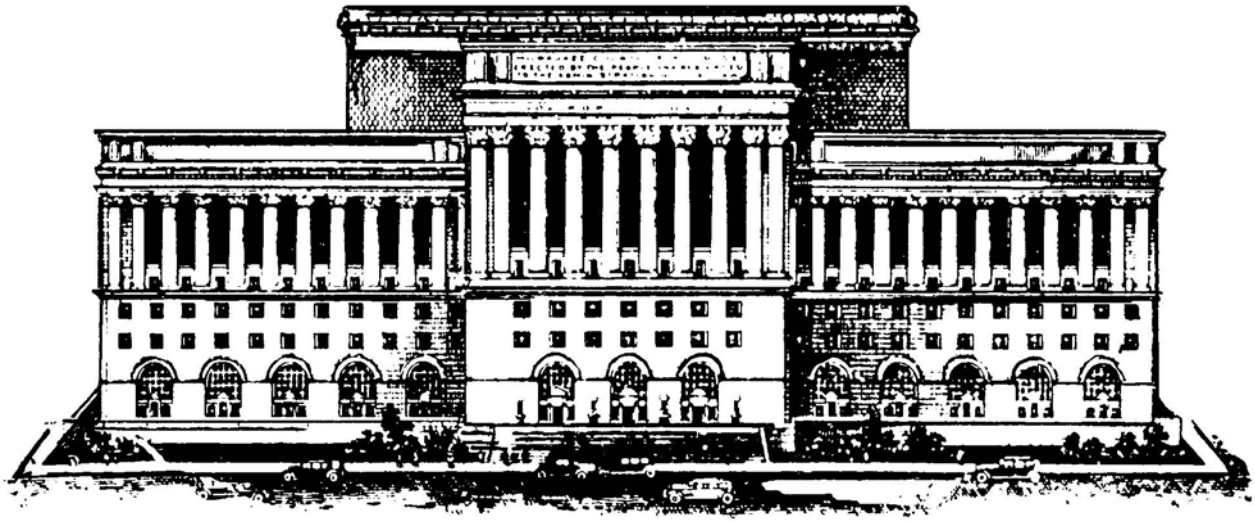
MILWAUKEE COUNTY
2011 EXECUTIVE BUDGET



Scott Walker
Milwaukee County Executive

COUNTY OF MILWAUKEE

MISSION STATEMENT

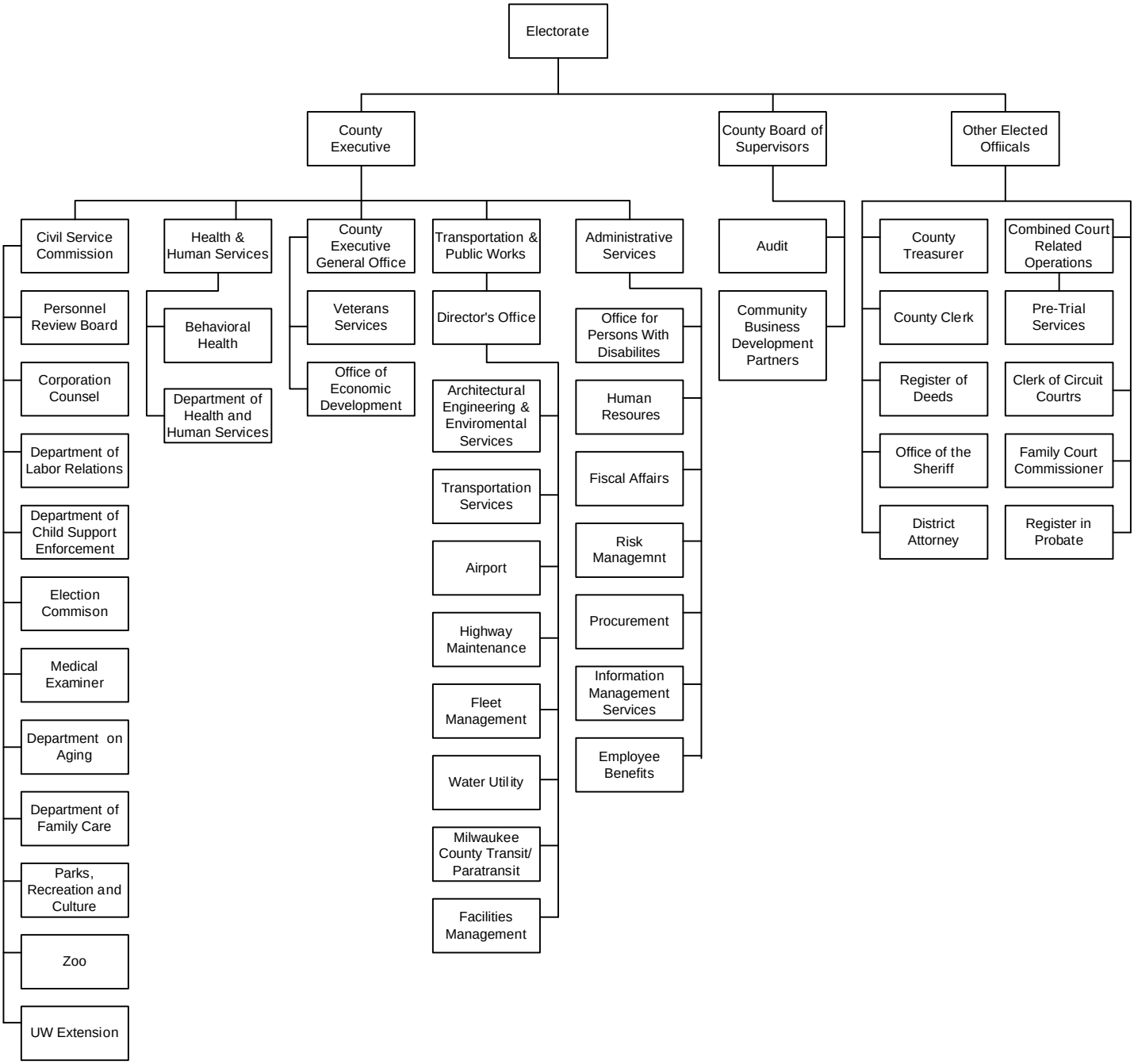
Milwaukee County Government will provide high-quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all its people.

VISION STATEMENT

The County of Milwaukee will be the premier county in the State of Wisconsin. The County will be a regional leader and the State's economic and cultural center because of its diverse, affordable, safe environment and its efficient and responsive government. It will be a county where people want to live, work and play because:

- Bright futures for children and youth are secured because of the priority placed on building strong and nurturing families;
- Every citizen enjoys basic well-being and has access to services that foster self-sufficiency and lead to a rewarding life;
- Older adults' unique and evolving needs are respected in a community that values their vital and integrated role in society;
- Cultural, ethnic and socioeconomic diversity is valued by all County residents and businesses;
- Business flourishes because economic development and opportunity are supported, and every citizen has access to family supporting employment;
- Affordable, convenient and well-maintained transportation systems promote economic growth and provide all citizens with a means to participate fully in society;
- Safe communities result from a continued emphasis on prevention and early intervention and an awareness that individuals are held accountable for their actions;
- Parks and the natural environment thrive because of a community-wide appreciation of nature and commitment to environmental stewardship;
- Recreational and cultural opportunities are abundant and accessible to all;
- Challenges are met with new efficiencies driven by innovative application of technology and educational excellence;
- Tax dollars are spent prudently and effectively and a customer-focused government is accountable to its residents and businesses.

Milwaukee County Government will be one of many leaders that contribute to making this vision a reality.


Electorate
County Executive
County Board of Supervisors
Other Elected Offiicals
Civil Service Commission
Personnel Review Board
Corporation Counsel
Department of Labor Relations
Department of Child Support Enforcement
Election Commison
Medical Examiner
Department on Aging
Department of Family Care
Parks, Recreation and Culture
Zoo
UW Extension
Health & Human Services
Behavioral Health
Department of Health and Human Services
County Executive General Office
Veterans Services
Office of Economic Development
Transportation & Public Works
Director's Office
Architectural Engineering & Enviromental Services
Transportation Services
Airport
Highway Maintenance
Fleet Management
Water Utility
Milwaukee County Transit/ Paratransit
Facilities Management
Administrative Services
Office for Persons With Disabilites
Human Resoures
Fiscal Affairs
Risk Managemnt
Procurement
Information Management Services
Employee Benefits
Audit
Community Business Development Partners
County Treasurer
County Clerk
Register of Deeds
Office of the Sheriff
District Attorney
Combined Court Related Operations
Pre-Trial Services
Clerk of Circuit Courtrs
Family Court Commissioner
Register in Probate

GENERAL INFORMATION

The following provisions apply to every Milwaukee County department:

- Departments have the authority to fill unfunded positions provided they do not incur a salary deficit.
- ECP positions are not provided step increases or performance awards in 2011 as allowed in County Ordinance Section 17.265 (3).

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Milwaukee County
2010 Adopted and 2011 Recommended Budgets

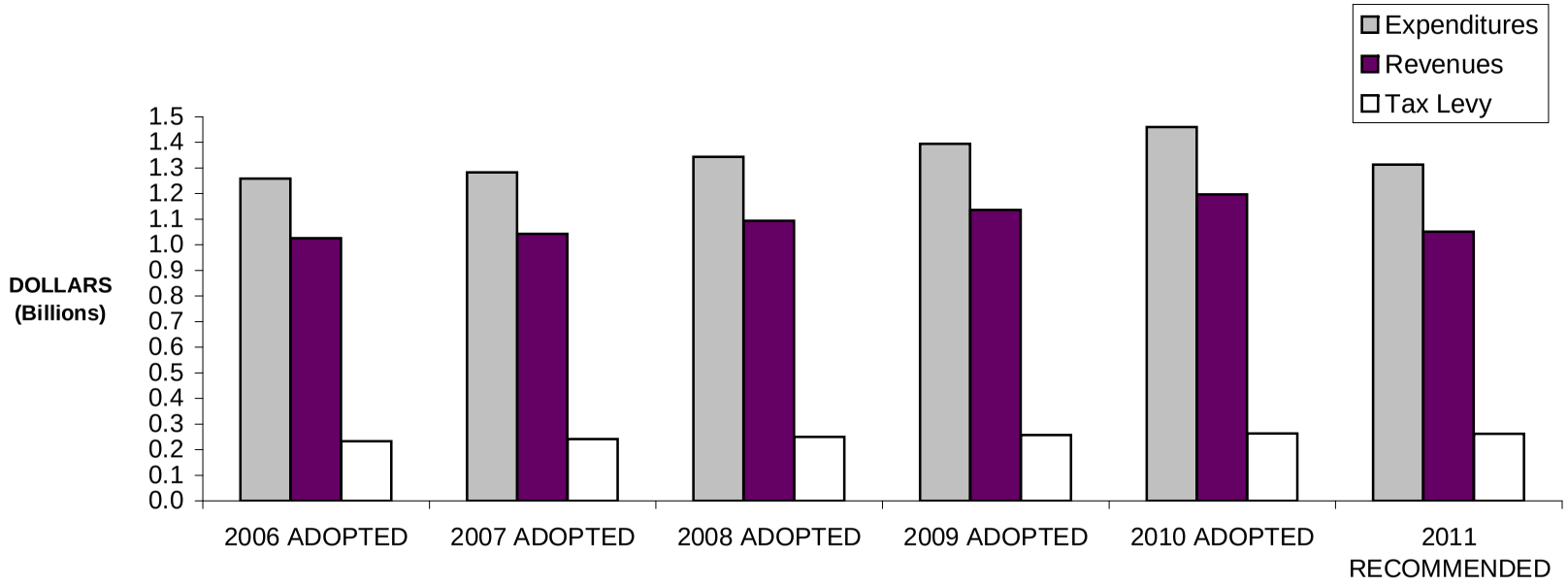
	2010 Adopted Budget	2011 Recommended Budget
Expenditures		
Legislative & Executive	12,004,448	11,987,873
Administration	36,963,357	37,673,540
Courts & Judiciary	71,080,851	61,747,505
Public Safety	166,403,481	173,079,041
General Government	7,707,691	7,961,404
Transportation and Public Works	262,554,748	267,276,418
Health & Human Services	611,970,759	598,809,299
Parks, Recreation & Culture	73,614,894	74,018,924
Debt Service	67,462,033	67,917,596
County-Wide Non-Departmentals	(58,989,973)	(54,688,815)
Capital Improvements	208,444,189	66,308,301
Trust Funds	1,075,045	1,045,149
Total Expenditures	**$1,460,291,522**	**$1,313,136,237**
Revenues		
Operating		
Sales Tax	65,362,190	62,926,365
Bond Proceeds	176,349	10,000
Other Direct Revenue	459,699,973	479,118,289
State Shared Revenue	37,872,201	39,207,108
Remaining State Revenue	270,004,166	271,230,528
Total Federal Revenue	76,260,545	54,488,668
Indirect Revenue	75,179,532	73,438,220
Prior Year Surplus (Deficit)	4,144,018	4,144,018
Operating Revenue Subtotal	**$988,698,974**	**$984,563,196**
Capital Improvement		
Sales Tax	420,000	380,000
Bond Proceeds	103,548,941	11,749,500
Other Direct Revenue	17,355,708	16,813,738
Remaining State Revenue	9,486,229	79,438
Total Federal Revenue	77,516,930	37,285,625
Capital Improvement Revenue Subtotal	**$208,327,808**	**$66,308,301**
Property Tax Levy	**$263,264,740**	**$262,264,740**
Total Revenues	**$1,460,291,522**	**$1,313,136,238**

Milwaukee County
2011 Recommended Budget
Functional Tax Levy Distribution

Function	Expenditures	Non State and Federal Revenue	State and Federal Aids	Net Tax Levy Funds Required	% Tax Levy Funds
Legislative & Executive	$11,987,873	$45,000	$13,000	$11,929,873	4.55%
Administration	$37,673,540	$26,636,154	$254,132	$10,783,254	4.11%
Courts & Judiciary	$61,747,505	$5,154,283	$24,217,766	$32,375,456	12.34%
Public Safety	$173,079,041	$12,474,018	$16,402,092	$144,202,931	54.98%
General Government	$7,961,404	$8,619,130	$0	($657,726)	(0.25%)
Transportation and Public Works	$267,276,418	$144,858,238	$108,052,183	$14,365,997	5.48%
Health & Human Services	$598,809,299	$339,911,479	$173,743,217	$85,154,603	32.47%
Parks, Recreation & Culture	$74,018,924	$37,168,298	$195,500	$36,655,126	13.98%
Debt Service	$67,917,596	$14,657,723	$0	$53,259,873	20.31%
County-Wide Revenue	$0	$77,569,226	$42,015,651	($119,584,877)	(45.60%)
County-Wide Non-Departmentals	($54,688,815)	($48,469,043)	$0	($6,219,772)	(2.37%)
Capital Improvements	$66,308,301	$28,943,238	$37,365,063	$0	0.00%
Trust Funds	$1,045,149	$1,012,386	$32,763	$0	0.00%
Grand Total County	**$1,313,136,237**	**$648,580,130**	**$402,291,367**	**$262,264,740**	**100.00%**

RECOMMENDED 2011 BUDGET FOR GENERAL COUNTY PURPOSES

	2010 ADOPTED	2011 RECOMMENDED	CHANGE	PERCENT
EXPENDITURE	$1,460,291,522	$1,313,136,237	($147,155,285)	-10.08%
REVENUE	1,197,026,782	1,050,871,497	(146,155,285)	-12.21%
TAX LEVY	$263,264,740	$262,264,740	($1,000,000)	-0.38%



2011 Recommended Budget
Summary of Expenditures and Revenues
Legislative Executive

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
County Board	$6,696,719	$6,595,242	($101,477)
County Board - Department of Audit	$2,681,432	$2,577,563	($103,869)
County Board - Comm Business Dev Partners	$1,002,082	$883,263	($118,819)
County Executive - General Office	$1,316,682	$1,202,343	($114,339)
County Executive - Veterans Service	$307,533	$340,157	$32,624
County Executive - Office of Economic Development	$0	$389,304	$389,304
Total Expenditures	**$12,004,448**	**$11,987,873**	**($16,575)**
Revenues			
County Board - Comm Business Dev Partners	$270,000	$45,000	($225,000)
County Executive - Office of Economic Development	$0	$0	$0
Total Revenues	**$270,000**	**$45,000**	**($225,000)**
State and Federal Aids			
County Executive - Veterans Service	$13,000	$13,000	$0
Total State and Federal Aids	**$13,000**	**$13,000**	**$0**
NET FUNDS REQUIRED	**$11,721,448**	**$11,929,873**	**$208,425**

2011 Recommended Budget
Summary of Expenditures and Revenues
Administration

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
Civil Service Commission	$53,281	$53,989	$708
Personnel Review Board	$210,189	$215,475	$5,286
Corporation Counsel	$1,709,931	$1,663,263	($46,668)
DAS - Office for Persons with Disabilities	$892,682	$871,952	($20,730)
Labor Relations	$515,026	$492,562	($22,464)
DAS - Human Resources	$2,298,928	$2,188,754	($110,174)
DAS - Employee Benefits	$2,521,191	$2,611,864	$90,673
DAS - Risk Management	$7,499,582	$8,124,119	$624,537
DAS - Fiscal Affairs	$4,100,906	$4,130,900	$29,994
DAS - Procurement	$816,381	$690,122	($126,259)
DAS - Information Management Services	$16,298,503	$16,555,382	$256,879
Ethics Board	$46,757	$75,157	$28,400
Total Expenditures	**$36,963,357**	**$37,673,540**	**$710,183**
Revenues			
Corporation Counsel	$175,000	$155,000	($20,000)
DAS - Office for Persons with Disabilities	$170,500	$172,500	$2,000
DAS - Human Resources	$6,200	$6,200	$0
DAS - Employee Benefits	$1,703,243	$1,819,673	$116,430
DAS - Risk Management	$7,499,582	$8,124,119	$624,537
DAS - Fiscal Affairs	$76,000	$50,000	($26,000)
DAS - Information Management Services	$14,788,429	$16,308,662	$1,520,233
Total Revenues	**$24,418,954**	**$26,636,154**	**$2,217,200**
State and Federal Aids			
DAS - Fiscal Affairs	$0	$7,412	$7,412
DAS - Information Management Services	$328,318	$246,720	($81,598)
Total State and Federal Aids	**$328,318**	**$254,132**	**($74,186)**
NET FUNDS REQUIRED	**$12,216,085**	**$10,783,254**	**($1,432,831)**

