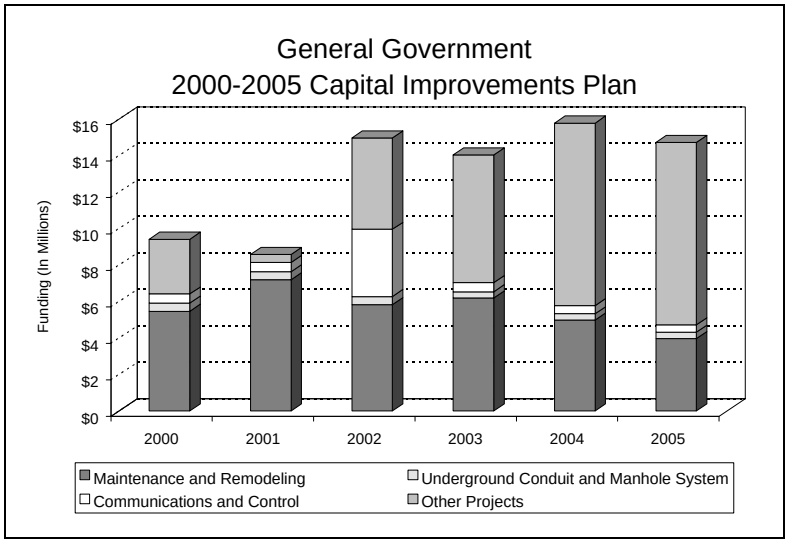
2000-2005 Capital Improvements Plan for the Municipal Art Fund

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Municipal Art Fund	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$150,000
TOTAL PROJECTS	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$150,000

GENERAL GOVERNMENT

General government capital improvement projects consist of maintenance and remodeling of city-owned buildings and facilities, and other special capital projects, as well as operation and maintenance of the underground conduit system and the city's communication system. In the six-year plan, approximately $77.5 million is provided for these purposes, which accounts for 9% of total funding. Figure 28 shows projected funding levels for general government capital improvement projects for 2000-2005.

Figure 28



Maintenance, Remodeling, and Other Projects

The six-year plan provides approximately $33.6 million for remodeling and maintenance of city facilities. These projects account for 43.4% of total general government capital improvement projects.

The six-year plan provides approximately $35.4 million, or 45.7% of total general government capital funding for other projects. This category includes funding of $3 million for a new computer system for ERS, as well as funding of $437,000 for the city's new FMIS. In addition, capital projects unspecified at the time the plan was completed account for $32 million of total funding for other projects. This funding is necessary to ensure an adequate level of financial support for future general government capital projects.

Communication and Control

In the six-year plan, approximately $6 million, or 7.8% of total funding for general government capital improvement projects, is provided for the city's communication system which includes telecommunications, voice, data and video service circuits, and interconnecting phones, computers, alarms, and radios. Funding for this purpose is relatively constant over the six-year plan, except for 2002, where an additional $3 million is provided specifically for the city's telephone switch.

Underground Conduit and Electrical Manhole Programs

Funding totaling $2.4 million, or 3.1% of general government capital improvement projects, is provided for maintenance and expansion of the city's underground conduit system as well as for repair and replacement of various underground electrical manholes throughout the city. Funding for these purposes range from $450,000 in 2000 to $350,000 in 2005.

MAINTENANCE AND REMODELING

LINK TO THE STRATEGIC PLAN

The 2000-2005 Capital Improvements Plan for general government includes funding for maintenance and remodeling of city-owned buildings and facilities and other special capital projects. The Buildings and Fleet Division is responsible for managing operations at 19 major city buildings and for maintenance and repair of 220 city structures. In addition, the division provides architectural and mechanical planning and design services for most city remodeling projects. Minor maintenance and repair projects, such as painting, patching, caulking, and sealing are funded in city department operating budgets.

The goal of the city's buildings and facilities maintenance and remodeling plan is to extend the useful life of present facilities and to meet the changing needs of city departments. The maintenance and remodeling capital program helps to ensure that various city facilities are kept in good operating condition. Because this program addresses facilities which house several city departments providing a wide array of services, it contributes to several of the city's strategic goals. City strategic goals supported by this capital program include those related to service delivery, public safety, and the environment.

ASSESSMENT CRITERIA

The Buildings and Fleet Division uses the following criteria to determine maintenance and remodeling needs: (1) age and condition; (2) safety and security needs; (3) accessibility; (4) space needs; (5) organizational needs; (6) technological and communication needs; (7) current and future needs of city departments, and (8) operational savings or service delivery improvements generated by a project.

The Buildings and Fleet Division also uses a computerized Facilities Condition Index (FCI) to aid in evaluating building conditions and prioritizing maintenance needs. The FCI is based on the current cost of repairing a building versus the cost of replacing it. Index values directly identify facilities most in need of immediate repair. The city-wide FCI is used to develop an overall cyclical maintenance program and concentrate more resources on preventative maintenance programs.

Many remodeling projects that have been completed over the last several years in the downtown complex were based on a space utilization study prepared by the former Bridges and Public Buildings Division in 1991. The study identified several projects in the downtown complex to be completed through 1998 and estimated the cost of each project. The study was designed to create coordinated and responsible policies for project planning, cost containment, and on-going maintenance schedules for capital improvement remodeling projects for the downtown complex.

STATUS OF THE ASSET/PROGRAM

In general, the space utilization study concluded that building systems in both the city hall and the Zeidler Municipal Building are outdated. The city hall systems were installed while the building was undergoing general renovations in the 1960s. The building systems in the municipal building are original dating back to 1960. These systems were not designed for the present occupancy of both buildings or the present electrical needs of staff. The 809 Broadway Building, while its building systems are over ten years old, is in need of reorganization and equipment upgrade to meet changing space and staff needs.

Most of the mechanical systems in city hall are the original systems installed when the building was constructed in 1893. The same is true for the mechanical systems in the Zeidler Municipal Building, which are over 30 years old. As a result of interior changes to these buildings, as well as technological

changes, the existing mechanical systems are no longer adequate to meet present day needs.

In addition to basic systems, several office spaces in the city hall complex do not meet present standards with relation to lighting and acoustics, or the proper furnishings to accommodate computerization and optimize space use. Further, the office spaces do not meet the changing organizational or functional needs of city departments.

SIX-YEAR PLAN

The 2000-2005 Capital Improvements Plan for general government maintenance and remodeling includes funding for replacement or upgrade of major elements of the city's 220 facilities. This includes remodeling of office space, upgrade of interior systems such as HVAC, and building exterior repairs.

Maintenance and remodeling capital projects funded in the six-year plan include installation or upgrades of the following equipment: HVAC, plumbing, fire protection, chillers, boilers, computerized facilities management, and security. Funding is also included for interior remodeling and upgrades for many city agencies. These projects include office remodeling for various city departments in the downtown complex and remodeling projects at outlying facilities.

The maintenance and remodeling capital program also includes funding for building exterior repairs. Exterior repairs include projects such as roof and window replacement, masonry repairs, and painting.

As indicated in Table 36, the six-year plan includes funding for capital projects unspecified at the time the plan was completed. This funding is necessary to ensure an adequate level of financial support for future general government capital projects.

Table 36

2000-2005 Capital Improvements Plan for Maintenance and Remodeling

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
REMODELING/CONSTRUCTION PROJECTS							
Downtown Complex Remodeling	$405,000	$1,720,000	$1,720,000	$1,550,000	$1,550,000	$1,550,000	$8,495,000
Reorganizational Alterations	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Remodeling, Neighborhood Services	1,770,000	1,130,000	0	0	0	0	2,900,000
City Attorney, Lobby Alterations	45,300	0	0	0	0	0	45,300
Common Council, Channel 26 Alterations	0	142,190	0	0	0	0	142,190
TOTAL REMODELING/CONSTRUCTION PROJECTS	$2,345,300	$3,117,190	$1,845,000	$1,675,000	$1,675,000	$1,675,000	$12,332,490
MAINTENANCE PROJECTS							
Facility Systems Program	$1,375,000	$2,745,000	$2,573,000	$2,343,000	$2,625,000	$1,845,000	$13,506,000
Facility Exterior Upgrades Program	525,000	530,000	602,000	1,337,000	681,000	453,000	4,128,000
City Hall Restoration Program	640,000	798,000	809,000	836,000	0	0	3,083,000
Traser Yard Parking/Storage Facility	350,000	0	0	0	0	0	350,000
Grant & Aid	232,500	0	0	0	0	0	232,500
TOTAL MAINTENANCE PROJECTS	$3,122,500	$4,073,000	$3,984,000	$4,516,000	$3,306,000	$2,298,000	$21,299,500
OTHER PROJECTS							
ERS Computer System	$3,000,000	$0	$0	$0	$0	$0	$3,000,000
FMIS	0	437,150	0	0	0	0	437,150
Unspecified Capital Projects	0	0	5,000,000	7,000,000	10,000,000	10,000,000	32,000,000
TOTAL OTHER PROJECTS	$3,000,000	$437,150	$5,000,000	$7,000,000	$10,000,000	$10,000,000	$35,437,150
GRAND TOTAL ALL PROJECTS	$8,467,800	$7,627,340	$10,829,000	$13,191,000	$14,981,000	$13,973,000	$69,069,140

PROGRAM CHANGES AND INITIATIVES

Employes' Retirement System (ERS) Computer System: The 2000 capital budget includes $3 million to begin implementation of an Integrated Pension Management Information System (IPMIS). This system will fully automate and integrate many ERS functions now performed manually. The objective of the IPMIS project is to provide software, customization, and integration services to improve ERS' management functions.

Neighborhood Services Remodeling: The 2000 capital budget includes $1.8 million in funding for remodeling the first and tenth floors of the Zeidler Municipal Building. Most Department of Neighborhood Services functions dealing with the public will be housed on the first floor. Spaces will be designed to welcome and provide information to neighborhood groups and city residents. The six-year plan includes an additional $1.1 million to complete this project.

City Attorney Lobby Remodeling: The 2000 capital budget includes $45,000 for alterations to the City Attorney's lobby area. The change will improve lighting, security, and workspace for the receptionist.

COMMUNICATION AND CONTROL

LINK TO STRATEGIC PLAN

The 2000-2005 Capital Improvements Plan for general government includes funding to modernize and expand the city's existing communications and control resources. These resources consist of telephone systems; cellular telephones; data communications systems; fire and police communications systems including computer aided dispatch, security and alarm systems; water and sewer control systems; street lighting and traffic signal control systems; two-way radio antenna connection systems; and video communications systems. The wiring used to connect all of the above systems is a critical part of the city's communications and control resources. Modernization and expansion of these resources are funded through the capital budget, whereas, maintenance and inspection services of the systems are funded in the operating budget.

The primary objective of the communications and control systems is to get information quickly, reliably, and cost effectively to city offices that need it. Most importantly, these systems provide a means for the city to respond quickly to public health and safety needs. Also important is the ability to provide communications access to city governmental offices, and allow city governmental offices to communicate with the world.

For the above reasons, the communications and control capital program contributes to several citywide strategic goals, including: protecting citizens from crime and fire hazards, strengthening the quality of Milwaukee neighborhoods, and ensuring residents and businesses obtain high value from and pay a fair cost for services provided by the city.

ASSESSMENT CRITERIA

The Buildings and Fleet Division utilizes the following criteria to determine its capital needs for the city's communications and control system: (1) demands from city departments; (2) special project needs such as FMIS; (3) current capacities compared to estimated present and future communications needs of various city departments; (4) age and condition of equipment or cables; (5) cost of maintenance or repairs compared to replacement costs; (6) functionality of new equipment and cables versus old; (7) estimated needs based on previous experience; and (8) requirements of city's paving program.

STATUS OF THE ASSET/PROGRAM

The communications network is a system of copper and fiber optic cables, most of which reside in the city's 538.7 miles of underground conduit. The underground conduit grids the city and protects copper and fiber optic cables from inclement weather, accidents, vandalism, etc. A small portion of the network is direct buried or run overhead. Approximately 12 miles of cable is installed annually.

The city's telephone system, including fire and police, provides approximately 5,700 telephones for 8,184 employees at over 150 site locations, including telephone lines for about 235 fax machines. The system also provides 1,319 callbox locations. Voice mail services are provided to approximately 1,250 city employees, and approximately 750 pagers and 800 cellular telephones are in use by city employees. The Buildings and Fleet Division completes approximately 1,200 moves and changes on an annual basis.

The city's data communications systems include about 64 miles of fiber optic cable providing data communication services to 45 sites. Multiple data communications technologies are used. The city currently has an eight node Nbase Wide Area Network (WAN) providing Fast Ethernet data connectivity for the Municipal Court and Police Depart-

ment. The city also has a six switch Asynchronous Transfer Mode (ATM) technology WAN which is transporting Ethernet and Fast Ethernet to Buildings and Fleet, DCD, Forestry, Health, Infrastructure Services, Police, Sanitation, Tow Lot, and Water Works locations.

The ATM network has the capabilities of easily expanding the band width and providing multiple networks multiplexed into one physical transport layer. ATM also has the future capability of providing video and telephony on the same network. A smaller portion of the data communications system is used for transporting T1 circuits for interconnecting telephone switch nodes and Fast Ethernet for Building Inspection.