2011 Recommended Budget
Summary of Expenditures and Revenues
County-Wide Non-Departmentals

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
Civil Air Patrol	$10,500	$10,000	($500)
Human Resource and Payroll System	$1,662,145	$1,682,922	$20,777
Offset to Internal Service Charges	($61,932,981)	($60,287,954)	$1,645,027
Appropriation for Contingencies	$5,800,000	$7,300,000	$1,500,000
Employee Fringe Benefits	$6,177,700	$7,320,592	$1,142,892
Litigation Reserve	$275,000	$275,000	$0
Capital Outlay/Depreciation Contra	($38,456)	($668,301)	($629,845)
Debt Issue Expense	$187,849	$21,500	($166,349)
Investment Advisory Services	$245,000	$245,000	$0
Total Expenditures	**($47,613,243)**	**($44,101,241)**	**$3,512,002**
Revenues			
Human Resource and Payroll System	$1,662,145	$1,682,922	$20,777
Offset to Internal Service Charges	($61,939,392)	($60,287,954)	$1,651,438
Employee Fringe Benefits	$6,177,700	$7,320,592	$1,142,892
Capital Outlay/Depreciation Contra	$3,814,011	$2,805,397	($1,008,614)
Debt Issue Expense	$176,349	$10,000	($166,349)
Total Revenues	**($50,109,187)**	**($48,469,043)**	**$1,640,144**
NET FUNDS REQUIRED	**$2,495,944**	**$4,367,802**	**$1,871,858**

2011 Recommended Budget
Summary of Expenditures and Revenues
County-Wide Revenue

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Revenues			
Unclaimed Money	$0	$1,100,000	$1,100,000
Land Sales	$3,611,300	$0	($3,611,300)
Potawatomi Revenue	$4,058,477	$4,058,477	$0
Medicare Part D	$2,932,000	$3,023,647	$91,647
Earnings on Investments	$2,709,111	$1,779,839	($929,272)
County Sales Tax Revenue	$65,362,190	$62,926,365	($2,435,825)
Power Plant Revenue	$356,880	$356,880	$0
Surplus from Prior Year	$4,144,018	$4,144,018	$0
Other Misc. Revenue	$370,000	$180,000	($190,000)
Total Revenues	**$83,543,976**	**$77,569,226**	**($5,974,750)**
State and Federal Aids			
State Shared Taxes	$37,872,201	$39,207,108	$1,334,907
State Exempt Computer Aid	$2,808,543	$2,808,543	$0
Total State and Federal Aids	**$40,680,744**	**$42,015,651**	**$1,334,907**
NET FUNDS REQUIRED	**($124,224,720)**	**($119,584,877)**	**$4,639,843**

2011 Recommended Budget
Summary of Expenditures and Revenues
Courts Judiciary

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
Combined Court Related Operations	$49,485,018	$38,660,864	($10,824,154)
Courts - Pre-Trial Services	$3,086,159	$3,429,587	$343,428
Department Of Child Support Enforcement	$18,509,674	$19,657,054	$1,147,380
Total Expenditures	**$71,080,851**	**$61,747,505**	**($9,333,346)**
Revenues			
Combined Court Related Operations	$4,335,293	$4,308,133	($27,160)
Department Of Child Support Enforcement	$844,400	$846,150	$1,750
Total Revenues	**$5,179,693**	**$5,154,283**	**($25,410)**
State and Federal Aids			
Combined Court Related Operations	$5,488,318	$5,420,009	($68,309)
Courts - Pre-Trial Services	$975,670	$1,164,391	$188,721
Department Of Child Support Enforcement	$16,700,545	$17,633,366	$932,821
Total State and Federal Aids	**$23,164,533**	**$24,217,766**	**$1,053,233**
NET FUNDS REQUIRED	**$42,736,625**	**$32,375,456**	**($10,361,169)**

2011 Recommended Budget
Summary of Expenditures and Revenues
General Government

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
Election Commission	$1,074,159	$640,211	($433,948)
County Treasurer	$1,599,839	$1,709,468	$109,629
County Clerk	$797,174	$790,228	($6,946)
Register of Deeds	$4,236,519	$4,821,498	$584,979
Total Expenditures	**$7,707,691**	**$7,961,404**	**$253,713**
Revenues			
Election Commission	$40,500	$40,500	$0
County Treasurer	$2,786,624	$2,988,423	$201,799
County Clerk	$512,350	$512,350	$0
Register of Deeds	$4,027,500	$5,077,857	$1,050,357
Total Revenues	**$7,366,974**	**$8,619,130**	**$1,252,156**
NET FUNDS REQUIRED	**$340,717**	**($657,726)**	**($998,443)**

2011 Recommended Budget
Summary of Expenditures and Revenues
Public Safety

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
Office of the Sheriff	$141,951,515	$149,750,627	$7,799,113
District Attorney	$19,798,888	$18,750,526	($1,048,362)
Medical Examiner	$4,653,078	$4,577,888	($75,190)
Total Expenditures	**$166,403,481**	**$173,079,041**	**$6,675,561**
Revenues			
Office of the Sheriff	$10,398,856	$10,788,178	$389,322
District Attorney	$72,106	$59,340	($12,766)
Medical Examiner	$1,385,438	$1,626,500	$241,062
Total Revenues	**$11,856,400**	**$12,474,018**	**$617,618**
State and Federal Aids			
Office of the Sheriff	$10,192,840	$9,304,763	($888,077)
District Attorney	$7,980,758	$7,064,329	($916,429)
Medical Examiner	$24,946	$33,000	$8,054
Total State and Federal Aids	**$18,198,544**	**$16,402,092**	**($1,796,452)**
NET FUNDS REQUIRED	**$136,348,537**	**$144,202,931**	**$7,854,395**

2011 Recommended Budget
Summary of Expenditures and Revenues
Transportation and Public Works

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
Airport	$78,463,074	$80,909,012	$2,445,938
Transportation Services	$2,318,601	$2,358,387	$39,786
Architectural, Engineering & Environmental Svcs	$6,703,375	$6,606,860	($96,515)
Highway Maintenance	$18,476,084	$18,326,998	($149,086)
Fleet Management	$7,880,907	$8,313,457	$432,550
Water Utility	$2,536,231	$2,937,594	$401,363
Transit/Paratransit System	$122,973,685	$124,878,580	$1,904,895
Facilities Management	$21,487,303	$21,235,011	($252,292)
Director's Office	$1,715,488	$1,710,519	($4,969)
Total Expenditures	**$262,554,748**	**$267,276,418**	**$4,721,670**
Revenues			
Airport	$79,620,106	$80,834,012	$1,213,906
Transportation Services	$2,123,992	$2,162,872	$38,880
Architectural, Engineering & Environmental Svcs	$6,177,422	$6,041,971	($135,451)
Highway Maintenance	$111,017	$126,100	$15,083
Fleet Management	$9,923,691	$10,048,787	$125,096
Water Utility	$2,536,231	$2,937,594	$401,363
Transit/Paratransit System	$11,379,699	$16,711,125	$5,331,426
Facilities Management	$26,344,180	$23,557,277	($2,786,903)
Director's Office	$2,276,500	$2,438,500	$162,000
Total Revenues	**$140,492,838**	**$144,858,238**	**$4,365,400**
State and Federal Aids			
Airport	$75,000	$75,000	$0
Transportation Services	$13,000	$6,110	($6,890)
Highway Maintenance	$17,471,726	$17,289,573	($182,153)
Fleet Management	$20,000	$20,000	$0
Transit/Paratransit System	$92,461,060	$90,661,500	($1,799,560)
Total State and Federal Aids	**$110,040,786**	**$108,052,183**	**($1,988,603)**
NET FUNDS REQUIRED	**$12,021,124**	**$14,365,997**	**$2,344,873**

2011 Recommended Budget
Summary of Expenditures and Revenues
Health Human Services

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
DHHS - Behavioral Health Division	$186,388,758	$186,300,564	($88,194)
Department On Aging	$17,382,885	$18,402,826	$1,019,941
Department of Family Care	$257,068,240	$263,346,134	$6,277,894
Dept of Health & Human Services	$151,130,876	$130,759,775	($20,371,101)
Total Expenditures	**$611,970,759**	**$598,809,299**	**($13,161,460)**
Revenues			
DHHS - Behavioral Health Division	$70,930,423	$70,776,825	($153,598)
Department On Aging	$1,136,416	$1,396,176	$259,760
Department of Family Care	$257,068,240	$263,346,134	$6,277,894
Dept of Health & Human Services	$5,641,674	$4,392,344	($1,249,330)
Total Revenues	**$334,776,753**	**$339,911,479**	**$5,134,726**
State and Federal Aids			
DHHS - Behavioral Health Division	$59,366,026	$59,845,225	$479,199
Department On Aging	$14,652,023	$15,359,049	$707,026
Dept of Health & Human Services	$117,439,175	$98,538,943	($18,900,232)
Total State and Federal Aids	**$191,457,224**	**$173,743,217**	**($17,714,007)**
NET FUNDS REQUIRED	**$85,736,782**	**$85,154,603**	**($582,179)**

2011 Recommended Budget
Summary of Expenditures and Revenues
Parks, Recreation Culture

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
Milwaukee County Historical Society	$242,550	$242,550	$0
VISIT Milwaukee	$25,000	$0	($25,000)
War Memorial	$1,504,594	$1,504,594	$0
Villa Terrace/Charles Allis Art Museums	$243,656	$243,656	$0
Marcus Center for the Performing Arts	$1,280,000	$1,280,000	$0
Federated Library System	$66,650	$66,650	$0
Milwaukee County Funds for the Performing Arts	$377,688	$377,688	$0
Parks, Recreation & Culture	$42,251,570	$42,189,186	($62,384)
Zoological Department	$23,657,992	$24,155,891	$497,899
Milwaukee Public Museum	$3,502,376	$3,502,376	$0
UW Extension	$462,818	$456,333	($6,485)
Total Expenditures	**$73,614,894**	**$74,018,924**	**$404,030**
Revenues			
Parks, Recreation & Culture	$18,549,679	$17,364,162	($1,185,517)
Zoological Department	$19,871,768	$19,683,056	($188,712)
UW Extension	$121,080	$121,080	$0
Total Revenues	**$38,542,527**	**$37,168,298**	**($1,374,229)**
State and Federal Aids			
Parks, Recreation & Culture	$221,000	$195,500	($25,500)
Total State and Federal Aids	**$221,000**	**$195,500**	**($25,500)**
NET FUNDS REQUIRED	**$34,851,367**	**$36,655,126**	**$1,803,760**

2011 Recommended Budget
Summary of Expenditures and Revenues
Debt Service

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
General County Debt Service	$67,462,033	$67,917,596	$455,563
Total Expenditures	**$67,462,033**	**$67,917,596**	**$455,563**
Revenues			
General County Debt Service	$7,180,852	$14,657,723	$7,476,871
Total Revenues	**$7,180,852**	**$14,657,723**	**$7,476,871**
NET FUNDS REQUIRED	**$60,281,181**	**$53,259,873**	**($7,021,308)**

2011 Recommended Budget
Summary of Expenditures and Revenues
Capital Improvements

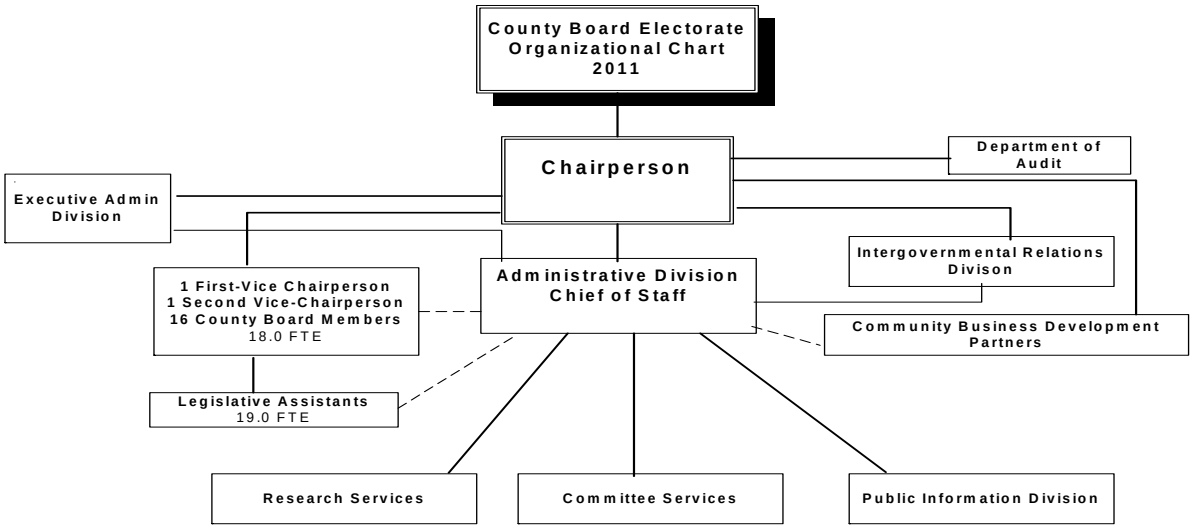
	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
Airport	$93,053,132	$19,428,500	($73,624,632)
Highway	$14,199,500	$0	($14,199,500)
Mass Transit	$23,540,841	$36,601,000	$13,060,159
Environmental	$1,019,500	$0	($1,019,500)
Parks, Recreation, & Culture	$27,734,400	$3,186,000	($24,548,400)
Museum	$1,356,400	$0	($1,356,400)
Zoological Department	$989,306	$400,000	($589,306)
Behavioral Health	$12,596,494	$0	($12,596,494)
Human Services	$743,180	$0	($743,180)
Courthouse Complex	$1,360,000	$0	($1,360,000)
House of Correction	$435,000	$0	($435,000)
Other Agencies	$31,416,436	$6,692,801	($24,723,635)
Total Expenditures	**$208,444,189**	**$66,308,301**	**($142,135,888)**
Revenues			
Airport	$29,043,101	$18,664,437	($10,378,664)
Highway	$4,732,300	$0	($4,732,300)
Mass Transit	$10,832,841	$0	($10,832,841)
Environmental	$1,019,500	$0	($1,019,500)
Parks, Recreation, & Culture	$26,916,472	$3,186,000	($23,730,472)
Museum	$1,356,400	$0	($1,356,400)
Zoological Department	$989,306	$400,000	($589,306)
Behavioral Health	$12,596,494	$0	($12,596,494)
Human Services	$743,180	$0	($743,180)
Courthouse Complex	$1,360,000	$0	($1,360,000)
House of Correction	$435,000	$0	($435,000)
Other Agencies	$31,300,055	$6,692,801	($24,607,254)
Total Revenues	**$121,324,649**	**$28,943,238**	**($92,381,411)**
State and Federal Aids			
Airport	$64,010,031	$764,063	($63,245,968)
Highway	$9,467,200	$0	($9,467,200)
Mass Transit	$12,708,000	$36,601,000	$23,893,000
Parks, Recreation, & Culture	$817,928	$0	($817,928)
Total State and Federal Aids	**$87,003,159**	**$37,365,063**	**($49,638,096)**
NET FUNDS REQUIRED	**$116,381**	**$0**	**($116,381)**

2011 Recommended Budget
Summary of Expenditures and Revenues
Trust Funds

	2010 Adopted Budget	2011 Recommended Budget	Increase (Decrease) Amount
Expenditures			
BHD Research	$25,000	$25,000	$0
BHD Patient Activity/Special Events	$10,100	$10,100	$0
Zoo Specimen	$48,325	$48,325	$0
Zoo Railroad	$966,620	$936,724	($29,896)
Office on Disabilities Expendable Trust	$25,000	$25,000	$0
Total Expenditures	**$1,075,045**	**$1,045,149**	**($29,896)**
Revenues			
BHD Research	$25,000	$25,000	$0
BHD Patient Activity/Special Events	$10,100	$10,100	$0
Zoo Specimen	$48,325	$48,325	$0
Zoo Railroad	$933,857	$903,961	($29,896)
Office on Disabilities Expendable Trust	$25,000	$25,000	$0
Total Revenues	**$1,042,282**	**$1,012,386**	**($29,896)**
State and Federal Aids			
Zoo Railroad	$32,763	$32,763	$0
Total State and Federal Aids	**$32,763**	**$32,763**	**$0**
NET FUNDS REQUIRED	**$0**	**$0**	**$0**

COUNTY BOARD

COUNTY BOARD (1000)



MISSION

The mission of the Board of Supervisors is to ensure a responsive, accessible and accountable government for the people of the County of Milwaukee, and to establish County policies that enhance self-sufficiency, personal safety, economic opportunity and quality of life.

Budget Summary

	2011	2010/2011 Change
Expenditures	**6,595,242**	**(101,477)**
Revenue	**0**	**0**
Levy	**6,595,242**	**(101,477)**
FTE's	**58.5**	**(1.7)**

Major Programmatic Changes

- Provide partial funding for a Grant Writer/Coordinator position
- Provide partial funding of one Legislative Assistant position

OBJECTIVES

- The County Board will continue to make fiscal and programmatic decisions and provide overall policy direction to ensure essential and important services for the community involving the safety, health and welfare needs of citizens.
- County Supervisors will continue to communicate with constituents, organizations, and businesses on the needs of the community, the laws, procedures, and available resources under which Milwaukee County operates.
- County Board staff will continue to provide timely and accurate information for policymakers to make sound decisions for their constituency and the County as a whole; and to communicate those decisions and actions to the public.

- The County Board, as the legislative branch of County government, will continue strengthening relationships with the executive and judicial branches of Milwaukee County and with other levels of government.
- The County Board, as the legislative branch of County government, will continue to maximize State and Federal aid to Milwaukee County - as well as other counties, and municipalities, especially those located within the boundaries of Milwaukee County.
- County Board administration will continue to improve business operations to ensure the County Board is managed in an efficient and fiscally prudent manner.

DEPARTMENTAL PROGRAM DESCRIPTION

Legislative Services

The Milwaukee County Board of Supervisors is a body of 19 legislative representatives elected by residents of 19 supervisory districts in the County. Legislative Services includes 19 Board members who elect from their body the Chairperson of the Board and the First and Second Vice Chairpersons. Also included are Legislative Assistant positions assigned to each Supervisor. Upper management of all County Board services is the responsibility of the Chairperson of the County Board, who functions as the department head.

The Board's primary power is to determine policy and direct County government through the adoption of ordinances and resolutions. As such, the Board establishes programs, services, and laws for the County. Among the Board's most important means of establishing policy is the adoption of the annual County Budget. The Board conducts its business through nine standing committees, various subcommittees, commissions and task forces.

At the committee level, members hear testimony from Supervisors proposing legislation, requests from departments, and outside agencies regarding policy changes. The public is also offered the opportunity to speak to committees on an issue. Committee members may amend legislation to reflect the will of the committee and then vote on the item. Committee recommendations are forwarded to the County Board with a recommendation for approval or rejection. The full Board may further amend the resolution or ordinance, lay it over, or send it back to committee for additional study. The full County Board votes on a measure, accepting or rejecting it, and finally, if the County Executive vetoes the measure, the County Board must vote to either sustain or override the veto.

Legislative Support Services

Research Services

Duties include specialized research analysis and studies for specific standing committees, subcommittees and other special committees of the County Board, and preparation of resolutions, ordinances, and fiscal notes. Research staff is involved annually in the review, analysis and development of recommendations for the Finance and Audit Committee and the County Board on Countywide departmental operations and capital budget requests as presented in the County Executive Budget.

Committee Services

Duties include committee-meeting support essential to the operation of the County Board. Primary responsibilities involve issuing committee agendas and meeting notices, prepare committee reports for Board action, and to enter in appropriate files kept for that purpose, a complete record of all committee meetings, including attendance, appearances for and against pending matters, and to record and prepare minutes of meetings. These include all motions made, by whom, and how each member voted upon each matter considered, together with a final action by the committee.

Public Information Services

Duties include the provision of information to the public through all written, electronic and visual media, including newsletters, press releases, press relations, community outreach, web development, etc.

Administration / Operations

Functions include overall administration and policy support, departmental information technology systems, budget and accounting, fiscal monitoring, purchasing, reception, constituent services, facilities management, general operations and clerical support.

Intergovernmental Relations

The Intergovernmental Relations Division is a function within the budget of the County Board to reflect the County Board's overall legislative and policy oversight function. Intergovernmental Relations assists in coordinating and developing a legislative package and budgetary agenda for Milwaukee County, which defines areas where modifications to State and Federal legislation should be developed and introduced. Intergovernmental Relations also communicates and works with State and Federal officials to enact the County's legislative and budgetary package, and interfaces with other local units of government.

2011 Budget

Approach and Priorities

- Maintain the current level of services provided on behalf of the citizens of Milwaukee County.

Wage and Benefit Modifications ***($194,822)***
This budget includes an expenditure reduction of $194,822 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Legislative Workflow and Public Access Program ***$5,792***
An appropriation of $18,000 is maintained to continue software maintenance and support of a new legislative workflow initiative. This is an increase of $792 from 2010. This capital improvement project, commenced in 2010, installs an integrated workflow and agenda management system that completely automates the entire legislative process from drafting to final disposition and publication. Implementation of a program to digitize documents and circulate via the Internet is anticipated to significantly reduce the use of paper and greatly improve public transparency and accessibility. This project is modeled after the successful implementation of a legislative workflow product that is currently in use at the City of Milwaukee and City of Racine. Also to assist with broadcasting County Board meetings, as part of this project, $5,000 is included for services from IMSD.

Reduced Funding for Grant Writer and Committee Clerk Positions **($128,782)**
1.0 FTE Grant Writer/Coordinator is unfunded for half the year and 1.0 FTE Committee Clerk position is unfunded for the entire year.

Increased Funding for Redistricting ***$42,500***
Because the County Board is required by law to adopt a redistricting plan in 2011 following completion of the 2010 census, $40,000 is added for redistricting consultant services and/or other services. In addition, $2,500 is included for redistricting software services from the DTPW-Engineering Division.

Reduced Funding for Sundry Services ***($6,000)***
Sundry services are reduced from $23,000 in 2010 to $17,000 in 2011.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: County Board **UNIT NO.** 1000
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 3,000,946	$ 3,080,353	$ 3,064,812	$ (15,541)
Employee Fringe Benefits (EFB)	2,067,112	2,391,150	2,294,444	(96,706)
Services	288,774	334,134	363,226	29,092
Commodities	37,721	51,450	51,000	(450)
Other Charges	1,668	2,500	2,500	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	785,508	837,132	819,260	(17,872)
Abatements	(73,772)	0	0	0
Total Expenditures	$ 6,107,957	$ 6,696,719	$ 6,595,242	$ (101,477)
Direct Revenue	2,759	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 2,759	$ 0	$ 0	$ 0
Direct Total Tax Levy	6,105,198	6,696,719	6,595,242	(101,477)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**60.2**	**60.2**	**58.5**	**(1.7)**
% of Gross Wages Funded	**100.0**	**98.7**	**100.0**	**1.3**
Overtime (Dollars)	**$ 441**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

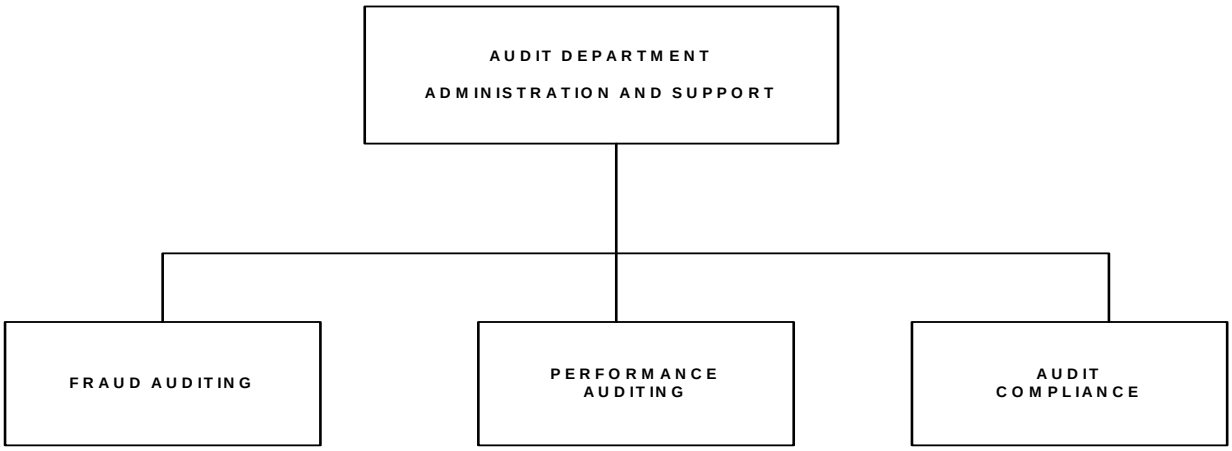
* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Grant Writer/Coordinator	12761	Unfund	0	(0.50)	Division	$ (24,702)
Committee Clerk	86505	Unfund	0	(1.00)	Admin Services	(53,480)
					TOTAL	$ (78,182)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COUNTY BOARD – DEPARTMENT OF AUDIT

COUNTY BOARD-DEPT OF AUDIT (1001)



MISSION

Through independent, objective and timely analysis of information, the Milwaukee County Department of Audit assists both policy makers and program managers in providing high-quality services in a manner that is honest, efficient, effective and accountable to the citizens of Milwaukee County.

Budget Summary

	2011	2010/2011 Change
Expenditures	**2,577,564**	**(103,868)**
Revenue	**0**	**0**
Levy	**2,577,564**	**(103,868)**
FTE's	**16.0**	**(2.0)**

Major Programmatic Changes

- Reassess department staffing needs and organizational structure due to pending and potential retirements.

OBJECTIVES

- Improve the pool of knowledge concerning Milwaukee County issues and programs among policy and administrative decision-makers.
- Increase the County Board's level of confidence in Milwaukee County's management of resources and program administration.
- Improve efficiency and effectiveness of Milwaukee County government services.

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Section 59.47 of the Wisconsin Statutes and Chapter 57 of the Milwaukee County Ordinances, the Department of Audit is responsible for post auditing the fiscal concerns of Milwaukee County, including but not limited to, the following functions:

1. Examining the records and procedures of County offices and departments to reach a conclusion as to economy and efficiency, program effectiveness, and compliance with regulatory authority.

2. Monitoring the propriety of departmental recordkeeping throughout the County relating to cash receipts and disbursements, cost accounting procedures, assets held in trust, and supplies and equipment inventories.

3. Determining the adequacy of internal control. Internal control is the system and methods management establishes to provide reasonable assurance that the following objectives are being achieved:
   - effectiveness and efficiency of operations,
   - reliability of financial reporting, and
   - compliance with applicable laws and regulations.

4. Auditing, when warranted, agencies receiving County funds or providing services to the County.

5. Monitoring contracts with vendors of goods and services for compliance with affirmative action requirements as provided in Section 56.17 of the County Ordinances.

6. Contracting for the annual audit of the financial statements of Milwaukee County and the Single Audit of Federal and State grants required by Federal OMB Circular A-133 and State Single Audit Guidelines.

Pursuant to Section 15.15 of the County Ordinances, the department reconciles the County's checking accounts and maintains custody of the cancelled checks.

2011 BUDGET

Approach and Priorities

- Maintain responsiveness to County Board audit requests and inquiries
- Continue efforts to achieve direct taxpayer savings through investigation of allegations of fraud, waste and abuse reported to the Fraud Hotline
- Facilitate the audit of the County's 2010 financial statements and Single Audit of federal and state grants

Programmatic Impacts

- Prospective staffing and organizational structure modifications will be pursued within the 2011 requested budget.

Budget Highlights

Wage and Benefit Modifications ***($59,767)***
This budget includes an expenditure reduction of $59,767 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Increased Costs for County-wide Audit ***$16,000***
Estimated professional service fees to conduct the annual County-wide audit increases from $400,000 to $416,000.

Increased Costs for Audit Consulting Services ***$42,090***
Due to the unfunding of 1.0 FTE Performance Evaluator 2, professional service fees for audit consulting services increases from $20,000 to 62,090.

Unfund Positions ***($144,136)***

1.0 FTE vacant Performance Evaluator 2 and 1.0 FTE vacant Office Support Assistant 2 positions are unfunded for a total salary and active fringe benefit savings of $144,136.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 1,174,643	$ 1,156,837	$ 1,095,058	$ (61,779)
Employee Fringe Benefits (EFB)	718,723	798,535	726,973	(71,562)
Services	402,247	449,171	506,061	56,890
Commodities	3,605	7,005	7,055	50
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	303,213	312,742	286,989	(25,753)
Abatements	(37,673)	(42,858)	(44,572)	(1,714)
Total Expenditures	$ 2,564,758	$ 2,681,432	$ 2,577,564	$ (103,868)
Direct Revenue	69	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 69	$ 0	$ 0	$ 0
Direct Total Tax Levy	2,564,689	2,681,432	2,577,564	(103,868)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**19.0**	**18.0**	**16.0**	**(2.0)**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

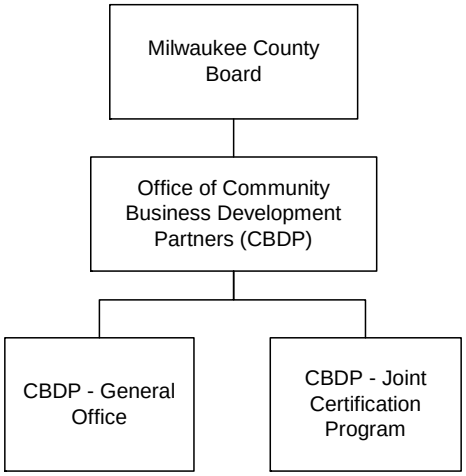
* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Adm Secretary - Perf Eval 2	04520	Unfund	0	(1.00)	1001 - Dept of Audit	$ (49,636)
Office Supp Asst 2	00007	Unfund	0	(1.00)	1001 - Dept of Audit	(33,570)
					TOTAL	$ (83,206)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COUNTY BOARD –
OFFICE OF COMMUNITY BUSINESS DEVELOPMENT PARTNERS

COUNTY BOARD-OFFICE OF COMMUNITY BUSINESS PARTNERS (1040)



MISSION

The Office of Community Business Development Partners (CBDP) implements County/Federal Disadvantaged Business Enterprise (DBE) program regulations, establishes DBE goals, certifies DBE firms, monitors and enforces contract compliance, and promotes business opportunities and capacity building which increase overall economic viability for small and disadvantaged businesses in Milwaukee County.

Budget Summary

	2011	2010/2011 Change
Expenditures	**883,263**	**(118,819)**
Revenue	**45,000**	**(225,000)**
Levy	**838,263**	**106,181**
FTE's	**6.0**	**0.0**

Major Programmatic Changes

- Begin implementation of a contract compliance auto solution database.

OBJECTIVES

- Ensure DBE goals are appropriately set and monitored on professional services and construction contracts.
- Begin implementation of a contract compliance automated solution in the Department of Transportation and Public Works, with full implementation continuing to IMSD, Airport, Transit and Treasurer's Office. Provide education and training to staff in participating departments on the contract compliance automated solution.
- Continue to update and amend all DBE related Milwaukee County ordinances, policies, and procedures consistent with Federal and Milwaukee County regulations, and educate Milwaukee County department and division personnel on the proper implementation of those policies and procedures.
- Continue community outreach to attract potential DBEs and to bring an understanding of the mission and purpose of the CBDP. Continue capacity building with our current DBEs and Milwaukee County departments. This will allow CBDP to be more proactive within the County and allow current DBEs to grow and be prosperous through our program.

DEPARTMENTAL PROGRAM DESCRIPTION

The Office of CBDP is responsible for the DBE program of Milwaukee County. Milwaukee County receives substantial Federal funding for its Transit and Paratransit systems, Airports and Federal and State highway programs from the United States Department of Transportation (USDOT). The DBE program, on behalf of Milwaukee County, ensures that full compliance is maintained with all Federal DBE laws.

Specific responsibilities of the office include annual and project goal setting for Federal Aviation Administration (FAA), Federal Transit Administration (FTA) and Wisconsin Department of Transportation (WisDOT) administered Federal Highway Administration (FHWA) programs; contract compliance monitoring; DBE firm certifications and appeals in accordance with 49 CFR 26 and terms of the Wisconsin Unified Certification Program (UCP) Agreement; DBE outreach programs that seek to promote greater utilization of DBE firms; DBE business development and technical assistance efforts; administration of revolving loan accounts to provide short-term assistance to qualifying DBE firms; and development of various small business seminars on effective business operations.

2011 Budget

Approach and Priorities

- Continue to provide clients with the service levels that are required of this department.
- Improve level of service provided to current and prospective DBEs in relation to informing them of available contractual opportunities.
- Ensure DBE goals are appropriately set and monitored on professional services and construction contracts.

Programmatic Impacts

- Begin implementation of a contract compliance automated solution.
- Pursuant to the directive from the County Board, a representative from CBDP will be included on all contract selection panels for professional services contracts of $100,000 or more.

Budget Highlights

Wage and Benefit Modifications ***($24,309)***

This budget includes an expenditure reduction of $24,309 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Cross-Charges ***$225,000***

CBDP was informed that there will not be any new capital projects for 2011. Therefore, the department does not anticipate any revenue associated with time charged for services provided in 2011.

Two crosscharges are included in the 2011 budget for non-capital, or direct, services by the CBDP. The Airport is charged $20,000, which is a decrease of $5,000 from the 2010 crosscharge of $25,000. Milwaukee County Transit System (MCTS) is also charged $25,000.

In 2011, the Director of the CBDP will develop a charging plan, which shall identify staff hours, hourly rates, and overhead rates as provided by the Department of Administrative Services. The Director of CBDP will report on this plan to the Board by July 1, 2011. Further, the direct service crosscharges to the Airport and MCTS will not be processed absent written documentation of the basis for the charges, including time studies of the CBDP employees that are providing the services.

Men of Color Taskforce ***($125,000)***
Appropriations for Professional Services – Non Recurring operations decrease by $125,000 due to one-time funding in 2010 of the Men of Color Taskforce.

Departmental Operations ***$0***
Pursuant to the directive from the County Board, a representative from CBDP will be included on all contract selection panels for professional services contracts of $100,000 or more.

BUDGET SUMMARY

Account Summary	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Personal Services (w/o EFB)	$ 345,332	$ 364,107	$ 387,178	$ 23,071
Employee Fringe Benefits (EFB)	228,667	254,567	250,436	(4,131)
Services	277,845	223,796	98,796	(125,000)
Commodities	5,963	6,420	6,420	0
Other Charges	234,980	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	144,947	153,192	140,433	(12,759)
Abatements	0	0	0	0
Total Expenditures	$ 1,237,734	$ 1,002,082	$ 883,263	$ (118,819)
Direct Revenue	14	0	0	0
State & Federal Revenue	122,605	0	0	0
Indirect Revenue	268,140	270,000	45,000	(225,000)
Total Revenue	$ 390,759	$ 270,000	$ 45,000	$ (225,000)
Direct Total Tax Levy	846,975	732,082	838,263	106,181

PERSONNEL SUMMARY

	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Position Equivalent (Funded)*	**6.0**	**6.0**	**6.0**	**0.0**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 167**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

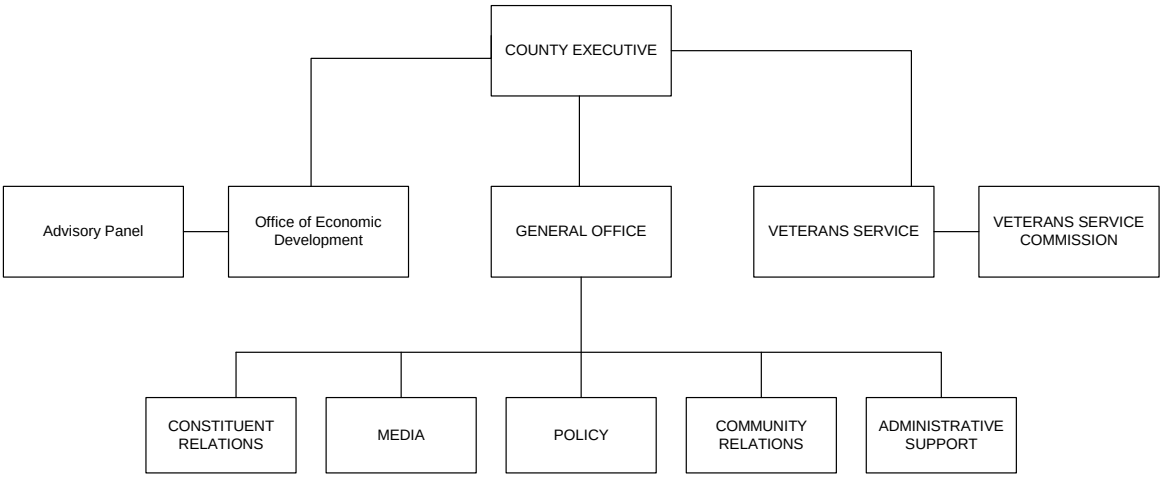
PERSONNEL CHANGES

Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COUNTY EXECUTIVE – GENERAL OFFICE

COUNTY EXEC-GENERAL OFFICE (1011)



MISSION

The Milwaukee County Executive will work to create a safe, enjoyable and prosperous community for all people in Milwaukee County by providing leadership, guidance and vision, and managing and directing high-quality, responsive and cost-effective government services.