Both Nbase and ATM technologies have failure survivability features. The city's Nbase Wide Area Network has been designed with a spanning tree algorithm to reroute traffic around an open segment should a failure or cable cut occur. Similarly, the ATM network design has a load sharing and load balancing feature that will also reroute traffic around an open segment. These reroutes can occur so quickly that a user may never know that a cable failure occurred.

There are several other important services provided under the umbrella of communications and control resources. Telemetering provides information and control for water distribution which is required to provide adequate water volume and pressure throughout the city and outlying communities. Telemetering also provides sewer monitoring and pump control to help prevent sewer backup and backwater problems. Traffic signal control helps the smooth and orderly flow of traffic throughout the city. Street lighting control turns street lights on and off at the appropriate times to provide adequate lighting while minimizing expenses.

Two-way radio antenna connections provide transmission and monitoring of radio frequencies important to fire, police, and municipal operations. Security alarm systems help provide quick response to theft and burglary attempts. Public address systems help alert employees of urgent messages. Video communications systems help reduce prisoner transportation costs for the Police and Municipal Court.

SIX-YEAR PLAN

As shown in Table 37, the 2000-2005 Capital Improvements Plan provides approximately $6 million for the city-wide communications and control system. The six-year plan provides funding to enhance the city's existing cable plant by extending it to locations in need of data interconnect services, including the Health Department, Department of City Development, Fire Department, Department of Public Works, Public Libraries, and others as needed during this period. In addition, the 2002 plan provides funding specifically for the purpose of replacing the city's telephone switch.

Table 37

2000-2005 Capital Improvements Plan for the Communication and Control System

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Communication and Control System	$500,000	$500,000	$500,000	$500,000	$450,000	$400,000	$2,850,000
City Telephone System Switch Repl.	0	0	3,181,600	0	0	0	3,181,600
TOTAL PROJECTS	$500,000	$500,000	$3,681,600	$500,000	$450,000	$400,000	$6,031,600

UNDERGROUND CONDUIT AND MANHOLE SYSTEM

LINK TO THE STRATEGIC PLAN

The 2000-2005 Capital Improvements Plan for general government includes funding for the underground conduit and manhole system. The Infrastructure Services Division is responsible for engineering, construction, maintenance, and operation of the underground conduit and manhole system which provides a public safety network for various city communication, traffic control, and street lighting systems. Expansion of the system is funded through the capital budget, whereas maintenance and inspection services are funded through the operating budget. Whenever possible, expansion and improvement to the network is directly related to city, state, or county highway paving projects and development projects.

The Underground Conduit and Manhole Program supports several of the city's strategic goals, including strengthening the quality of Milwaukee's neighborhoods, strengthening the local economy, and protecting citizens from crime and fire hazards, through its support of a range of city services. These services include: (1) communication services for all existing and future city facilities; (2) cable services for the traffic control network, which includes synchronization of city-wide traffic control signalized intersections and continuous monitoring of remote controlled automatic vehicular traffic counter stations; (3) cables for various street light circuits, special lighting systems, recreational lighting facilities, and the on/off city-wide street light eye sensor systems; and (4) in those instances where excess capacity exists, a source of revenue through rental to private enterprise.

The reliability of the underground conduit and manhole system is vital to the city because it ensures effective communication among city facilities as well as provision of timely emergency services, such as Police and Fire Department services, needed by the community. The system also ensures the proper functioning of the street light and traffic control systems.

ASSESSMENT CRITERIA

The reliability of the underground conduit and manhole system is vital to the city because it provides communication links to over 200 sites, 100,000 street lamps, and 700 traffic signalized intersections. The Infrastructure Services Division uses the following criteria to determine its capital needs for the underground conduit and manhole system: (1) conduit cable capacity; (2) network capacities and capabilities; (3) paving program; (4) expansion of city facilities; (5) present and future communication needs of city departments; and (6) development projects.

Much of the network expansion coincides with paving projects so that underground conduit can be installed in conjunction with street construction. This process is not only cost efficient but also minimizes disruption to vehicular traffic. Most of the existing copper cables, which connect city facilities, are housed in the underground conduit system and are protected from wind, lightning, and pole damage. If the cables were not housed in underground conduit, unsightly wood poles and aerial cables would be installed for the network systems. This would have an adverse impact on the division's maintenance budget due to aerial cable exposure to the weather and wood pole knockdowns. These unnecessary interruptions would disconnect vital emergency services needed by the community from the Police and Fire Departments and other city departments.

STATUS OF THE ASSET/PROGRAM

The existing underground conduit and manhole network consists of 538.7 miles of underground conduit and 7,318 active manholes. Figure 29 illustrates the major components of the underground conduit and manhole system. As shown in Figure 29, the vast majority of the system is for communications, with less than 5% of the system dedicated to street lighting.

Underground conduits are encased in concrete and installed under roadways or in areas adjacent to the curb at a depth of approximately 30-36 inches. As Figure 29 shows, conduit for the communication system is the largest component of the underground conduit system, at least three times as many miles as traffic control conduits.

Between 1995 and 1999, an average of 1.6 miles of underground conduit have been installed or replaced annually. Figure 30 illustrates underground conduit installation and replacement activity from 1995-1999.

Manholes, which have an estimated useful life of 75 years, are located along the conduit line to allow safe and secure access to the cable. Although manholes vary in size, they average four to six feet in depth. Like the underground conduit system, communication is the largest component of the manhole system. Between 1995-1999, an average number of 14 new manholes have been installed each year.