Budget Summary

	2011	2010/2011 Change
Expenditures	**1,202,344**	**(114,338)**
Revenue	**0**	**0**
Levy	**1,202,344**	**(114,338)**
FTE's	**9.0**	**(1.0)**

OBJECTIVES

- The County Executive will direct his Cabinet and staff to continue providing all citizens with a safe environment in which to live, raise a family, work, play, and retire. The County Executive will continue efforts to provide affordable County services, while also endeavoring to achieve those goals in a fiscally responsible manner.
- The County Executive will direct departments and divisions to provide efficient and effective safety net services to the County's most vulnerable residents, including quality managed health care for low-income residents, better housing options for those with mental illness, and other special needs.
- The County Executive will continue to work with the Legislative and Judicial branches of County government, as well as State and Federal governments, to obtain, and provide the fiscal resources necessary to achieve Milwaukee County's mission.
- The County Executive will work with the County Board of Supervisors to provide a long-term plan of reform and good management through more financial oversight, continued development of a master space plan, and a long-term strategic planning process.
- The County Executive, departments, divisions, and staff will continue working with the County Board to achieve our mutual goals of providing the highest quality of services for all Milwaukee County residents.

DEPARTMENTAL PROGRAM DESCRIPTION

The County Executive is the elected chief administrative officer for Milwaukee County. The County Executive has the following duties and responsibilities: coordinate and direct all administrative and management functions of

County government; appoint department heads and members of boards and commissions, subject to County Board confirmation; submit annually a recommended County budget to the County Board; communicate to the County Board the condition of the County or other matters requiring their attention; and approve or veto all resolutions or ordinances enacted by the County Board.

2011 BUDGET

Approach and Priorities

- Maintain the current level of services provided on behalf of the citizens of Milwaukee County.

Budget Highlights

Wage and Benefit Modifications ***($33,947)***

This budget includes an expenditure reduction of $33,947 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Unfunding of Administrative Secretary – Associate Executive Assistant ***($73,840)***

1.0 FTE Administrative Secretary – Associate Executive Assistant (vacant) position is unfunded for a salary and active fringe savings of $73,840. Current staff will assume these duties and responsibilities.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 572,577	$ 633,902	$ 586,670	$ (47,232)
Employee Fringe Benefits (EFB)	348,413	430,764	397,804	(32,960)
Services	9,233	13,500	13,500	0
Commodities	2,045	5,502	5,526	24
Other Charges	0	500	500	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	214,021	232,514	198,344	(34,170)
Abatements	(61,192)	0	0	0
Total Expenditures	$ 1,085,097	$ 1,316,682	$ 1,202,344	$ (114,338)
Direct Revenue	2,970	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 2,970	$ 0	$ 0	$ 0
Direct Total Tax Levy	1,082,127	1,316,682	1,202,344	(114,338)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**10.6**	**10.0**	**9.0**	**(1.0)**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 84**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2011 BUDGET

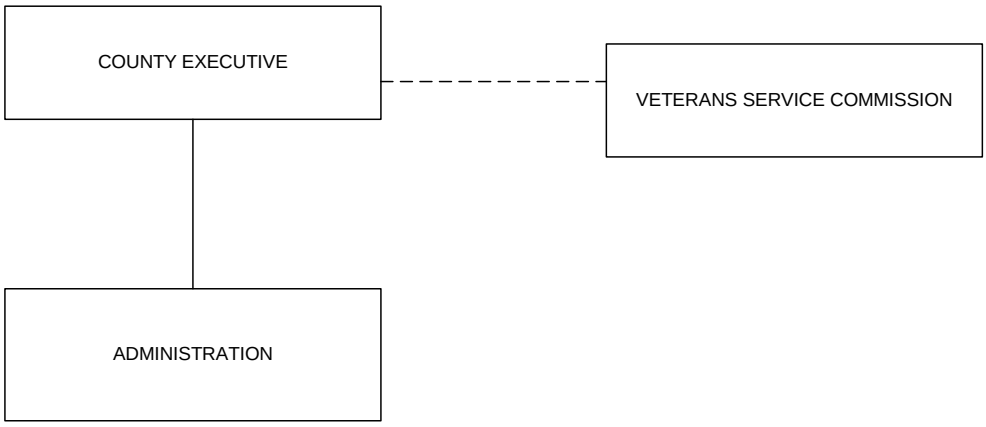
DEPT: County Exec-General Office **UNIT NO.** 1011
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Adm Sec Assoc Exec Asst	85360	Unfund	0	(1.00)	General Office	$ (42,948)
					TOTAL	$ (42,948)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COUNTY EXECUTIVE – VETERANS SERVICE

COUNTY EXEC-VETERANS SERVICE (1021)



MISSION

The mission of the Milwaukee County Department of Veterans Services is to serve all the veterans of Milwaukee County and their families with dignity and compassion by providing prompt and courteous assistance in the preparation and submission of claims for benefits to which they may be entitled and to serve as their principal advocate on veterans' related issues.

Budget Summary

	2011	2010/2011 Change
Expenditures	**340,158**	**32,625**
Revenue	**13,000**	**0**
Levy	**327,158**	**32,625**
FTE's	**6.0**	**1.0**

Major Programmatic Changes

- None

OBJECTIVES

- Provide a high level of quality, knowledgeable service to Milwaukee County veterans and their families
- Expand services through outreach programs, including briefings and benefits seminars at local military units, veterans organizations, independent/assisted living facilities and other public venues

DEPARTMENTAL PROGRAM DESCRIPTION

On a daily basis, employees assist veterans and their families in determining eligibility for the full range of State and Federal veterans benefits. As part of this process, employees obtain and screen source documents, identify eligible programs, and facilitate the application process. Further, this office brings supportive governmental and public agencies onsite to provide complimentary services. These include the State Department of Workforce Development (DWD) Office of Veterans Services (job search assistance), DWD Bureau of Apprenticeships (entry into trades), Milwaukee County Health and Human Services (public aid), and the Marquette Volunteer Legal Clinic (legal services). In addition, this office provides used clothing and household goods to needy veterans through a volunteer donor program. Throughout the year, briefings and seminars are conducted at public venues to increase the awareness of veterans programs and benefits.

2011 Budget

Approach and Priorities

- Expand services provided by collaborating with existing governmental and social service agencies.
- Maintain the Milwaukee County Needy Veterans Fund ($13,500) which provides limited emergency financial aid to veterans and/or their families, including providing, within guidelines, aid for emergency loss of income, emergency travel, burial of indigent veterans, and security deposit for homeless veterans moving into independent living.
- Maintain funding for flags for placement on veterans graves throughout Milwaukee County.

Budget Highlights

The budget maintains current operations at the federal VA Grounds.

Wage and Benefit Modifications ***($9,265)***

This budget includes an expenditure reduction of $9,265 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Personnel Services **$46,361**

An employee who was on military leave since 2009 is returning in 2011. A reduction in VANDT results in the increase of 1.0 FTE in the Veteran Services Office. Combined with increased personnel costs, and 1972 adjustments, total personnel services is increased $46,361.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 117,089	$ 117,995	$ 148,461	$ 30,466
Employee Fringe Benefits (EFB)	101,739	98,640	114,536	15,896
Services	19,881	33,660	21,660	(12,000)
Commodities	15,263	29,000	29,000	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	28,917	28,238	26,501	(1,737)
Abatements	0	0	0	0
Total Expenditures	$ 282,889	$ 307,533	$ 340,158	$ 32,625
Direct Revenue	0	0	0	0
State & Federal Revenue	13,000	13,000	13,000	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 13,000	$ 13,000	$ 13,000	$ 0
Direct Total Tax Levy	269,889	294,533	327,158	32,625

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**6.0**	**5.0**	**6.0**	**1.0**
% of Gross Wages Funded	**100.0**	**83.4**	**100.0**	**16.6**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

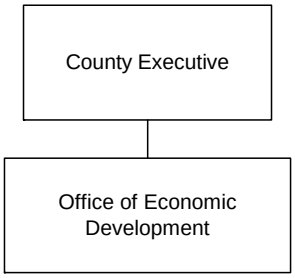
* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COUNTY EXECUTIVE – OFFICE OF ECONOMIC DEVELOPMENT

COUNTY EXEC - OFFICE OF ECONOMIC DEVELOPMENT (1031)



MISSION

Provide a comprehensive economic development strategy that generates significant and sustainable value for residents of Milwaukee County. By coordinating the efforts of the County and the municipalities, the regional economy can grow by retaining and expanding existing employers and by relocating new employers to Milwaukee County.

Budget Summary

	2011	2010/2011 Change
Expenditures	**389,304**	**389,304**
Revenue	**0**	**0**
Levy	**389,304**	**389,304**
FTE's	**3.5**	**3.5**

Major Programmatic Changes

- Establish the Office of Economic Development

OBJECTIVES

- Leverage County resources and financial position to support job creation and retention through the efforts of highly experienced staff.
- Expand the capacity of Milwaukee County to compete with other regions by developing programs/initiatives that support the growth and development of the private sector, including DBE firms.
- Develop and implement a comprehensive marketing/communication strategy aimed at branding and positioning the county of Milwaukee as one of America's best places to do business.
- Facilitate the development of economic development projects by structuring deals that fully leverage public investment (land, bonds, grants) with private capital, and yield a reasonable return on investment (tax base, job creation and business creation) to local taxpayers over the long term.
- Function as the central point of communication for job development, retention and expansion progress and strategy among local municipalities, regional economic development, civic and non-profit community organizations.

DEPARTMENTAL PROGRAM DESCRIPTION

The Office of Economic Development (OED) is a new division within the Office of the County Executive that is tasked with supporting job creation and retention in Milwaukee County, by working with both new and existing businesses. Some of the strategies envisioned for the OED to support job development include real estate coordination efforts and assistance with local land use and zoning compliance and incentives. The OED will also work closely with economic development agencies in the County to accomplish its mission through supporting existing marketing campaigns and coordinating closer ties and communication between municipal economic development agencies.

Real Estate Coordination
Identifying an affordable and suitable location can be a significant challenge for emerging or relocating businesses. Economic Development Specialists will develop an assessment of infrastructure needs for specific employers that will include access to transportation systems, site development or expansion opportunities, and utility needs.

Local Compliance and Incentives
The OED will serve as a clearinghouse for information on incentives and tax credits that may be available to businesses in Milwaukee County from the Federal, State or municipal governments. In addition, staff from the office will assist businesses seeking to expand or relocate within Milwaukee County in navigating through zoning, permitting and other processes required by municipal governments within the County.

Marketing
The OED will support the marketing of Milwaukee County as a desirable location to do business. The focus of this effort will be to coordinate marketing campaigns already being conducted to maximize the benefits of resources currently utilized.

Coordination and Communication
During an economic development roundtable held by the County Executive in 2009, municipal leaders indicated a need for improved coordination of efforts and communication among the municipalities. To address this need, advocates from the OED will hold regular meetings with economic development personnel from the nineteen municipalities within Milwaukee County, as well as representatives from neighborhood and ethnic chambers of commerce, to coordinate activities and to foster communication on issues and opportunities.

In addition, the OED will coordinate with the Deputy Director for Business and Commercial Management at General Mitchell International Airport to pursue opportunities in and around the Airport property, including coordination with the Airport Gateway Business Association (AGBA), which is seeking to develop the Airport Gateway Business Improvement District #40, or Aerotropolis.

2011 BUDGET

Approach and Priorities

- Coordinate economic development efforts among municipalities within Milwaukee County.
- Facilitate job retention and growth in Milwaukee County by providing real estate information to businesses; serve as a liaison between businesses and municipal officials; coordinate efforts to market Milwaukee County to businesses and business organizations; and improve the communication among municipal economic development officials.

Programmatic Impacts

- Create a new Office of Economic Development within the Office of the County Executive to facilitate economic growth within Milwaukee County.

Budget Highlights

Wage and Benefit Modifications ***($9,325)***
This budget includes an expenditure reduction of $9,325 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Staff Office with Qualified and Experienced Personnel ***$301,628***
Transfer from the Department of Transportation & Public Works Director's Office 1.0 FTE Economic Development Director and 1.0 FTE Economic Development Specialist, and create an additional 2.0 FTEs Economic Development Specialists, for a total of 4.0 full-time positions. Vacancy and turnover is increased assuming that the two new Economic Development Specialists are hired no earlier than April 1, 2010. The total cost of these position actions is $301,628, including salaries and active fringe benefits.

Services Funding ***$96,595***
Provide $96,595 in professional services for specialized real estate, development, engineering or other services to support the activities of the office. Funding is also provided for the County's membership in Milwaukee 7 ($25,000) and the East Wisconsin Counties Railroad Consortium ($25,000).

Pursue Grant Funding ***$0***
The OED is authorized to apply for, accept and expend grant funds that may be available in support of the mission, objectives and operations identified in the 2011 budget.

Coordination of Economic Development Efforts ***$0***
Milwaukee County consists of 19 separate municipalities, each with their own philosophy and approach to economic development. The County can enhance economic development efforts by facilitating coordination and collaboration among the various municipalities. In partnership with the Southeast Wisconsin Regional Planning Commission (SEWRPC), the County will develop a Comprehensive Economic Development Strategy (CEDS) that will seek to build consensus among the 19 municipalities in Milwaukee County and, in the process, build a basis for longer term cooperation and collaboration; identify high-impact development priorities and focus development resources on high impact and catalytic projects; provide the basis for attracting additional public (federal and state) and private capital to Milwaukee County; form the basis for marketing the county to expand business recruitment and retention efforts; and lay the foundation for long term job growth in the county of Milwaukee.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: County Exec - Office of Economic Development **UNIT NO.** 1031
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 0	$ 0	$ 197,300	$ 197,300
Employee Fringe Benefits (EFB)	0	0	85,452	85,452
Services	0	0	96,595	96,595
Commodities	0	0	2,000	2,000
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	0	0	7,957	7,957
Abatements	0	0	0	0
Total Expenditures	$ 0	$ 0	$ 389,304	$ 389,304
Direct Revenue	0	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 0	$ 0	$ 0	$ 0
Direct Total Tax Levy	0	0	389,304	389,304

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**0.0**	**0.0**	**3.5**	**3.5**
% of Gross Wages Funded			**88.1**	
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Economic Dev Director	80094	Transfer In	1	1.0	CEX-Off of Econ Dev	$ 59,792
Economic Dev Specialist	07899	Transfer In	1	1.0	CEX-Off of Econ Dev	49,404
Economic Dev Specialist	07899	Create	2	2.0	CEX-Off of Econ Dev	98,804
					TOTAL	$ 208,000

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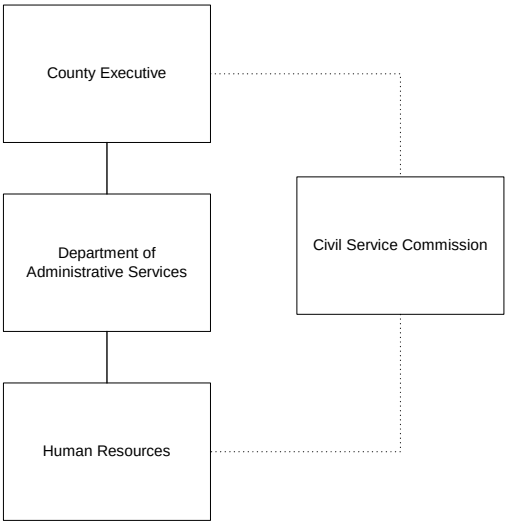
CIVIL SERVICE COMMISSION

CIVIL SERVICE COMMISSION (1110)



MISSION

The Civil Service Commission will serve the residents of Milwaukee County by conducting hearings and rendering decisions on merit system violations and appeals of actions taken by the Director of Human Resources. In addition, the Civil Service Commission has responsibility for the adoption and amendment of rules and regulations governing the merit system.

Budget Summary

	2011	2010/2011 Change
Expenditures	**53,989**	**708**
Revenue	**0**	**0**
Levy	**53,989**	**708**
FTE's	**5.0**	**0.0**

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Sections 63.01 to 63.03 of the Wisconsin Statutes, there shall be a Civil Service Commission in every county containing 500,000 or more residents. The five-member Civil Service Commission conducts hearings on the merit system and, when necessary, makes recommendations to the County Board or its committees. The Civil Service Commission budget includes the following two programs:

- Quasi-Judicial – The Civil Service Commission acts as an adjudicating body, conducting hearings on merit system violations and appeals of actions taken by the Director of Human Resources and rendering decisions thereon.

- Administrative – The Civil Service Commission exercises administrative control over the merit system, including promulgation of rules.

2011 BUDGET

Approach and Priorities

- Maintain same level of service.

Budget Highlights

Cost sharing

Approximately 18.5% of the DAS - Human Resources Director's salary and active fringe benefit costs are charged to the Civil Service Commission.

Capital Investments

- The department has no Capital projects in 2011.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 50,697	$ 47,712	$ 48,095	$ 383
Employee Fringe Benefits (EFB)	313	33	25	(8)
Services	1,542	4,000	4,231	231
Commodities	0	0	0	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	1,525	1,536	1,638	102
Abatements	0	0	0	0
Total Expenditures	$ 54,077	$ 53,281	$ 53,989	$ 708
Direct Revenue	0	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 0	$ 0	$ 0	$ 0
Direct Total Tax Levy	54,077	53,281	53,989	708

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**5.0**	**5.0**	**5.0**	**0.0**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Civil Service Commission **UNIT NO.** 1110
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	$ 0

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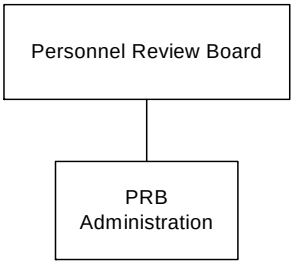
PERSONNEL REVIEW BOARD

PERSONNEL REVIEW BOARD (1120)



MISSION

The Milwaukee County Personnel Review Board must assure fair and impartial due process hearings for the suspension, demotion or discharge of County employees in the classified service as provided by law and as prescribed under Wis. Stats. 63.10 and 63.12, and Chapters 9, 17.207 and 33 of the Milwaukee County General Ordinances.

Budget Summary

	2011	2010/2011 Change
Expenditures	**215,475**	**5,286**
Revenue	**0**	**0**
Levy	**215,475**	**5,286**
FTE's	**7.3**	**0.4**

Major Programmatic Changes

- Maintain core services and process increased disciplinary case workload.

OBJECTIVES

- Improve operational efficiency and maintain or improve service levels through successful software and/or hardware installations.
- Standardize PRB forms and improve communication through continued PRB website development.

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Chapter 33 of the Milwaukee County General Ordinances, the five-member Personnel Review Board provides quasi-judicial hearings of charges filed by appointing authorities, or other persons authorized to file such charges, where the charges allege actions of an individual in the classified civil service merit discipline or discharge. The Board also hears citizen complaints and final step grievance appeals by non-represented employees. The Board acts as an "Independent Fact Finder" for cases forwarded by the Ethics Board, and may act as a hearing body for other disciplinary actions that call for an administrative hearing. The Board maintains employee and statistical records on disciplinary cases that may assist the county in litigation.

2011 BUDGET

Approach and Priorities

This budget was prepared with consideration of five-year average actual usage, including assumed usage of all dollars in 2010 adopted budget. Additionally, this budget considers the following administrative priorities:

- Preserve core services and process cases with efficiency and accuracy.
- Provide periodic procedural training sessions related to the Personnel Review Board.
- Serve as a resource to answer procedural questions from management, employees, and employee representatives.
- Process the average case within a 6 to 9 month period.

Budget Highlights

Wage and Benefit Modifications ***($4,115)***

This budget includes an expenditure reduction of $4,115 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Increase in Hours of Administrative Intern ***$8,922***

In 2011, the budgeted hours for the Administrative Intern increase from 0.38 to 0.75 FTE (salary and social security cost of $8,922). The Personnel Review Board staff provides administrative support to the Ethics Board, spending approximately 75% of their time on PRB work and 25% of their time on work for the Ethics Board. In 2011, the Executive Secretary of the PRB anticipates that workload will increase, in part from training initiatives and in part due to increasing PRB caseload. The additional hours budgeted for the Administrative Intern will allow PRB Staff to adequately address these workload increases.

Staff Development ***$320***

The budget includes $320 for the Board staff's professional development, which will support continual improvement in the office administration.

BUDGET SUMMARY

Account Summary	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Personal Services (w/o EFB)	$ 95,735	$ 111,708	$ 118,256	$ 6,548
Employee Fringe Benefits (EFB)	80,665	71,333	64,469	(6,864)
Services	2,818	1,950	3,730	1,780
Commodities	652	864	2,350	1,486
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	27,488	28,070	26,670	(1,400)
Abatements	(3,822)	(3,736)	0	3,736
Total Expenditures	$ 203,536	$ 210,189	$ 215,475	$ 5,286
Direct Revenue	214	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 214	$ 0	$ 0	$ 0
Direct Total Tax Levy	203,322	210,189	215,475	5,286

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Personnel Review Board **UNIT NO.** 1120
FUND: General - 0001

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**7.4**	**6.9**	**7.3**	**0.4**
% of Gross Wages Funded	**98.3**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

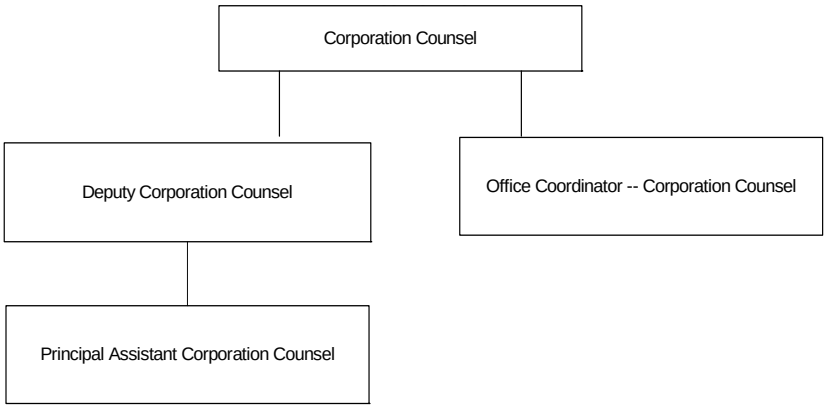
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Administrative Intern	87700	Fund	1	0.37	PRB	$ 8,286
					TOTAL	$ 8,286

ACTIVITY AND STATISTICAL SUMMARY				
	2008 Budget	**2009** Budget	**2010** Budget	**2011** Budget
Discipline/Grievance Hearings Placed on Docket	241	235	235	235
Number of PRB Meetings with Hearings	28	27	27	27
Hours Met in Session	72	81	81	81

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

CORPORATION COUNSEL

CORPORATION COUNSEL (1130)



MISSION

Ensure that Milwaukee County, its officers, employees and agents adhere to all applicable legal requirements, and to minimize personal and fiscal liability for the aforementioned group.

Budget Summary

	2011	2010/2011 Change
Expenditures	**1,663,263**	**(46,668)**
Revenue	**155,000**	**(20,000)**
Levy	**1,508,263**	**(26,668)**
FTE's	**19.7**	**(0.3)**

OBJECTIVES

- Maintain positive constituent relations by servicing the public that relies on the services of this office during times of personal crisis
- Respond timely to requests for legal advice
- Provide zealous advocacy on behalf of Milwaukee County and its departments, divisions and elected officials

DEPARTMENTAL PROGRAM DESCRIPTION

The Office of Corporation Counsel serves as chief legal counsel to all Milwaukee County departments, employees and elected officials. The three main functions are the provision of general legal advice, the provision of quasi-prosecutorial functions in mental health, guardianship and protective placement and open records and public meetings, and the provision of litigation defense services that are billed to the Wisconsin County Mutual Insurance Corporation. By County ordinance, this office also serves as chief legal counsel to the Milwaukee County Employees Retirement System.

2011 Budget

Approach and Priorities

- Maintain the current level of services provided on behalf of the citizens of Milwaukee County.

Budget Highlights

Wage and Benefit Modifications ***($97,016)***
This budget includes an expenditure reduction of $97,016 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Reduction in Charges to County Departments ***$1,857***
Corporation Counsel charges departments for attorneys whose time is completely or partially dedicated. This crosscharge is based on a fully-loaded hourly rate and a projected number of hours based on previous year and current year-to-date billings. This is reflected as an abatement in Corporation Counsel's budget and decreases by a corresponding amount. A large decrease in services provided to Employee Benefits is directly related to the settlement of the Mercer lawsuit.

	2010	2011	Increase
Employee Benefits	$ 179,133	$ 100,000	$ (79,133)
Child Support	$ 4,400	$ 5,000	$ 600
Airport	$ 318,541	$ 325,091	$ 6,550
Highways	$ 25,000	$ 25,000	$ -
Behaviorial Health	$ 596,346	$ 676,143	$ 79,797
Aging	$ 187,748	$ 67,581	$ (120,167)
Family Care	$ -	$ 137,211	$ 137,211
Health and Human Services	$ 176,715	$ 138,177	$ (38,538)
TOTAL	**$ 1,487,883**	**$ 1,486,026**	**$ (1,857)**

Vacancy and Turnover Reduction ***($38,484)***
Vacancy and Turnover reduction is included to represent savings from anticipated vacancies. This is the equivalent of 0.30 FTE reduction is a tax levy reduction of $38,484.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 1,774,385	$ 1,783,997	$ 1,788,246	$ 4,249
Employee Fringe Benefits (EFB)	876,622	1,026,673	967,006	(59,667)
Services	120,566	80,402	73,402	(7,000)
Commodities	18,872	16,960	19,100	2,140
Other Charges	39,485	22,000	22,000	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	255,066	267,782	279,535	11,753
Abatements	(1,527,633)	(1,487,883)	(1,486,026)	1,857
Total Expenditures	$ 1,557,363	$ 1,709,931	$ 1,663,263	$ (46,668)
Direct Revenue	163,251	175,000	155,000	(20,000)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 163,251	$ 175,000	$ 155,000	$ (20,000)
Direct Total Tax Levy	1,394,112	1,534,931	1,508,263	(26,668)

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Corporation Counsel **UNIT NO.** 1130
FUND: General - 0001

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**22.1**	**20.0**	**19.7**	**(0.3)**
% of Gross Wages Funded	**99.3**	**100.0**	**98.6**	**(1.4)**
Overtime (Dollars)	**$ 10**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						$ 0
					TOTAL	$ 0

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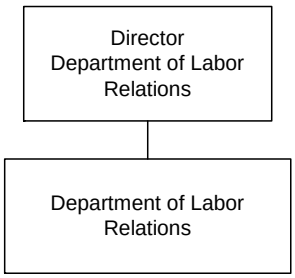
DEPARTMENT OF LABOR RELATIONS

DEPARTMENT OF LABOR RELATIONS (1135)



MISSION

The Department of Labor Relations will negotiate and administer responsible and cost-effective collective bargaining agreements for Milwaukee County and the eight bargaining units, which account for 84% of the Milwaukee County workforce.

Budget Summary

	2011	2010/2011 Change
Expenditures	**492,562**	**(22,464)**
Revenue	**0**	**0**
Levy	**492,562**	**(22,464)**
FTE's	**2.8**	**(0.6)**

Major Programmatic Changes

- Continue negotiation of successor agreements with all eight County labor unions.

OBJECTIVES

- Review procedures and policies on grievances; make necessary adjustments to ensure proper and timely grievance handling.
- Continue to negotiate successor agreements to the existing labor contracts.
- Continue to review all known/existing collateral agreements. Check them for relevance and incorporate into labor agreements when applicable.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Labor Relations (DLR) negotiates and administers all collective bargaining agreements, establishes labor relations training programs for supervisory staff and conducts all procedures ordered by the Wisconsin Employment Relations Commission, U.S. Department of Labor, or the Wisconsin Department of Workforce Development. All matters relating to labor relations introduced to the County Board are referred to DLR for recommendation. In addition, DLR may, under the direction of the County Board Personnel Committee, carry out those procedural responsibilities delegated to that committee by Chapter 80 of the Milwaukee County General Ordinances, annually review the wages, hours and conditions of employment of all employees not represented for purposes of collective bargaining, and submit recommendations to the County Board of Supervisors each year for the following year.

2011 BUDGET

Approach and Priorities

- Maintain same level of service while reducing levy support.

Programmatic Impacts

- Milwaukee County has reached agreements with five of the eight County bargaining units for 2009-2011. DLR will continue to negotiate/arbitrate successor agreements with the three remaining units representing County employees, and/or, if necessary, put the County in the best position to win in interest arbitration.

Budget Highlights

Wage and Benefit Modifications ***($12,678)***
This budget includes an expenditure reduction of $12,678 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Personal Reduction ***($64,800)***
One filled FTE Senior Executive Assistant-Labor Relations position is abolished. Offsetting the reduction in salary and active fringe benefit costs of $78,800, an appropriation of $14,000 is budgeted in Contractual Personal Services Fees-Long to fund temporary help to aid in coverage of the phones and filing.

Cost Sharing Between Departments ***$28,448***
In the 2010 Adopted Budget, the position of Labor Relations Analyst was split between DLR and DAS – HR. In 2011, the Labor Relations Analyst will continue to provide budget and financial support to DAS – HR, however the position is now budgeted 0.75 FTE in DLR and 0.25 FTE in DAS – HR.

Professional Services – Arbitration ***($10,000)***
The appropriation to fund arbitration related expenses is reduced by $10,000 in 2011. While the need for arbitrations is difficult to predict, based on prior year actual expenses the budgeted amount of $20,000 should be sufficient. In addition, $150,000 is budgeted in the Litigation Reserve for legal fees related to contract arbitration.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 310,637	$ 262,807	$ 252,677	$ (10,130)
Employee Fringe Benefits (EFB)	170,791	171,080	147,804	(23,276)
Services	72,086	54,415	58,805	4,390
Commodities	2,524	3,600	3,600	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	21,678	23,124	29,676	6,552
Abatements	(62,707)	0	0	0
Total Expenditures	$ 515,009	$ 515,026	$ 492,562	$ (22,464)
Direct Revenue	0	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 0	$ 0	$ 0	$ 0
Direct Total Tax Levy	515,009	515,026	492,562	(22,464)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**4.4**	**3.4**	**2.8**	**(0.6)**
% of Gross Wages Funded	**100.0**	**97.7**	**100.0**	**2.3**
Overtime (Dollars)	**$ 1,742**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Sr Exec Asst Labor Rel	00103	Abolish	(1)	(1.00)	Labor Relations	$ (46,740)
Labor Relations Analyst	08575	Transfer-In	1	0.25	Labor Relations	18,348
					TOTAL	$ (28,392)

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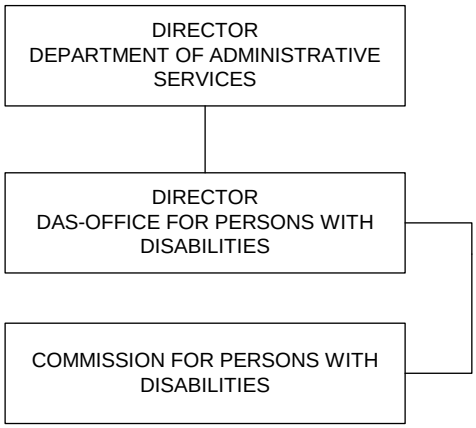
DEPARTMENT OF ADMINISTRATIVE SERVICES – OFFICE FOR PERSONS WITH DISABILITIES

DAS-OFFICE FOR PERSONS WITH DISABILITIES (1019)



MISSION

It is the mission of the Office for Persons with Disabilities (OPD) to effectively employ Milwaukee County and community resources to assure that people with disabilities share equally in programs, services and facilities of the County. The Office will provide high quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life for all people with disabilities.

Budget Summary

	2011	2010/2011 Change
Expenditures	**871,953**	**(20,729)**
Revenue	**172,500**	**2,000**
Levy	**699,453**	**(22,729)**
FTE's	**4.1**	**0.0**

Major Programmatic Changes

- Office continues to promote transportation alternatives through New Freedom Program involvement
- Office seeks alternative program partners at Underwood Center

OBJECTIVES

- The Office for Persons with Disabilities (OPD) will apply its staff expertise, leverage its fiscal resources, and promote collaborations to access the benefits offered within Milwaukee County to people with disabilities.
- OPD will strive to make Milwaukee County government welcoming to the aspirations and needs of people with disabilities by advocating on their behalf, anticipating access needs, assuring competent services, and by providing knowledgeable support to departments and individuals providing services to citizens with disabilities.
- OPD will showcase the talents and abilities of people with disabilities by supporting productive employees, promoting positive community awareness events, and by enhancing the independence of people with disabilities.

- OPD will continue to participate in inter-departmental activities to “right-size” transportation services for people requiring special transportation services. Efforts will be directed at providing efficient and effective transportation that assures dignity and independence while being cost effective.

DEPARTMENTAL PROGRAM DESCRIPTION

The Office for Persons with Disabilities includes the following functions: Employment, Transportation, Accessibility, Sign Language Interpreting and Recreation.

Employment includes administering and implementing the Disabled Expanded Certification Appointment (DECA) program, as well as providing job accommodation consultations and the Job Relocation Program to Milwaukee County departments and employees with disabilities.

Transportation involves the assurance of appropriate access to specialized transportation for persons with disabilities. Assistance is provided with problem solving, advocacy and consumer planning through the Transit Plus Advisory Council.

Accessibility consists of the review of building/remodeling plans proposed by departments for their facilities to assure compliance with accessibility standards. This is accomplished through physical site surveys as well as architectural plan reviews and technical guidance. In addition, this function also involves working with other departments in upgrading their level of accessibility offered to citizens with disabilities.

Sign Language Interpreting involves the coordination and provision of sign language interpreting for County departments to citizens who are deaf/hard of hearing. It also coordinates and provides assistance to County departments with such technology as TTY's (teletypewriter) and Assistive Listening Devices, and telephone relay services.

Recreation is responsible for the creation and assured provision of integrated recreation programming for citizens with disabilities in venues operated by Milwaukee County and other community resources. OPD manages and operates two center-based recreational facilities, Wil-O-Way Grant and Wil-O-Way Underwood.

The department also provides other activities such as, but not limited to, the distribution of an informational newsletter (Handy-NEWS & NOTES), disability-related training to Milwaukee County departments and the public and the distribution of tickets to people with disabilities for the Admirals, Brewers, Bucks, Wave and Holiday Folk Fair.

2011 BUDGET

Approach and Priorities

- Preserve existing staff resources and program elements to promote compliance with ADA and other legal access requirements and maintain core services to benefit people with disabilities.
- Continue to promote the use of fixed route bus service to people with disabilities through the New Freedom Program.
- Maintain core services through support from other Milwaukee County departments and divisions and the County’s recreation/respite contract with Easter Seals of Southeastern Wisconsin. Relying on facilitation of existing resources, OPD has leveraged staff assets to offer timely and effective accommodation services to County departments and to constituents with disabilities. Where OPD cannot provide direct staff intervention, the Division has judiciously used community organizations to promote improved access to the programs, services, and facilities of Milwaukee County.