Figure 29

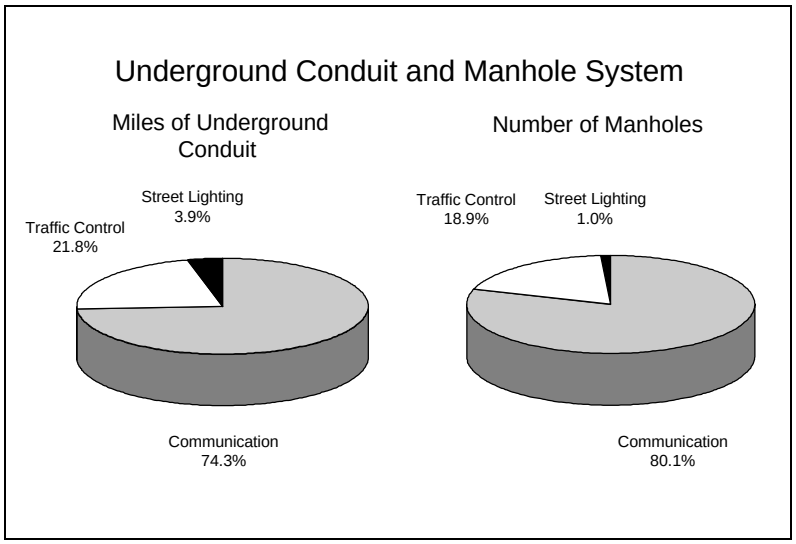
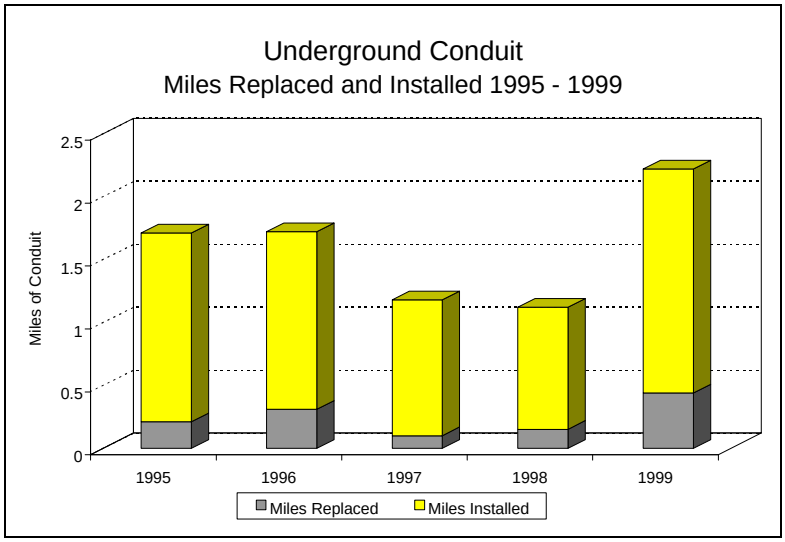


Figure 30



The Infrastructure Services Division performs maintenance and inspection of the city's conduit and manhole system. This activity is funded in the operating budget. Maintenance is scheduled along with the annual paving program. The maintenance program not only extends the useful life of the system but also provides information on the condition of the system.

SIX-YEAR PLAN

As shown in Table 38, the 2000-2005 Capital Improvements Plan for the underground conduit and manhole system totals $2.4 million. Of this funding, $1.5 million is provided for the Underground Conduit and Manhole Program and $900,000 is provided for the Communication, Traffic and Lighting Manhole Rehabilitation Program.

In the 2000-2005 plan, $250,000 is provided annually to install and replace approximately two miles

of conduit, and to replace 10 to 15 manholes each year. This level is similar to the five-year average level for new conduit installation and replacement. In addition, the 2000-2005 plan provides $900,000 to survey, clean, repair, and replace electrical manholes. The division estimates that this funding will replace 250 manholes and repair 620 manholes. By supporting preventive maintenance of manholes, the program will avoid more costly replacement of manholes resulting from neglect and deterioration. Information from the survey of manholes will be entered into a database for future manhole repair and cable route design.

As previously noted, much of the network expansion coincides with paving projects so that underground conduit can be installed in conjunction with street construction. The division estimates that if underground conduits and manholes are installed outside of the paving program, installation costs to the city would be approximately 46% higher each year. The increase in cost is related to the condition that roadway traffic control and pavement surface restoration are not part of the city's street improvement paving program contract.

Table 38

2000-2005 Capital Improvements Plan for the Underground Conduit and Manhole Program

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Underground Conduit and Manhole Program	$250,000	$250,000	$250,000	$250,000	$250,000	$250,000	$1,500,000
Communications, Traffic and Lighting Manhole Rehabilitation Program	200,000	200,000	200,000	100,000	100,000	100,000	900,000
TOTAL PROJECTS	$450,000	$450,000	$450,000	$350,000	$350,000	$350,000	$2,400,000

TABLE 39

2000 - 2005 CAPITAL IMPROVEMENTS PLAN

	2000 ADOPTED BUDGET	2001 BUDGET PLAN	2002 BUDGET PLAN	2003 BUDGET PLAN	2004 BUDGET PLAN	2005 BUDGET PLAN	TOTAL SIX-YEAR PLAN
SPECIAL CAPITAL PROJECTS							
ERS- Automated Computer System	$3,000,000	$0	$0	$0	$0	$0	$3,000,000
Pabst Theatre Modifications	1,000,000	1,500,000	600,000	75,050	75,000	78,834	3,328,884
Municipal Art Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Grant & Aid Fund	5,500,000	10,300,000	10,300,000	10,300,000	10,300,000	10,300,000	57,000,000
Employee Fringe Benefits Allocable to Capital Budget	0	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	17,500,000
Employee Fringe Benefits - Public Buildings	484,000	0	0	0	0	0	484,000
Employee Fringe Benefits - Bridge & Viaduct	145,000	0	0	0	0	0	145,000
Employee Fringe Benefits - Sewer Improvement & Construction	409,000	0	0	0	0	0	409,000
Employee Fringe Benefits - Street Improvements	2,254,000	0	0	0	0	0	2,254,000
Employee Fringe Benefits - Parks & Public Grounds	208,000	0	0	0	0	0	208,000
FMIS (Financial Mgmt. Information System)	0	0	0	0	0	0	0
FMIS Post - Implementation Work	0	437,150	0	0	0	0	437,150
Arena Modifications and Rehabilitation	0	0	0	0	0	0	0
Stadium	0	0	0	0	0	0	0
Unspecified	0	0	5,000,000	7,000,000	10,000,000	10,000,000	32,000,000
TOTAL SPECIAL CAPITAL PROJECTS	**$13,025,000**	**$15,762,150**	**$19,425,000**	**$20,900,050**	**$23,900,000**	**$23,903,834**	**$116,916,034**
CITY ATTORNEY							
City Attorney's Office - Lobby Alterations	$45,300	$0	$0	$0	$0	$0	$45,300
TOTAL CITY ATTORNEY	**$45,300**	**$0**	**$0**	**$0**	**$0**	**$0**	**$45,300**
DEPARTMENT OF CITY DEVELOPMENT							
Neighborhood Commercial District Street Improvement Fund	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$3,000,000
Business Improvement District	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Tax Incremental Districts	8,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	33,000,000
Advance Planning Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Development Fund	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	10,200,000
Riverfront and Other Downtown Planning & Improvements	0	0	0	0	0	0	0
King Drive Improvement Program	0	0	0	0	0	0	0
Development Opportunities Fund	0	0	0	0	0	0	0
MEDC Loan Program	0	0	0	0	0	0	0
Development Zone/Commercial Development Revitalization	0	0	0	0	0	0	0
TOTAL DEPT. OF CITY DEVELOPMENT	**$10,850,000**	**$7,850,000**	**$7,850,000**	**$7,850,000**	**$7,850,000**	**$7,850,000**	**$50,100,000**
COMMON COUNCIL-CITY CLERK							
Channel 26 Alterations, 809 Building	$0	$142,190	$0	$0	$0	$0	$142,190
TOTAL COMMON COUNCIL-CITY CLERK	**$0**	**$142,190**	**$0**	**$0**	**$0**	**$0**	**$142,190**
FIRE DEPARTMENT							
Computer Aided Dispatch System (CAD)	$1,500,000	$0	$0	$0	$0	$0	$1,500,000
Ventilation and Toilet Separation - Various Locations	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Engine House #31 - Alterations	0	980,000	0	0	0	0	980,000