Programmatic Impacts

- To maintain service levels, OPD is required to maximize revenue from community rental of the Wil-O-Way Recreation Centers. With the impending loss of a longtime lessee at Underwood, Goodwill Industries of Southeaster Wisconsin, it is necessary to identify appropriate use for this asset and to regain needed rental revenue. OPD will work with other Milwaukee County departments and the community to identify alternatives which meet both the division's mission and which also provide for fiscally sound management of this asset.
- DAS-OPD is assisting the Milwaukee County Transit System (MCTS) with an application for re-authorization of a New Freedom grant to be used to increase readership of individuals with disabilities on the MCTS fixed route system. In the first six months of 2010, wheelchair ridership on the fixed route system has increased 39% over the comparable period in 2009. (Note that wheelchair ridership is approximate to New Freedom recipients but not an exact measure). A total of 1,400 New Freedom passes have been distributed to County residents.
- The County's 2010 application for the New Freedom grant also includes a "car-share" pilot program which would make handicapped accessible vehicles available to paratransit eligible residents. It is anticipated that paratransit demand will decrease to the extent that handicapped riders access the shared car system. The shared car program will be operated by a contractor and will cost users $8 per hour with no tax levy expense for the County. This program will be managed by OPD in partnership with the Department of Family Care.

Budget Highlights

Wage and Benefit Modifications ***($12,307)***
This budget includes an expenditure reduction of $12,307 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Wil-O-Way Underwood Space Rental ***$0***
The 2011 Recommended Budget assumes no change in Wil-O-Way rental revenue, in the amount of $115,000, despite the loss of long time Wil-O-Way Underwood lessee Goodwill Industries. With increased membership in Family Care, DAS-OPD will aggressively market the facility to other day program providing organizations.

Camp Fees and Grant Reimbursement ***$7,000***
An increase in Gifts and Donations of $7,000 is projected in 2011, based on actual experience with camp fee registration and reimbursement for the New Freedom Grant.

Wil-O-Way Rental Rates ***$0***
Rental rates will be maintained for 2011 as listed below. Peak rental rates are to begin on May 1 and extend through September 30 (as opposed to June 1 through August 31 for budget year 2010) resulting in a projection of $115,000 in revenue from rental of the Wil-O-Way Centers.

Wil-O-Way Rental Fees	2010 Fee	2011 Fee	2010/2011 Change
Peak Season *(May through September)*			
Milwaukee County Residents (4 hours)	$295	$295	$0
Non-Milwaukee County Residents (4 hours)	$400	$400	$0
Disability Related Organizations (4 hours)	$200	$200	$0
Wil-O-Way Key Card Members (4 hours)	$200	$200	$0
Additional Hours (Per Hour)	$75	$75	$0
Non-Peak Season *(Jan. - Apr. & Oct. - Dec.)*			
Milwaukee County Residents (4 hours)	$240	$240	$0
Non-Milwaukee County Residents (4 hours)	$325	$325	$0
Disability Related Organizations (4 hours)	$180	$180	$0
Wil-O-Way Key Card Members (4 hours)	$180	$180	$0
Additional Hours (Per Hour)	$60	$60	$0
Holler Park Lodge Rental Fees			
Milwaukee County Residents (4 hours)	$240	$240	$0
Non-Milwaukee County Residents (4 hours)	$325	$325	$0
Disability Related Organizations (4 hours)	$180	$180	$0
Wil-O-Way Key Card Members (4 hours)	$180	$180	$0
Additional Hours (Per Hour)	$60	$60	$0

DEPARTMENT OF ADMINISTRATIVE SERVICES - OFFICE FOR PERSONS WITH DISABILITIES EXPENDABLE TRUST (ORG. 0601)

Since 1983, the Milwaukee County Commission for Persons with Disabilities has maintained an expendable trust fund to benefit Milwaukee County residents with disabilities. Consistent with applicable Milwaukee County policy and procedure, the Commission initiates fiscal actions that require concurrence with the County Board of Supervisors and the County Executive. Through its actions, the Commission also fosters activities that support contributions to the corpus of the trust.

BUDGET SUMMARY		
Expenditure	Revenue	Tax Levy
$25,000	$25,000	$0

Total 2010 expenditures and revenues for the Disabilities Expendable Trust Fund are $25,000 and include the following:

Expenditure - $25,000: For the activities of the Commission throughout the year including, but not limited to, support for disability-related community events.

Revenue - $25,000: From grants and advertisements in Handy-NEWS & NOTES.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DAS-Office for Persons with Disabilities **UNIT NO.** 1019
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 198,734	$ 255,672	$ 261,151	$ 5,479
Employee Fringe Benefits (EFB)	124,483	171,752	168,366	(3,386)
Services	214,303	258,965	258,933	(32)
Commodities	4,753	8,550	8,550	0
Other Charges	227,994	254,226	254,226	0
Debt & Depreciation	0	0	0	0
Capital Outlay	94,404	78,000	78,000	0
Capital Contra	0	0	0	0
County Service Charges	79,905	85,217	71,427	(13,790)
Abatements	(208,651)	(219,700)	(228,700)	(9,000)
Total Expenditures	$ 735,925	$ 892,682	$ 871,953	$ (20,729)
Direct Revenue	170,500	170,500	172,500	2,000
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 170,500	$ 170,500	$ 172,500	$ 2,000
Direct Total Tax Levy	565,425	722,182	699,453	(22,729)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**4.1**	**4.1**	**4.1**	**0.0**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)**	**$ 781**	**$ 2,376**	**$ 1,188**	**$ (1,188)**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2008 Actuals, the Position Equivalent is the budgeted amount.
****** For 2010 Budget, overtime figures do not include reductions described in org. 1972 and total ($482).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	$ 0

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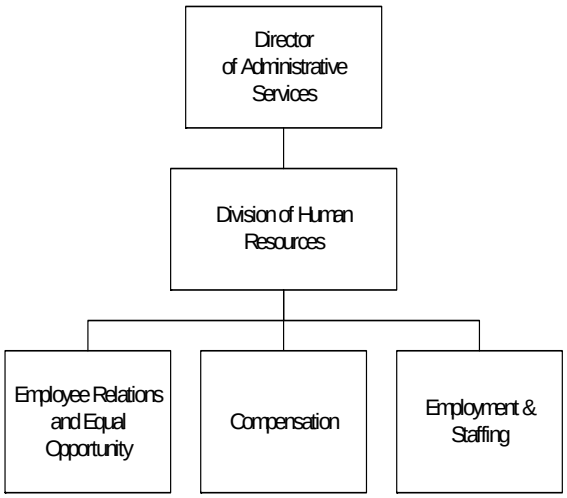
DEPARTMENT OF ADMINISTRATIVE SERVICES – HUMAN RESOURCES

DAS-HUMAN RESOURCES (1140)



MISSION

The Department of Administrative Services – Human Resources (DHR) division will provide Milwaukee County government with an equitable and effective system for the recruitment, classification, compensation, development and retention of a talented, skilled and culturally diversified workforce. DHR will certify eligibility lists in a timely manner for County employees and administer FMLA. At all times, DHR will assure strict adherence to Civil Service Rules, State, Federal laws and County ordinances, regulations and policies related to human resources and affirmative action.

Budget Summary

	2011	2010/2011 Change
Expenditures	**2,188,754**	**(110,174)**
Revenue	**6,200**	**0**
Levy	**2,182,554**	**(110,174)**
FTE's	**14.1**	**0.6**

Major Programmatic Changes

- DHR will be responsible for assuring Department compliance with Civil Service and other personnel related policies.
- Departments will be trained by DHR to receive and review applications through the online application process.

OBJECTIVES

- DHR will continue its comprehensive web-based recruitment initiative to attract the most qualified and capable applicants to contribute to Milwaukee County's diversified workforce.
- DHR will fully utilize the Ceridian Recruitment System (CRS) to accelerate the application and selection processes, and to enhance recruitment capability, applicant tracking, and the employee self-service function.
- DHR will transition to a role of compliance and accountability in its management of countywide FMLA and its enforcement of Civil Service Rules pertaining to applicant eligibility, selection and seniority, transfer and layoffs.

DEPARTMENTAL PROGRAM DESCRIPTION

The **Director's Office** administers human resources programs, assigns projects, assists County departments in identifying resources for training and staff development, prepares the Affirmative Action report, receives employee complaints related to Title VII, submits the annual departmental budget, presents all department recommendations to the Civil Service Commission and the Personnel Committee of the County Board, serves as staff to the Personnel Committee, analyzes and reports on legislation affecting the human resource function in Milwaukee County, directs the implementation of the automated Human Resources Information System (HRIS), including CRS, and provides analysis, recommendations, and implementation of new approaches to human resource/human capital administration. The Director of Human Resources serves as secretary of the Civil Service Commission.

The Office of Employee Relations and Equal Opportunity is responsible for the mandated filing of EE04 and EE01 reports for affirmative action. Additionally this office conducts the mandated training of responsible supervision classes and other training that has broad application to all County workplaces such as diversity, sexual harassment, etc. This office serves as the receiver of any Title VII claims or complaints. The County diversity committees are coordinated through this office.

The **Compensation Unit** studies requests for salary reallocations, changes in compensation policies and practices, and estimates the fiscal impact of these actions. This unit also maintains the classification system, performs job analyses, maintains salary provisions mandated by labor contracts or County Ordinances, implements provisions of the Executive Compensation Plan, and prepares recommendations to County Ordinances reflecting various compensation related policies such as the Federal Labor Standards Act (FLSA).

The **Employment and Staffing Section** develops, administers, and monitors employee selection processes for all positions in the Milwaukee County Classified Service and, upon request, for positions in the unclassified service. This effort includes the assessment of job specifications and minimum qualifications, the development and administration of applicant examinations, and the certification of qualified candidates to department heads and appointing authorities. This section is responsible for activities recruiting employees to the Milwaukee County Classified Service, as well as the maintenance of appropriate records, applicant tracking and reports.

2011 BUDGET

Approach and Priorities

- Shift department focus to managing County-wide human resource policies, ensuring compliance, and training.
- Maintain current service levels.

Programmatic Impacts

- CRS will be fully implemented, allowing Departments to directly receive and review applications. The Departments have human resources staff assigned who will responsible for assuring that any review, interview, or selection processes are in compliance with Civil Service rules. DHR will be responsible for the development of related procedures and compliance monitoring. DHR Staff will be available for technical assistance and training as needed.

Budget Highlights

Wage and Benefit Modifications ***($51,022)***

This budget includes an expenditure reduction of $51,022 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Personnel Changes ***$70,378***
1.0 FTE of Administrative Specialist HR NR is funded in 2011 (salary and active fringe cost of $70,378). This position is filled and was unfunded in error in the 2010 Adopted Budget.

Reduced Share of Labor Relations Analyst ***($24,716)***
In the 2010 Adopted Budget, the position of Labor Relations Analyst was split between the Department of Labor Relations and DHR. In 2011, 0.25 FTE of this position remains in DHR as the Labor Relations Analyst will continue to provide budget and financial support to DHR and 0.75 FTE will be distributed to Labor Relations.

Abolish Compensation Manager/Create Compensation Analyst ***($25,954)***
The position of Compensation Manager is abolished (salary and active fringe savings of $114,494) and a Compensation Analyst is created (salary and active fringe cost of $88,540). An analyst position is better suited to meet the current needs and workload of DHR. The Compensation Analyst will be capable of working on a wider variety of HR tasks.

Reduction in Professional Services ***($5,250)***
The department has reduced professional service expenditures by a total of $5,250. This reduction is due to a decrease in several consulting contracts (i.e. HR Consulting, FLSA, and the Medical Review Officer contract for drug testing); test scoring services, and the elimination of temporary compensation help.

BUDGET SUMMARY

Account Summary	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Personal Services (w/o EFB)	$ 1,711,647	$ 805,265	$ 812,188	$ 6,923
Employee Fringe Benefits (EFB)	1,061,305	647,795	602,743	(45,052)
Services	231,538	104,250	99,000	(5,250)
Commodities	24,736	31,400	28,900	(2,500)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	745,617	710,218	645,923	(64,295)
Abatements	(1,208,206)	0	0	0
Total Expenditures	$ 2,566,637	$ 2,298,928	$ 2,188,754	$ (110,174)
Direct Revenue	6,180	6,200	6,200	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 6,180	$ 6,200	$ 6,200	$ 0
Direct Total Tax Levy	2,560,457	2,292,728	2,182,554	(110,174)

PERSONNEL SUMMARY

	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Position Equivalent (Funded)*	**30.6**	**13.5**	**14.1**	**0.6**
% of Gross Wages Funded	**97.5**	**97.3**	**95.7**	**(1.6)**
Overtime (Dollars) **	**$ 3,120**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.1**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2010, budgeted overtime figures do not include reductions described in org 1972. This amount equaled ($482) in the 2010 Adopted Budget.

PERSONNEL CHANGES

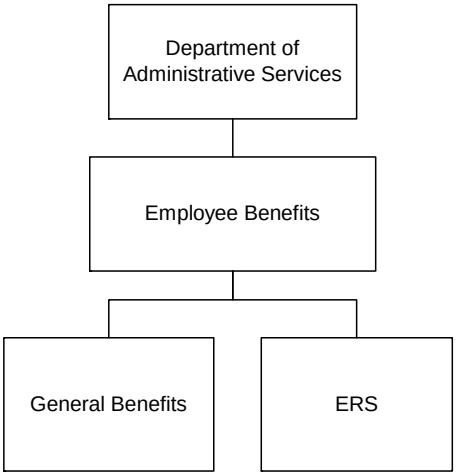
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Labor Relations Analyst	00008575	Transfer-Out	0	(0.25)	DHR	$ (18,348)
HR Manager Compliance *	76330	Fund	0	0.08	DHR	5,918
Admin Spec HR NR	00000072	Fund	0	1.00	DHR	40,312
HR Manager Compensation	76632	Abolish	(1)	(1.00)	DHR	(73,974)
Compensation Analyst	Z0028	Create	1	1.00	DHR	54,170
					TOTAL	$ 8,078

* In 2010, this position was funded for 11 months. In 2011, the position is funded for 12 months based on an assumption that the position will be filled by January 1, 2011.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF ADMINISTRATIVE SERVICES – EMPLOYEE BENEFITS

DAS-EMPLOYEE BENEFITS (1188)



MISSION

The Division of Employee Benefits manages the benefits program that provides health and pension benefits to active Milwaukee County employees and retirees. The Division develops, implements and evaluates programs, opportunities and partnerships related to providing health and pension benefits in a fiscally responsible, customer-focused manner.

Budget Summary

	2011	2010/2011 Change
Expenditures	**2,611,864**	**90,673**
Revenue	**1,819,673**	**116,430**
Levy	**792,191**	**(25,757)**
FTE's	**23.0**	**1.1**

OBJECTIVES

- Develop and implement strategies to reduce the cost of health care provided to employees and retirees while maintaining high quality of care.
- Continue to work with members of the Milwaukee County Employee Health Care Workgroup in identifying alternatives for cost-effective delivery of employee health care.
- Continued refinement of the V3 Pension System, Ceridian Benefits System, and associated processes will result in cost savings through greater efficiencies in system utilization, better financial controls, and increased automated processing. This will enable available staff to spend more time with clients providing pension counseling and assisting with ongoing benefits questions.
- Serve the Pension Board by efficiently administering pension benefits and provide proper management of services provided through the Employee Retirement System (ERS).
- Improve communication with active employees and retirees providing information regarding our benefit plans to encourage participants to be more efficient and effective consumers of healthcare.

DEPARTMENTAL PROGRAM DESCRIPTION

DAS – Employee Benefits is responsible and accountable for the management of the health care and pension benefit programs for Milwaukee County active employees and retirees. This includes responsibility for all business activities, including contract solicitation, contract awards and monitoring; customer service; and budgeting, accounting and financial analysis. The Director of this division, who reports to the Director of

Administrative Services, is responsible for all aspects of benefits management, including recruitment, management and coordination of staff.

The Division is divided into two functional areas: ERS and General Benefits.

The **ERS** operates two retirement plans: ERS for regular County employees and OBRA for irregular part-time employees. The ERS operation provides customer services to employees that include individual retirement interviews, benefit calculations, eligibility determination, payment generation, community resources information and support services referrals. ERS transitions County employees into retirement status and provides ongoing support for over 7,300 retirees. ERS, at the direction of the pension board, manages an investment portfolio of approximately $1.7 billion and disburses annual pension payments of approximately $150 million.

General Benefits provides administration, enrollment, and ongoing employee support for all non-pension benefit plans including, but not limited to active and retiree medical and life insurance, dental, supplemental disability, and wellness. General Benefits provides customer service support to over 20,000 active employees, retirees, and covered dependents. General Benefits is also responsible for benefit plan design, monitoring and forecasting plan costs, managing relationships with plan vendors, and reviewing, soliciting, and awarding benefit plan contracts.

2011 BUDGET

Approach and Priorities

- Maintain high service levels while anticipating and meeting the demands for resources placed on the Division by changes to State and Federal regulations including healthcare reform.

Programmatic Impacts

- DAS – Employee Benefits is analyzing potential strategies for achieving additional cost savings. The Division will continue to work with the Employee Health Care Work Group on development of health benefit initiatives.
- Continue improvements to DAS – Employee Benefit's current operating procedures that will result in streamlined processes and improved efficiencies. The end result will improve turnaround time for resolution of employee and retiree benefit plan issues, a reduction in the number of appealed claims, and enhanced compliance with government regulations.
- Transition from implementation to maintenance and enhancement of the Ceridian Benefits System and the V3 Pension System. This includes enabling individual retirees to update key demographic and benefit status information through the "Self-Service" capabilities of the software, refining associated processes, and streamlining the flow of data to County Vendors. Ongoing refinement of Benefits Ssytems will increase the speed of processing needed updates to the system, reduce administrative costs and improve internal accuracy of data for our active and retired clients.

Budget Highlights

Wage and Benefit Modifications ***($21,235)***
This budget includes an expenditure reduction of $72,797 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $51,562 for a total tax levy savings of $21,235.

Contract Renewal ***$0***
DAS – Employee Benefits will renegotiate with Milwaukee County's Employee Assistance Program (EAP) and Mental Health Network (MHN) vendor, for a one-year contract renewal to achieve immediate savings. Savings are reflected in organization 1950 - Non-Departmental Fringe Benefits. Execute a concurrent review of the

delivery of these services for possible release of RFP in 2011 for the 2012 plan year to achieve greater operational efficiency and sustainable reductions in cost.

Cost Sharing Between Departments ***($20,647)***
DAS - Employee Benefits will continue to share a Senior Executive Assistant with DAS - Human Resources. In 2010, this position was budgeted as a 0.50 FTE within DAS - Employee Benefits and 0.50 FTE in DAS - Human Resources. In 2011, the Human Resources division will continue to fund and utilize half of the position. Within DAS – Employee Benefits 0.25 FTE will be funded by the General benefits unit and 0.25 by the Employee Retirement System unit to reflect utilization of time by each functional area. The cost to ERS for this position with salary, social security, and active fringe benefits is $20,647, which is offset by ERS revenue of $20,647 providing a levy savings of this amount.

Create Administrative Specialist NR ***$65,334***
Due to ongoing modifications in the County's health care plan design, 1.0 FTE of Administrative Specialist NR is created in order to handle increased volume of requests for information and customer support (salary and active fringe cost of $65,334)

Staffing Reorganization ***($104,536)***
Based on a review of staffing needs, the 2011 Recommended Budget reorganizes several management roles and responsibilities within DAS – Employee Benefits. One FTE of Assistant Manager ERS (salary and active fringe benefit cost of $98,972) is created which is offset with an increase in direct revenue from the Pension System. The Business Operations Manager position is unfunded (salary and active fringe saving of $123,342) and the position of Business Manager is funded in its place (salary and active fringe cost of $95,234). In addition, Vacancy and Turnover is increased as a result of anticipated vacancies. In total, this reorganization will result in levy savings of $104,536.

Increase Direct Revenue ***($116,430)***
Direct Revenue increases $116,430 from $1,703,243 in 2010 to $1,819673. This revenue provides funding for services, staff and other expenditures dedicated to the ERS Pension system. Of the total amount, $98,972 relates to the new position of Assistant ERS Manager (see above).

BUDGET SUMMARY

Account Summary	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Personal Services (w/o EFB)	$ 1,080,757	$ 1,264,747	$ 1,369,265	$ 104,518
Employee Fringe Benefits (EFB)	676,866	868,566	885,052	16,486
Services	39,036	103,300	121,800	18,500
Commodities	8,623	11,317	12,450	1,133
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	5,508	0	0	0
Capital Contra	0	0	0	0
County Service Charges	316,610	273,261	223,297	(49,964)
Abatements	0	0	0	0
Total Expenditures	$ 2,127,400	$ 2,521,191	$ 2,611,864	$ 90,673
Direct Revenue	1,312,111	1,703,243	1,819,673	116,430
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 1,312,111	$ 1,703,243	$ 1,819,673	$ 116,430
Direct Total Tax Levy	815,289	817,948	792,191	(25,757)

DEPT: DAS-Employee Benefits **UNIT NO.** 1188
FUND: General - 0001

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**19.6**	**21.9**	**23.0**	**1.1**
% of Gross Wages Funded	**97.6**	**100.0**	**96.3**	**(3.7)**
Overtime (Dollars)**	**$ 6,276**	**$ 9,720**	**$ 18,240**	**$ 8,520**
Overtime (Equivalent to Position)	**0.1**	**0.2**	**0.3**	**0.1**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
****** For 2010 Budget, overtime figures do not include reductions in org 1972 and total ($1,974).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Admin Specialist NR	72	Create	1	1.00	General Benefits	$ 36,454
Benefits Operations Manager	4895	Unfund	0	(1.00)	General Benefits	(80,726)
Business Manager	Z0031	Fund	0	1.00	General Benefits	59,272
Assistant Mgr ERS	Z0030	Create	1	1.00	ERS	62,130
					TOTAL	$ 77,130

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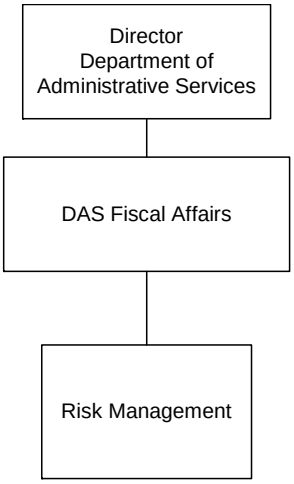
DEPARTMENT OF ADMINISTRATIVE SERVICES – RISK MANAGEMENT

DAS-RISK MANAGEMENT (1150)



MISSION

Provide a comprehensive risk management program to minimize the County's property and casualty liabilities and to ensure the health and safety of employees, residents and guests utilizing County services and facilities.

Budget Summary

	2011	2010/2011 Change
Expenditures	**8,124,119**	**624,537**
Revenue	**8,124,119**	**624,537**
Levy	**0**	**0**
FTE's	**5.1**	**0.1**

Major Programmatic Changes

- Implementation of Federal secondary payer reporting requirement related to Medicare/Medicaid and self-insured Work Comp Program.
- Implementation of expanded light duty program for employees receiving Worker's Compensation.

OBJECTIVES

- Ensure County assets and liabilities are effectively protected through risk management and risk financing programs.
- Provide a safe and healthy environment for County workers and the general public.
- Investigate and process work related injury claims in an efficient manner while minimizing the related costs.
- Educate departments on loss experience and serve as a resource for implementing best practices in reduction, reporting and mitigation of losses.
- Increased communication to departments related to claim reporting, loss information and methods of loss control with emphasis on reducing Workers Compensation Claim exposure.
- Enhanced coordination of Occupational Health Program into overall loss control efforts.

DEPARTMENTAL PROGRAM DESCRIPTION

Risk Management is divided into five sections; administration, loss control, self-insurance/deductibles, insurance purchases, and worker's compensation. The budgeted positions include: Director of Risk Management, Safety Coordinator, Administrative Claims Examiner, Claims Adjuster and Claims Technician.

The **Administration Section** supervises the professional staff, coordinates risk management activities between departments and submits reports. The Risk Manager reviews all professional services contracts to advise departments relative to potential liability to ensure that insurance requirements and opportunity for contractual transfer of risk are in place.

The **Loss Control Section** develops and coordinates occupational safety, health and loss control programs and procedures with County Departments. This includes serving as chair of the Joint Safety Committee and consulting on departmental safety issues including WI OSHA compliance and allocating training resources provided through the County's liability insurer. This section also coordinates the property insurance and boiler and machinery program including maintaining building and equipment inventory and property claim management.

The **Self-Insurance Section** is responsible for property, general and automobile liability claim reporting, loss analysis, claim data and financing of self-retained losses.

The **Insurance Policy and Services Section** is responsible for selection of brokers, requests for proposals, determination of appropriate deductibles, limits and insurance coverage, researching the market and negotiating with brokers and companies for insurance policies

The **Claims Management Section** is responsible for administering the Workers' Compensation claims of employees who sustain job-related injuries for medical-only and lost-time claims, and coordination of the return-to-work efforts. The section is responsible for submitting required State Work Comp reports, claim management recovering payments made from negligent third parties, coordinating return to work program with departments and developing and coordinating defense and settlement strategies for litigated claims with Corporation Counsel. In addition, a database is maintained for all Workers' Compensation claims.

2011 BUDGET

Approach and Priorities

- Promote safety and loss prevention to reduce accidents and injuries by serving as a resource for Departments.
- Maintain service levels and statutory compliance for Workers Compensation Claim processing.
- Effectively manage County's Occupational Health activities.
- Utilize a combination of self-insurance and commercial insurance programs to minimize adverse affects from unplanned events.
- Assist departments in expanding light duty programs.

Programmatic Impacts

- Risk Management will utilize claim information to identify departments or activities that could benefit from a targeted loss prevention initiative along with education relating to best practices in claims management. The largest single Risk Management expenditure relates to workplace injuries. Working with departments on items such as prompt claim reporting, return to work initiatives and ownership of the process will both keep employees safe and reduce the overall cost of our self insured program.
- Expand the County's light duty program through contracted services with the goal of reducing temporary disability payments, assisting employees in their reentry to the County workforce, and reducing expenses

for overtime and temporary help. The contractor will assist the Risk Manager in finding light duty assignments on a case-by-case basis.

Budget Highlights[1]

Wage and Benefit Modifications ***$0***
This budget includes an expenditure reduction of $20,547 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). Crosscharges are reduced by an equivalent amount.

Direct Revenue ***$167***
The budget for direct revenue includes the following:

- $53,619 from the Milwaukee Public Museum insurance premiums,
- $40,000 of projected dividends from Wisconsin County Mutual,
- $4,000 from Airport Liability profit share and
- $40,000 from workers compensation subrogation recoveries.

In 2011, direct revenue is used to reduce cross charges to departments.

Insurance Policy And Services ***$68,334***
Insurance purchases increase $68,334 from $1,868,478 to $1,936,812. Insurance market conditions remain largely stable and savings have been achieved from favorable insurance Request for Proposal results. The 2011 increase is due to an anticipated 5% increase in our property policy rate coupled with the addition of the 440th Airforce base at GMIA. This expense is fully charged out to County departments. Direct revenue reduces this cross charge by $57,619.

Claims Management
(Workers' Compensation) ***$70,000***
Workers' Compensation self-insurance expenditures increase $70,000 from $3,532,247 to $3,602,247 (excluding appropriations relating to the Contribution from Reserves, see below). The frequency of claims has decreased but the severity, driven primarily by medical costs and permanent partial disability awards, has increased. This expense is fully charged out to County departments based on loss experience and payroll. Direct revenue reduces this cross charge by $40,000.

Occupational Health Services (Loss Control) ***($10,000)***
Occupational Health Services expenditures decrease $10,000 from $225,000 to $215,000. Occupational Health Services provides for the safety and health of employees in the workplace and was transitioned from the Department of Health and Human Services to Risk Management in 2010. Occupational Health services relate directly to compliance and safety and involve activities such as bloodborne pathogen prevention, exposure testing and vaccination, respirator fit testing, pre-employment exams and hearing conservation. The role of the County Safety Coordinator has been expanded to encompass the management of this program and efforts. This expense if fully charged out to County department based on use of services.

Light Duty Program – Contracted Services ***$30,000***
An appropriation of $30,000 is recommended to expand the County's Light Duty program. This initiative involves procuring contracted services to assist the DAS – Risk Management with case management of light duty assignments. The Contractor will work directly with Risk Management and departments to place workers who are medically able to perform light duty in appropriate assignments.

[1] For purposes of presentation, a change in levy is identified for each budget highlight, however Risk Management's actual levy is $0 because its net expense is crosscharged to user departments.

Contribution from Reserves/Worker's Compensation Expense ***$0***

The 2011 Recommended Budget includes a Contribution from the Risk Management Reserve of $500,000 which funds additional appropriations for worker's compensation claims. Since 2007, Risk Management has requested a fund transfer in mid-year to cover additional worker's compensation expenses. The Contribution from Reserves will allow Risk Management to postpone the fund transfer from Contingency until November or December when a more accurate projection of year-end expense can be made. At year-end close, the Controller will review actual Worker's Comp expenses, any available fund balance, the actuarial report for the Reserve, and return all or a portion of the budgeted contribution back to the Reserve.

Purchase of Software ***$19,800***

New Federal regulations require that the County comply with Medicaid reporting standards for Worker's Compensation payments. In order to comply with this mandate, an additional expense of $19,800 is budgeted to fund the purchase of computer software.

Activity and Statistical Summary

Insurance Premiums and Self Insurance

	2009 Actual	2010 Budget	2011 Budget
Retained Losses (self insured/deductible)	$927,500	$917,480	$917,480
Insurance Premiums	$1,865,483	$1,810,133	$1,879,193

Workers Compensation

	2009 Actual	2010 Budget	2011 Budget
Workers Comp Claims Processed	558	590	580
Dollar Amount of Work Comp Claims Processed	$3,849,758	$3,532,247	$3,602,247

Property Claims

	2009 Actual	2010 Estimate	2011 Estimate
Property Claims Processed	240	110	120
Insurance Recoveries	$2,141,410	$1,100,000	$1,000,000

Contract Review

	2009 Actual	2010 Estimate	2011 Estimate
Relative to Insurance Requirements*	275	372	350

**Does not include language for RFP's*

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DAS-Risk Management **UNIT NO.** 1150
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 344,372	$ 326,267	$ 353,967	$ 27,700
Employee Fringe Benefits (EFB)	291,350	323,642	300,340	(23,302)
Services	49,931	92,986	128,684	35,698
Commodities	1,608	8,410	7,900	(510)
Other Charges	6,490,453	6,557,225	7,195,559	638,334
Debt & Depreciation	987	19,919	1,000	(18,919)
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	135,042	171,133	136,669	(34,464)
Abatements	0	0	0	0
Total Expenditures	$ 7,313,743	$ 7,499,582	$ 8,124,119	$ 624,537
Direct Revenue	136,986	138,345	638,178	499,833
State & Federal Revenue	0	0	0	0
Indirect Revenue	7,179,284	7,361,237	7,485,941	124,704
Total Revenue	$ 7,316,270	$ 7,499,582	$ 8,124,119	$ 624,537
Direct Total Tax Levy	(2,527)	0	0	0

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**5.0**	**5.0**	**5.1**	**0.1**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 22**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

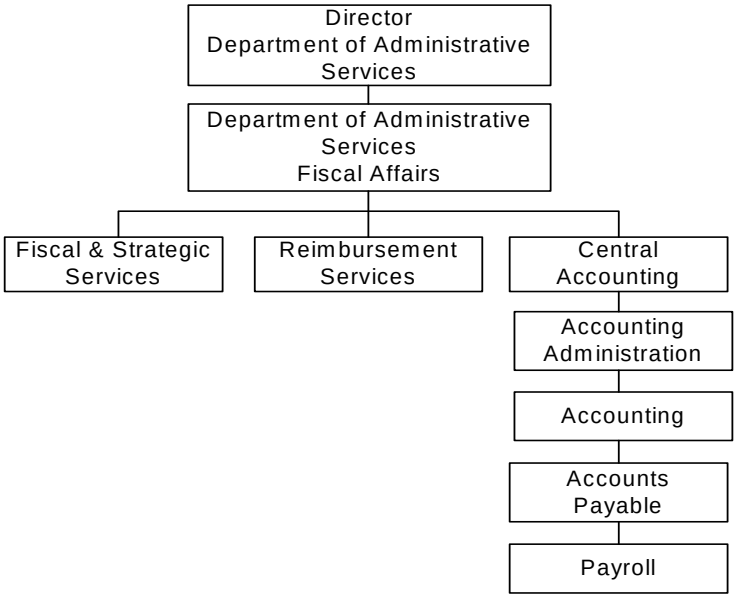
* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF ADMINISTRATIVE SERVICES – ADMINISTRATION AND FISCAL AFFAIRS DIVISION

DAS-ADMIN AND FISCAL AFFAIRS (1151)



MISSION

Provide high quality, efficient and responsive financial services and administrative business functions to the County Executive, County Board and County departments to enable the delivery of financially sound and effective services to the community.

Budget Summary

	2011	2010/2011 Change
Expenditures	**4,130,900**	**29,994**
Revenue	**57,412**	**(18,588)**
Levy	**4,073,488**	**48,582**
FTE's	**41.7**	**(4.7)**

Major Programmatic Changes

- Increase sharing of support functions among DAS divisions.
- Continue to enhance budgeting practices and financial forecasting.
- Purchasing card program optimized and expansion explored.

OBJECTIVES

- Expand and enhance the County Financial website and other automation initiatives.
- Continue the development of strategic planning initiatives that are essential to the County's ability to responsibly and effectively address its long-term fiscal challenges and facility needs.

- Begin researching and planning for the implementation of a performance management system that will be based on outcome oriented performance measures.
- Work with the Division of Human Resources to maintain the reconciliation of position control/Ceridian with BRASS.
- Continue improvements to long range financial forecasting and budgeting.
- Improve collaboration between departments and facilitate sharing of ideas among County fiscal staff.
- Implement strategies developed by a work group of finance and budget staff from overlapping taxing bodies in Milwaukee County designed to achieve cost savings through intergovernmental collaboration.
- Monitor the implementation of the accelerated financing of 2010-2012 capital improvements.
- Develop a long-term plan for the County's financial management information system.
- Initiate an update of crucial sections of the Administrative Manual and continue efforts to post the Administrative Manual on the County intranet.
- Pursue changes to State Statute to allow the County to maintain adequate levels of reserves.
- Work with our current supplier of procurement cards, US Bank, to explore the feasibility of expanding the current procurement card program. In addition, explore the feasibility of a reverse purchasing card program - paying vendors electronically through their US Bank purchasing card account.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Administrative Services (DAS) Fiscal Affairs Division includes the following four sections: Administration, Fiscal and Strategic Services, Reimbursement Services, and Central Accounting.

Administration. The DAS Director is responsible for coordinating the operations of all DAS divisions, including Procurement, Information Management Services Division, Fiscal Affairs Division, Risk Management, Human Resources, Employee Benefits, and Office for Persons with Disabilities.

The primary responsibilities of the ***Fiscal and Strategic Services Section*** are budget preparation and fiscal control for both operations and capital. All budget requests are analyzed with recommendations submitted to the County Executive. Assistance is provided both to the County Executive in preparing and presenting the Executive Budget, and to the Finance and Audit Committee in its review of the County Executive's recommended budget, including the preparation of budget amendments approved by the Finance and Audit Committee and the County Board. During the year, all appropriation transfer requests are analyzed and a recommendation is submitted to the County Executive. In conjunction with the Accounting Section, County departmental accounts are analyzed to determine potential expenditure deficits or revenue shortfalls, with department administrators required to submit a corrective plan of action. Other major duties include (a) the study of all new position requests, with reports and recommendations submitted to County Board committees; (b) fiscal studies for the County Executive and County Board committees, including fiscal impact of legislative bills; and (c) special studies for the County Executive and County Board committees.

Reimbursement Services is responsible for the County-wide Tax Refund Intercept Program and coordination of efforts to collect delinquent accounts receivable.

Central Accounting functions include Accounting Administration, Accounting, Accounts Payable and Payroll. A brief description of the responsibilities of each area follows:

- Accounting Administration is responsible for the overall management and coordination of Central Accounting activities, the development of special studies and reports and technical assistance to both Central Accounting and other County departments and the publishing of the Comprehensive Annual Financial Report (CAFR) and the Single Audit Report.
- Accounting is responsible for the timely and accurate preparation of countywide monthly financial reports, publication of the Comprehensive Annual Financial Report, the State of Wisconsin Financial Report Reform, and the Single Audit Report and development of the indirect cost allocation plan. In addition,

Accounting is responsible for adherence to Generally Accepted Accounting Principles (GAAP), the development and maintenance of the Advantage financial information system, the fixed-asset system and the grant system, conducting budget performance reviews on an ongoing basis to identify potential year-end deficits so that problems can be resolved in a timely manner, and ongoing training and technical assistance to departments.