New Construction Site Engine House #3	0	2,200,000	0	0	0	0	2,200,000
Repair Shop Expansion into Engine House #3	0	0	1,600,000	0	0	0	1,600,000
Repair Shop Expansion into Engine House #3-Phase II	0	0	0	1,000,000	0	0	1,000,000
Engine House #6 - Alterations	0	0	980,000	0	0	0	980,000
Engine House #8 - New Building	0	0	0	100,000	1,700,000	0	1,800,000
Engine House #9 - Floor Repairs	0	0	0	30,000	0	0	30,000
Engine House #2 - Office Renovation	0	0	0	85,000	0	0	85,000
Engine House #1 - Alterations	0	0	0	980,000	0	0	980,000
Engine House #34 - Alterations	0	0	0	0	980,000	0	980,000
Engine House #7 - Alterations	0	0	0	0	0	980,000	980,000
Engine House #22 - Alterations	0	0	0	0	0	980,000	980,000
TOTAL FIRE DEPARTMENT	**$1,600,000**	**$3,280,000**	**$2,680,000**	**$2,295,000**	**$2,780,000**	**$2,060,000**	**$14,695,000**
HEALTH DEPARTMENT							
Office & Laboratory Remodel - Zeidler Bldg.	$0	$0	$0	$0	$0	$0	$0
Mechanical Systems Maintenance Program - Various Health Dept. Bldgs.	141,000	54,600	154,300	470,000	200,000	200,000	1,219,900
Exterior Building Maintenance Program - Various Health Dept. Bldgs.	0	366,000	161,000	100,000	100,000	100,000	827,000
Interior Building Maintenance Program - Various Health Dept. Bldgs.	0	52,000	96,000	75,000	45,000	81,000	349,000
TOTAL HEALTH DEPARTMENT	**$141,000**	**$472,600**	**$411,300**	**$645,000**	**$345,000**	**$381,000**	**$2,395,900**
LIBRARY							
CENTRAL LIBRARY							
Central Library Improvements Program	$650,000	$975,000	$350,000	$625,000	$255,000	$120,000	$2,975,000
Remodel Central Library Building	0	1,000,000	1,000,000	0	0	0	2,000,000
Masonry (Infrastructure) Repair Program	0	0	0	0	0	0	0
Annex Window Repair	0	0	0	0	0	0	0
Full Restoration of Mosaic Floor and Scagliola	0	0	0	0	0	0	0
Elevator Upgrades	0	0	0	0	0	0	0
NEIGHBORHOOD LIBRARIES							
Neighborhood Library Improvements Program	$230,000	$285,000	$410,000	$100,000	$890,000	$0	$1,915,000
Interior Renovation	0	750,000	650,000	1,100,000	0	1,100,000	3,600,000
Technical Study and Improvements Program	0	0	0	0	0	0	0
Replace Single Pane with Thermal Pane Windows	0	0	0	0	0	0	0
Replacement of Chillers	0	0	0	0	0	0	0
Furnace Rebuilder/Replacement Program	0	0	0	0	0	0	0
TOTAL LIBRARY	**$880,000**	**$3,010,000**	**$2,410,000**	**$1,825,000**	**$1,145,000**	**$1,220,000**	**$10,490,000**
MUNICIPAL COURT							
Court/PAB Entrance Remodeling	$0	$0	$0	$0	$0	$0	$0
TOTAL MUNICIPAL COURT	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

NEIGHBORHOODS DEPARTMENT							
1st Floor Remodeling - Municipal Building	$1,770,000	$1,130,000	$0	$0	$0	$0	$2,900,000
TOTAL NEIGHBORHOODS DEPARTMENT	**$1,770,000**	**$1,130,000**	**$0**	**$0**	**$0**	**$0**	**$2,900,000**
POLICE DEPARTMENT							
ADA Compliance Program - Various Dept. Facilities	$18,180	$18,544	$18,914	$19,293	$19,679	$20,072	$114,682
Data Services & Communication Center Construction	20,500,000	300,000	0	0	0	0	20,800,000
Remodel Administration Bldg. Offices	200,000	2,083,505	2,134,938	2,176,446	2,211,032	2,255,253	11,061,174
Radio Tower Maintenance Program	75,000	90,000	0	0	0	0	165,000
Replace District Station 7 HVAC	150,000	0	0	0	0	0	150,000
Replace Cooling Tower, Admin. Bldg	150,000	0	0	0	0	0	150,000
Replace Garage Floor - Admin. Bldg.	0	0	1,200,000	0	0	0	1,200,000
Remodel District Station 2	0	0	15,000	2,000,000	0	0	2,015,000
Remodel District Station 4	0	0		15,000	2,000,000	0	2,015,000
Upgrade Air Conditioning Plant - Admin. Bldg.	0	0	250,000	0	0	0	250,000
Domestic Hot Water Heater/Tank Replacement - Admin. Bldg.	0	0	0	47,000	0	0	47,000
Remodel District Station 7	0	0	0	15,000	0	0	15,000
Additional Parking District Station 5	0	0	0	0	150,000	0	150,000
Remodel District Station 6	0	0	0	0	15,000	2,000,000	2,015,000
Additional Parking District Station 7	0	0	0	0	0	150,000	150,000
Evidence Storage	0	0	0	0	0	0	0
TOTAL POLICE DEPARTMENT	**$21,093,180**	**$2,492,049**	**$3,618,852**	**$4,272,739**	**$4,395,711**	**$4,425,325**	**$40,297,856**
PORT OF MILWAUKEE							
Pier, Berth and Channel Improvements	$200,000	$0	$0	$0	$0	$200,000	$400,000
**********Grant & Aid**********	800,000	0	0	0	0	800,000	1,600,000
Demolish Dock Office	50,000	0	0	0	0	0	50,000
South Harbor Tract Improvements	1,900,000	0	0	0	0	0	1,900,000
Major Maintenance - Terminals and Piers	0	75,000	115,000	100,000	100,000	100,000	490,000
Analyze and Upgrade Sewer System	0	50,000	0	0	0	0	50,000
Resurface Road to Continental Grain	0	0	50,000	0	0	0	50,000
**********Grant & Aid**********	0	0	0	0	0	0	0
New Manitowoc Crane	0	0	1,500,000	0	0	0	1,500,000
Acquire Salvay Coke Site	0	0	0	1,500,000	0	0	1,500,000
Rail/Water Transfer Facility	0	0	0	1,500,000	0	0	1,500,000
Rehab Dockwall Salvay Coke Site	0	0	0	0	200,000		200,000
**********Grant & Aid**********	0	0	0	0	800,000		800,000
Demolish C&O	0	0	0	0	150,000		150,000
Dockwall Rehabilitation	0	0	0	0	100,000	250,000	350,000
Cargo Handling Equipment	0	0	0	0	0	250,000	250,000
Terminal 3 and 4 Structural Repairs	0	0	0	0	0	0	0
City Heavy Lift Dock Improvements	0	0	0	0	0	0	0
Grant & Aid	**$800,000**	**$0**	**$0**	**$0**	**$800,000**	**$800,000**	**$2,400,000**
Total City Funding	**$2,150,000**	**$125,000**	**$1,665,000**	**$3,100,000**	**$550,000**	**$800,000**	**$8,390,000**
TOTAL PORT OF MILWAUKEE	**$2,950,000**	**$125,000**	**$1,665,000**	**$3,100,000**	**$1,350,000**	**$1,600,000**	**$10,790,000**

DPW - ADMINISTRATIVE SERVICES DIVISION							
DPW Environmental Projects Fund	$0	$0	$0	$0	$0	$0	$0
College Avenue Landfill Closure	70,000	0	0	0	0	0	70,000
TOTAL DPW-ADMINISTRATIVE SERVICES DIVISION	**$70,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$70,000**
DPW - BUILDINGS AND FLEET DIVISION							
Facility Systems Program	$1,375,000	$2,745,000	$2,573,000	$2,343,000	$2,625,000	$1,845,000	$13,506,000
Facilities Exterior Upgrades Program	525,000	530,000	602,000	1,337,000	681,000	453,000	4,128,000
Recreational Facilities - Citywide	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Communications and Control - Citywide	500,000	500,000	500,000	500,000	450,000	400,000	2,850,000
Downtown Complex Reorganizational Alterations	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Downtown Complex Remodeling	405,000	1,720,000	1,720,000	1,550,000	1,550,000	1,550,000	8,495,000
Environmental Remediation Program City-Wide	440,000	390,000	340,000	340,000	340,000	340,000	2,190,000
City Hall Restoration Program	640,000	798,000	809,000	836,000	0	0	3,083,000
City Telephone System Switch Replacement	0	0	3,181,600	0	0	0	3,181,600
Underground Storage Tank Program - Var. Locations	0	0	0	0	0	0	0
TOTAL DPW-BUILDINGS & FLEET DIVISION	**$4,510,000**	**$7,308,000**	**$10,350,600**	**$7,531,000**	**$6,271,000**	**$5,213,000**	**$41,183,600**
DPW - FORESTRY DIVISION							
Planting Trees, Shrubs, & Evergreens (Paving)/Various	$446,000	$426,000	$426,000	$426,000	$426,000	$426,000	$2,576,000
Concealed Irrigation & General Landscaping - City Boulevards	152,000	300,000	300,000	300,000	300,000	300,000	1,652,000
Phase II - Combined Forestry/Sanitation Central Field Headquarters Renovation	0	0	0	0	0	0	0
TOTAL DPW - FORESTRY DIVISION	**$598,000**	**$726,000**	**$726,000**	**$726,000**	**$726,000**	**$726,000**	**$4,228,000**
DPW-INFRASTRUCTURE SERVICES DIVISION							
Expansion of Capacity Sewer Program - Var. Locations	$6,010,000	$3,965,000	$2,500,000	$2,500,000	$2,500,000	$2,500,000	$19,975,000
Relief and Relay Sewer Program - Var. Locations	0	0	0	0	0	0	0
Development Out-Of-Program Agreement Sewer Program at Various Locations	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Underground Conduit & Manholes Program, Citywide	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Major Bridge Program	213,000	2,850,000	1,894,000	1,763,000	1,490,000	1,442,000	9,652,000
**********Grant & Aid**********	63,801,000	3,162,000	4,458,000	2,903,000	440,000	6,663,000	81,427,000
Street Improvements-State and/or Federal Aided	6,552,576	9,257,510	5,175,445	3,289,150	5,096,970	5,030,650	34,402,301
**********Grant & Aid**********	19,132,306	19,321,650	13,429,995	9,973,750	17,998,970	13,747,850	93,604,521
New Street Construction	650,000	450,000	400,000	400,000	400,000	400,000	2,700,000
Street Reconstruction and Resurface	3,700,000	6,400,000	4,200,000	6,450,000	4,300,000	6,500,000	31,550,000
**********Grant & Aid (CDBG)**********	500,000	0	0	0	0	0	500,000
Alley Reconstruction and Resurface	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	14,500,000
Sidewalk Replacement Program (Contract & Scattered Sites)	2,000,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	12,750,000
New Streets - Developer	0	100,000	400,000	400,000	400,000	400,000	1,700,000
Pedestrian Curb Ramps - Various Locations	0	0	0	0	0	0	0
Street Lighting Program - City Wide	5,000,000	5,125,000	5,200,000	5,225,000	5,300,000	5,400,000	31,250,000
Traffic Control Facilities - City Wide	485,000	540,000	545,000	550,000	550,000	550,000	3,220,000

Traser Yard Parking/Storage Facility	350,000	0	0	0	0	0	350,000
**********Grant & Aid**********	232,500	0	0	0	0	0	232,500
East North Avenue Resurfacing	920,000	0	0	0	0	0	920,000
Emergency Response Management Project	147,000	147,000	147,000	147,000	0	0	588,000
Underground Electrical Manholes (Comm.,Traff. Control, Street Lighting) Reconstruction Program	200,000	200,000	200,000	100,000	100,000	100,000	900,000
Traser Yard Security System	0	0	0	0	0	0	0
Boiler Replacement Municipal Asphalt Plant	0	0	0	0	0	0	0
Security/Access at 84th & Florist Yard	0	0	0	0	0	0	0
Grant & Aid	**$83,665,806**	**$22,483,650**	**$17,887,995**	**$12,876,750**	**$18,438,970**	**$20,410,850**	**$175,764,021**
Total City Funding	**$28,977,576**	**$34,434,510**	**$26,061,445**	**$26,224,150**	**$25,536,970**	**$27,722,650**	**$168,957,301**
TOTAL DPW - INFRASTRUCTURE SERVICES	**$112,643,382**	**$56,918,160**	**$43,949,440**	**$39,100,900**	**$43,975,940**	**$48,133,500**	**$344,721,322**
DPW - SANITATION DIVISION							
Sanitation Headquarters Modifications-Various Sites	$0	$2,533,000	$796,000	$323,000	$200,000	$450,000	$4,302,000
TOTAL DPW - SANITATION DIVISION	**$0**	**$2,533,000**	**$796,000**	**$323,000**	**$200,000**	**$450,000**	**$4,302,000**
BUDGETED GRANT & AID	**$84,465,806**	**$22,483,650**	**$17,887,995**	**$12,876,750**	**$19,238,970**	**$21,210,850**	**$178,164,021**
SUBTOTAL CITY-FUNDED CAPITAL PROJECTS	**$85,710,056**	**$79,265,499**	**$75,994,197**	**$75,691,939**	**$73,699,681**	**$74,751,809**	**$465,113,181**
PARKING SECTION							
Miller Park Project - City Contribution	$0	$0	$0	$0	$0	$0	$0
TOTAL PARKING SECTION	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
DPW - WATER WORKS							
Distribution Water Main Program	$7,775,000	$9,015,000	$10,315,000	$11,615,000	$12,915,000	$14,215,000	$65,850,000
Development Out-Of-Program Agreement at Various Locations throughout the City	375,000	375,000	375,000	375,000	375,000	375,000	2,250,000
Feeder Main Program	1,900,000	2,100,000	2,300,000	2,500,000	2,700,000	2,900,000	14,400,000
Linwood Plant Building Improvements	275,000	875,000	975,000	700,000	0	0	2,825,000
Linwood Plant Treatment Improvements	220,000	1,850,000	1,000,000	1,025,000	350,000	0	4,445,000
Howard Plant Building Improvements	100,000	125,000	500,000	0	0	250,000	975,000
Howard Plant Treatment Improvements	0	1,260,000	875,000	0	350,000	0	2,485,000
Pump Facilities Improvements	1,475,000	675,000	2,100,000	2,300,000	2,375,000	0	8,925,000
Storage Facilities Improvements	0	0	5,550,000	0	0	5,000,000	10,550,000
Distribution Building Improvements	0	0	0	0	0	0	0
TOTAL DPW - WATER WORKS	**$12,120,000**	**$16,275,000**	**$23,990,000**	**$18,515,000**	**$19,065,000**	**$22,740,000**	**$112,705,000**
DPW - SEWER MAINTENANCE FUND							
Sewer Maintenance Relay Program	$14,560,000	$15,300,000	$17,400,000	$17,400,000	$19,500,000	$19,500,000	$103,660,000
TOTAL DPW - SEWER MAINTENANCE FUND	**$14,560,000**	**$15,300,000**	**$17,400,000**	**$17,400,000**	**$19,500,000**	**$19,500,000**	**$103,660,000**
GRAND TOTAL GRANT & AID	**$84,465,806**	**$22,483,650**	**$17,887,995**	**$12,876,750**	**$19,238,970**	**$21,210,850**	**$178,164,021**
GRAND TOTAL NON-GRANT CAPITAL IMPROVEMENTS	**$112,390,056**	**$110,840,499**	**$117,384,197**	**$111,606,939**	**$112,264,681**	**$116,991,809**	**$681,478,181**
TOTAL CAPITAL IMPROVEMENTS PLAN	**$196,855,862**	**$133,324,149**	**$135,272,192**	**$124,483,689**	**$131,503,651**	**$138,202,659**	**$859,642,202**

MILWAUKEE PUBLIC SCHOOLS

LINK TO STRATEGIC PLAN

Milwaukee's children are its future. Ensuring that the city's children receive the education and skills needed to compete in the job marketplace is critical to their survival as adults. Ensuring that Milwaukee's youth can keep the city economically competitive with other cities in the region, across the state, and throughout the U.S. is vital to Milwaukee's economic survival.

Although the City of Milwaukee does not play a direct role in educating children, the city does provide the Milwaukee Public Schools with important assistance in meeting the capital improvement needs of the city's school district. Specifically, the city is required under state law to issue debt for Milwaukee Public Schools and make principal and interest payments on this debt. The debt issued by the city on behalf of the school district goes to help fund both building maintenance as well as expansion of capacity projects. By funding MPS' capital program, the city plays an important role in helping the district provide students with efficient and safe school facilities.

The specific strategic goal which the city's contribution to the MPS capital budget helps to achieve is the one which states: *foster an environment that will recognize the importance of lifelong learning, focus on the educational needs of children, and provide Milwaukee's youth with the skills needed to obtain a job, pursue additional training, or go on to college.* The mere fact that one of the City of Milwaukee's six strategic goals is dedicated to the issue of education, despite the fact that it is not the primary governmental entity entrusted with running the city's school system, shows the great importance placed on the issue by city officials.

ASSESSMENT CRITERIA

The primary assessment mechanism utilized by Milwaukee Public Schools and the City of Milwaukee to determine the district's capital needs is the Cyclical Major Maintenance Program. This innovative program, most recently published in 1999, was developed in response to the need for a proactive and long-range approach to major maintenance projects at MPS facilities.

The Cyclical Major Maintenance Program addresses the replacement needs of 37 primary components over a 40-year period, beginning January 1, 1999. It encompasses 200 Milwaukee Public Schools facilities including 155 school buildings, 8 office buildings, and 37 recreational buildings. The program does not, however, contain information about minor, seasonal, and/or as-needed-basis maintenance activities that are funded out of the schools operating budget.

In addition to utilizing the Cyclical Major Maintenance Program for capital planning direction, the city and MPS are also currently in the third year (1999) of a five-year capital plan which was adopted by the Milwaukee Board of School Directors in 1996. This plan outlined a series of major renovation/expansion projects as well as major maintenance activities which the city and school district together would fund. Outside of the major maintenance portion, the specific schools highlighted in the plan for significant remodeling/expansion efforts are the following:

- Rufus King High School
- Roosevelt Middle School
- Milwaukee School of Languages
- Milwaukee Conservatory of Lifelong Learning
- Craig Montessori School

STATUS OF THE PROGRAM

As described above, the Cyclical Major Maintenance Program outlines replacement needs for 37 primary components of MPS facilities. The document further breaks down the condition of these assets into four specific rating categories: poor, fair, good and excellent. A brief description of what constitutes each of these ratings is provided below:

Poor Condition:
- Over 50% of component is in substandard condition and/or has failed.
- At end of service life, fails to meet functional requirements.
- Requires excessive and constant attention and major corrective repair.

Fair Condition:
- 25% to 50% of component is in substandard condition and/or has failed.
- Between the middle and end of service life.
- Requires some corrective repair and attention.

Good Condition:
- Less than 25% of component is in substandard condition and/or has failed.
- Between the beginning and middle of service life.
- Requires only routine maintenance or minor repair.

Excellent Condition:
- Component is new or easily restorable to "like new" condition.
- At beginning of service life.
- Requires only minimal routine maintenance.

Table 40 shows the rating breakdown of each component category as of January 1, 1999. The average component rating for the MPS major maintenance program overall was 22% Poor; 42% Fair; 21% Good and 15% Excellent.

Table 40

Cyclical Major Maintenance Program
Component Rating System (as of 1/1/99)

Component	Poor (%)	Fair (%)	Good (%)	Excellent (%)
Air Balancing Systems	15%	46%	22%	18%
Air Condition - Central	43%	38%	5%	14%
Boilers	28%	37%	16%	19%
Carpeting	11%	20%	67%	2%
Chillers	32%	27%	14%	27%
Chimneys - Masonry	11%	35%	42%	13%
Coils and Univents	24%	47%	23%	5%
Condensate Receivers	41%	21%	24%	14%
Cooling Towers and Pumps	35%	15%	10%	40%
Curtains - Stage and Gym	5%	54%	31%	9%
Dampers and Actuators	15%	28%	26%	31%
Door Hardware	15%	27%	6%	52%
Door Exterior	24%	53%	20%	3%
Elevators	10%	27%	51%	11%
Emergency Generators	9%	76%	12%	3%
Energy Management Systems	20%	52%	26%	1%
Gym Floors - Resilient	40%	60%	0%	0%
Lighting Panels - Stage	16%	43%	14%	27%
Lockers - Corridor	22%	41%	24%	13%
Lockers - Gym and Team	27%	46%	16%	10%
Paint - Exterior	20%	27%	37%	16%
Parapet Walls - Masonry	33%	26%	21%	20%
Parking Lots - Asphalt	9%	75%	14%	2%
Parking Lots - Concrete	17%	69%	12%	1%
Playgrounds - Asphalt	11%	62%	21%	6%
Pool Bulkheads	0%	83%	17%	0%
Pool Filtration Systems	13%	39%	22%	26%
Pool Piping	17%	61%	22%	0%
Roofs	29%	28%	19%	24%
Tanks - Domestic Hot Water	7%	60%	20%	13%
Tennis Courts	39%	30%	20%	11%
Tot Lots	23%	17%	41%	19%
Tracks - Athletic	18%	64%	0%	18%
Traps, Valves and Compressors	21%	43%	6%	30%
Vacuum Pumps	35%	19%	13%	34%
Vehicles	28%	26%	28%	18%
Window Assemblies	35%	35%	12%	17%
Average Rating*	**22%**	**42%**	**21%**	**15%**

*May not sum to 100% due to rounding.

SIX-YEAR PLAN

At present, the current capital plan calls for a total of $72 million to be allocated to MPS capital needs over the next six years (see Table 41). Of this aggregate amount, $10 million will go to the private/public partnership that has recently been launched to help fund the rebuilding of Milwaukee Tech High School. In addition, $2 million is provided in 2000 for ADA improvements at MPS fa-

cilities. MPS is responsible for paying the debt service on this amount.

The plan also calls for continuation of the city's commitment to fund approximately $10 million per year in deferred maintenance and certain special remodeling projects district-wide. In 2000, $7 million is allocated to the major maintenance program. The remaining $3 million is allocated to the new Todd Wehr Metcalfe Park Community School. This project is the result of a partnership between MPS and the Boys and Girls club. The new facility will include both a K-8 school and a community center.

Table 41

2000-2005 Capital Improvements Plan for Milwaukee Public Schools

Project Title	2000 Budget	2001 Plan	2002 Plan	2003 Plan	2004 Plan	2005 Plan	Six-Year Plan
Maintenance/Remodeling	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$60,000,000
ADA Improvements	2,000,000	0	0	0	0	0	2,000,000
Milwaukee Tech	5,000,000	5,000,000	0	0	0	0	10,000,000
Shared Services Agreement	0	0	0	0	0	0	0
TOTAL PROJECTS	$17,000,000	$15,000,000	$10,000,000	$10,000,000	$10,000,000	$10,000,000	$72,000,000

PROGRAM CHANGES AND INITIATIVES

As part of the 1999 biennial budget, the Wisconsin Legislature adopted legislation authorizing $170 million in borrowing authority for MPS to build classroom space for the purpose of expanding the number of neighborhood school seats in the district and reduce the number of MPS students that are involuntarily bused within the school district. The debt for this initiative is to be issued through the Redevelopment Authority of the City of Milwaukee.

In September 2000, the Board of School Directors will submit a report on the Neighborhood Schools Plan to the Joint Committee on Finance and the Senate and Assembly Education Committees. The report will include the following:

- A strategy for achieving the reduction in involuntary busing as set forth in the act;
- A facility plan specifying the neighborhood schools that are needed, the locations of specialty schools, and the estimated cost of the plan;
- Other means by which the pupil capacity of neighborhood schools will be expanded, which could include remodeling and use of nontraditional facilities;
- Specific plans for establishing neighborhood schools and replicating or relocating specialty schools in order to increase the number of pupils attending neighborhood schools; and
- A description of alternative settings which are in compliance that will be used for educating pupils.

Inventory of Capital Assets

As of December 31, 1999

Miles of Street	
Freeways	40.1
State Highways	25.7
State Maintained Roads	6.7
County Trunk Highways	25.7
County Park Roads	21.7
Harbor and Water Dept. Roads	1.4
Arterials	279.5
Collectors	71.5
Locals	942.1
Bridges (number)	217.0
Miles of Alleys	417.6
Miles of Sewers	
Storm	949.0
Sanitary	932.0
Combined	547.0
Miles of Sidewalk	2,200.0
Fire Stations (number)	36.0
Police Stations (number)	7.0
Public Libraries (number)	13.0
Recreational Facilities (number, includes MPS)	277.0
Miles of Water Mains	1,946.0
Pumping Stations	
Major	3.0
Booster	11.0
Lights	
Street	66,690.0
Alley	8,761.0
Traffic Controls	
Signs (number)	99,916.0
Signals (number)	713.0
Controllers (number)	693.0
Pavement Markings (miles)	311.0
Crosswalks (number)	1,655.0
Tax Incremental Districts (number)	37.0