- Accounts Payable is responsible for establishment of countywide payment procedures, coordination with the Procurement Division, encumbrances of purchases, payment of vendor invoices, development and maintenance of the accounts payable system, and technical assistance to departments. In addition, Accounts Payable monitors payments to ensure that purchasing regulations have been followed by departments and unencumbered appropriation balances to ensure that the County has sufficient appropriations available for each payment.
- Payroll is responsible for establishment of County-wide payroll procedures, coordination with the Division of Human Resources, monitoring the preparation of payroll checks and maintenance of all earnings and deductions records, ensuring that County payroll practices meet Federal, State and contractual requirements, and filing of all required Federal and State reports on a timely basis.

2011 BUDGET

Approach and Priorities

- Expand the current level of analysis and support, specifically related to revenue and healthcare forecasting and program evaluation.

Programmatic Impacts

- There are no programmatic impacts for this department.

Budget Highlights

Wage and Benefit Modifications ***($161,171)***
This budget includes an expenditure reduction of $161,171 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Unfund Vacant Positions ***($158,674)***
Two vacant positions are unfunded:

- 0.50 FTE Student Intern – (salary and fringe benefit savings of $29,390)
- 0.50 FTE Accountant 4 – (salary and fringe benefit savings of $40,012)

In addition, 0.50 FTE of a Clerical Assistant 2 is transferred to DAS – Procurement (salary and fringe benefits of $32,792). This position can be shared between the two Divisions because they are now co-located in the Courthouse. Finally, a Fiscal Assistant 2 position will be held vacant for a tax levy savings of $56,480 in salary and fringe benefits.

Reduction in Professional Services ***($25,533)***
Professional Services expenditures are reduced by $25,533 from $112,228 in 2010 to $86,695 in 2011. This is largely due to the elimination of a one-time expenditure in 2010 for short term professional services contracts.

Optimized Purchasing Card Program and Electronic Payments ***($30,000)***
In collaboration with the Treasurer's Office and DAS - Procurement, DAS-Fiscal will increase revenue associated with the purchasing card program by $30,000 by accessing the State of Wisconsin's contract with our current vendor, US Bank, thereby increasing our rebate percentage. DAS will also explore ways to automate payments made by the County, reducing expenses relating to check issuance and generating additional rebate revenue.

Reduction in Charges to Capital ***$166,349***

In 2011 there are no expected general obligation bond issuances and only one airport bond issuance. As a result, DAS Fiscal will charge significantly less time to capital and the capital abatement is reduced by $166,349 resulting in a corresponding increase in tax levy

Adjustments to Tax Revenue Intercept (TRIP) and Collections Program ***$0***

In the 2010 Adopted Budget, revenues from the TRIP and Collections program were budgeted in departments rather than centrally in DAS – Fiscal to create an incentive to improve collection revenue. In 2011, these revenue estimates have been adjusted downwards from $1,140,000 to $400,000 to bring them in line with actual experience in 2009. Reductions in revenues are primarily the result of reductions to the pool of outstanding receivables related to emergency medical services. In 2004 these revenues were transferred to municipalities that participate in the emergency medical services program. Expenses relating to TRIP and Collections are budgeted in DAS – Fiscal and crosscharged to those departments that receive TRIP or Collection revenue.

BUDGET SUMMARY

Account Summary	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Personal Services (w/o EFB)	$ 2,725,279	$ 2,816,345	$ 2,790,700	$ (25,645)
Employee Fringe Benefits (EFB)	1,706,470	1,988,208	1,870,091	(118,117)
Services	125,794	112,228	86,695	(25,533)
Commodities	10,838	13,000	10,693	(2,307)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	9,605	0	0	0
Capital Contra	0	0	0	0
County Service Charges	556,816	543,646	561,079	17,433
Abatements	(1,164,567)	(1,372,521)	(1,188,358)	184,163
Total Expenditures	$ 3,970,235	$ 4,100,906	$ 4,130,900	$ 29,994
Direct Revenue	44,317	76,000	50,000	(26,000)
State & Federal Revenue	0	0	7,412	7,412
Indirect Revenue	0	0	0	0
Total Revenue	$ 44,317	$ 76,000	$ 57,412	$ (18,588)
Direct Total Tax Levy	3,925,918	4,024,906	4,073,488	48,582

PERSONNEL SUMMARY

	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Position Equivalent (Funded)*	**46.1**	**46.4**	**41.7**	**(4.7)**
% of Gross Wages Funded	**93.0**	**97.1**	**92.9**	**(4.2)**
Overtime (Dollars) **	**$ 7,977**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.1**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2011, budgeted overtime figures do not include reductions described in org 1972. For 2011, this amount equals ($851).

COUNTY EXECUTIVE'S 2011 BUDGET

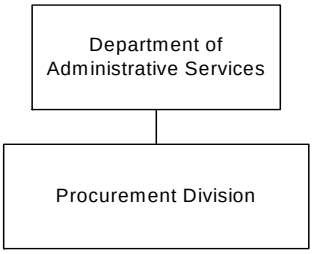
DEPT: DAS-Admin and Fiscal Affairs **UNIT NO.** 1151
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Student Intern	85770	Unfund	(1)	(0.50)	DAS Admin	$ (15,728)
Clerical Asst 2	0007	Transfer-out	0	(0.50)	DAS Admin	(18,306)
Accountant 4	04350	Unfund	(1)	(0.50)	Central Accounting	(23,830)
					TOTAL	$ (57,864)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF ADMINISTRATIVE SERVICES – PROCUREMENT

DAS-PROCUREMENT (1152)



MISSION

The Procurement Division of the Department of Administrative Services, within the scope of Chapter 32, Milwaukee County Ordinances, shall obtain goods and services for Milwaukee County departments, agencies, and institutions in a manner that enhances the quality of life in Milwaukee County and fully utilizes all segments of the business community.

Budget Summary

	2011	2010/2011 Change
Expenditures	**690,122**	**(126,259)**
Revenue	**0**	**0**
Levy	**690,122**	**(126,259)**
FTE's	**5.5**	**(0.3)**

Major Programmatic Changes

- Continue strategic partnerships with other County departments and government agencies to maximize high volume discounts and collaborative purchasing opportunities.

OBJECTIVES

- Procure needed goods and services for County departments in an efficient, cost-effective, and timely manner.
- Provide an atmosphere of equal opportunity for all vendors and suppliers who wish to participate in County contracts.
- Provide more efficient service while assisting in reducing the demand on staff, by continuing strategic partnerships with other County departments and local government agencies in utilizing collaborative contract agreements. The department will also continue to seek best practices in purchasing.

DEPARTMENTAL PROGRAM DESCRIPTION

The Procurement Division of the Department of Administrative Services is empowered by Chapter 32 of the Milwaukee County Ordinances to purchase or contract for supplies, materials, equipment, and contractual services needed by County departments, agencies and institutions. This authority does not include public works programs, professional service contracts, repairs or alterations to buildings, structures, purchase or leases of County-owned real estate or fixtures.

2011 BUDGET

Approach and Priorities

- Continue strategic partnerships with other County departments and government agencies.
- Maintain same level of service while reducing levy support.
- Develop more in-house expertise on the development and evaluation of Request for Proposals (RFP).

Budget Highlights

Wage and Benefit Modifications ***($23,515)***
This budget includes an expenditure reduction of $23,515 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Reduction in Contract for Personal Services ***($36,058)***
Contract for personal services decreases $36,058 from $53,558 in 2010 to $17,500 in 2011 due to a reduction in expense for temporary help.

Position Changes ***($45,928)***
One vacant FTE of Administrative Assistant 2 is abolished (salary and active fringe savings of $78,688). Since Procurement is now co-located with DAS – Fiscal in the Courthouse, 0.5 FTE of a Clerical Assistant 2 is transferred from DAS – Fiscal to Procurement (salary and active fringe cost of $32,760). Sharing this position increases operating efficiencies and reduces levy.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 284,569	$ 358,009	$ 360,936	$ 2,927
Employee Fringe Benefits (EFB)	178,949	264,028	241,038	(22,990)
Services	129,749	69,958	30,800	(39,158)
Commodities	2,247	3,780	2,980	(800)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	4,398	0	0	0
Capital Contra	0	0	0	0
County Service Charges	117,370	120,606	54,368	(66,238)
Abatements	0	0	0	0
Total Expenditures	$ 717,282	$ 816,381	$ 690,122	$ (126,259)
Direct Revenue	1,800	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 1,800	$ 0	$ 0	$ 0
Direct Total Tax Levy	715,482	816,381	690,122	(126,259)

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DAS-Procurement **UNIT NO.** 1152
FUND: General - 0001

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**6.7**	**5.8**	**5.5**	**(0.3)**
% of Gross Wages Funded	**95.7**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 11**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

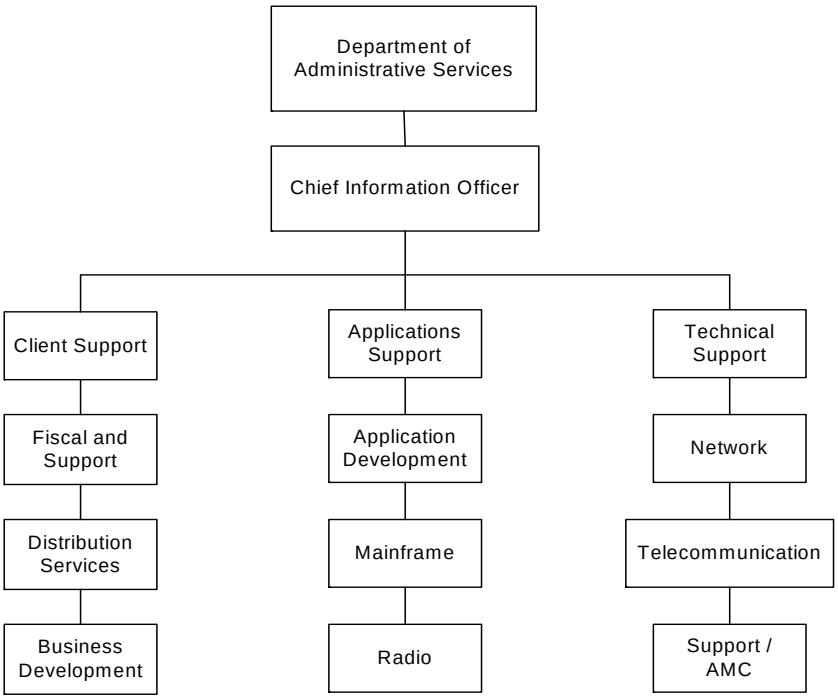
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Purchasing Manager*	70916	Fund	0	0.25	Purchasing	$ 19,344
Administrative Asst 2	09521	Abolish	(1)	(1.00)	Purchasing	(46,650)
Clerical Asst 2	00007	Transfer-in	1	0.50	Purchasing	18,306
					TOTAL	$ (9,000)

* In 2010, this position was funded for 9 months. In 2011, the position is funded for 12 months based on an assumption that the position will be filled by January 1, 2011.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF ADMINISTRATIVE SERVICES – INFORMATION MANAGEMENT SERVICES DIVISION

DAS-INFORMATION MGMT SERV DIV (1160)



MISSION

It is the mission of the DAS – Information Management Services Division (DAS – IMSD) to exceed user department expectations by providing reliable, timely and innovative information technology (IT) services. DAS - IMSD will achieve its mission through understanding and focusing on user department needs, employing IT best practices and solutions, and effective communication.

Budget Summary

	2011	2010/2011 Change
Expenditures	**16,555,381**	**256,878**
Revenue	**16,555,382**	**1,438,635**
Levy	**0**	**(1,181,757)**
FTE's	**61.1**	**(1.5)**

OBJECTIVES

- Set priorities based on business drivers of user departments and adapt to changing needs
- Maintain availability of core systems
- Customer service and communication
- Financial stewardship

DEPARTMENTAL PROGRAM DESCRIPTION

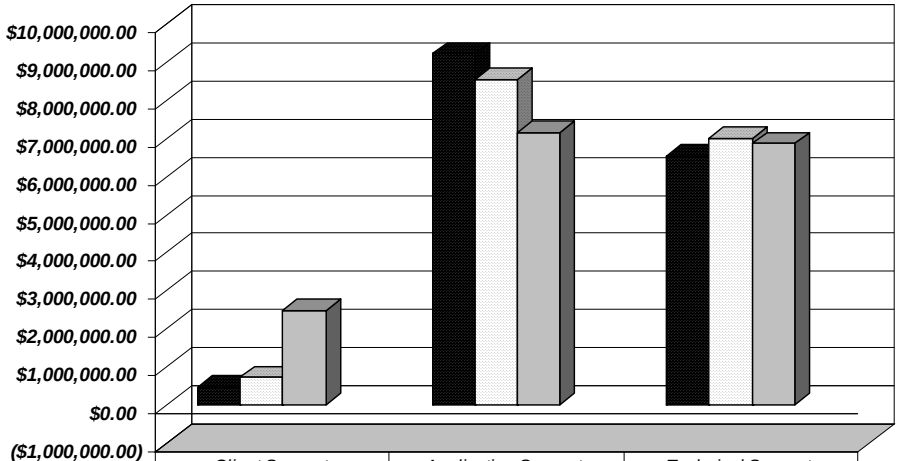
The Information Management Services Division (DAS - IMSD) of the Department of Administrative Services consists of three areas of service: Client Support, Applications Support, and Technical Support.

Client Support focuses on the administrative aspect of information technology (IT) services to all Milwaukee County IT users including fiscal and policy compliance, distribution services, and project management.

Applications Support focuses on the implementation, management and maintenance of the various Milwaukee County software applications that operate on a variety of information technology (IT) platforms including mainframe, servers, internet, telecommunications and local desktop computers.

Technical Support focuses on the implementation, management and maintenance of the Milwaukee County information technology (IT) infrastructure. The IT infrastructure includes the hardware and operating systems for mainframe, servers, internet, telecommunications, and local desktop computers upon which many applications operate.

Expenditures



	Client Support	Application Support	Technical Support
2009 Actual	$473,258.33	$9,239,321.17	$6,555,173.88
2010 Budget	$717,606.46	$8,555,068.90	$7,025,827.66
2011 Budget	$2,491,338.51	$7,180,859.28	$6,883,183.83
Percent Change 10-11	247.17%	-16.06%	-2.03%

Note: The increase in Client Support Services from 2010 to 2011 relates to a realignment of costs to more accurately reflect the types of services being provided by DAS – IMSD staff.

2011 BUDGET

Approach and Priorities

- Maintain core services to user departments
- Continue to focus on transition away from legacy applications and systems that are highly customized and costly to maintain and support
- Continue to increase collaboration through partnerships with other governmental entities to leverage contractual purchase of services that provide cost savings while maintaining high quality services to County user departments
- Implement best practices to enhance IT services to user departments

Programmatic Impacts

- The core function of DAS – IMSD is to allow user departments to serve the citizens of Milwaukee County efficiently by offering reliable, timely, and innovative IT services and solutions.

Budget Highlights[1]

Wage and Benefit Modifications ***($296,993)***
This budget includes an expenditure reduction of $296,993 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). Because IMSD is an internal service fund, this expenditure reduction is incorporated into IMSD crosscharges to user departments.

Redistribution of Property Tax Levy and Cost Realignment ***($1,181,756)***
In 2010, the DAS – IMSD budget included $1,181,756 in levy. In 2011, this levy is removed and DAS – IMSD costs are fully charged out to user departments. This change brings the DAS – IMSD budget into compliance with governmental accounting standards for internal service funds and improves the accuracy of the budget.

Note that this levy is really shifted to the budgets of user departments. Although it represents a reduction in levy in the DAS – IMSD budget, there is no levy savings on a countywide basis.

In addition, for the 2011budget DAS – IMSD conducted an extensive review of its methodology for calculating crosscharges to user departments. All DAS – IMSD expenses were reviewed and reallocated according to the type of service provided. IT inventory counts were then updated to determine the number of devices in use by each department. Inventory counts are based on the following devices: computers, mainframe IDs, handheld radios and telephone.

Economic Support Division – State Takeover ***$328,318***
IT related services provided to the Department of Health and Human Services (DHHS) for State of Wisconsin administered Economic Support programs are discontinued based upon initial indications from the State Department of Human Services that they will not utilize IMSD services in 2011. Revenue from the State of Wisconsin is reduced $328,318 to reflect the discontinuation of all IT services for these programs.

Unfund Two Vacant Positions ***($251,956)***
Personal services expenses are reduced due to the unfunding of two vacant positions: 1.0 FTE of Business Analyst 4 ($125,978 in salary and active fringe) and 1.0 FTE of Network Applications Specialist 4 ($125,978 in salary and active fringe).

[1] For purposes of presentation, a change in levy is identified for each budget highlight, however IMSD's actual levy is $0 because IMSD's net expense is crosscharged to user departments.

Create 1.0 FTE IT Coordinator – Zoo ***$58,480***
One position of IT Coordinator – Zoo is created at a cost of $58,480 for nine months, including salary and active fringe benefits. Although housed in IMSD, this position will be dedicated exclusively to the Zoo, and will provide primary technical support and training for the Zoo's Point of Sale (POS) system. This position will troubleshoot issues involving wireless connectivity, support file servers and assist in supporting radio devices and frequencies at the Zoo among other duties. All costs related to this position are crosscharged to the Zoo.

Microsoft Settlement Agreement ***($159,199)***
Revenue of $159,199 is included in the DAS – IMSD budget to reflect settlement of a class action lawsuit. On March 30, 2007, a settlement was reached in a class action lawsuit that stated Microsoft violated Wisconsin's antitrust and unfair competition laws by overcharging customers for some of its operating systems, word processing, and spreadsheet software.

Radio Rebanding ***$93,100***
The 800 MHz radio rebanding project, mandated by the Federal Communications Commission (FCC), is anticipated to conclude during 2011. This project required that radios be reprogrammed or replaced to eliminate cellular telephone interference with critical public safety communications. Revenue from Sprint/Nextel decreases $93,100 from the 2010 level to $30,000 in recognition of the project conclusion.

Increase in Maintenance and Software Licensing Expense ***$322,076***
Total expense for long-term software license and maintenance agreements and other services in 2011 increases by $322,076 from $5,074,833 to $5,396,909. DAS - IMSD will work to reduce these increases through re-negotiation and re-bidding whenever possible.

Debt and Depreciation ***$526,664***
The estimated cost for depreciation included in the DAS – IMSD budget has increased by $526,664. The depreciation schedule is based on capital expenses, including PC replacement, in prior years and on the useful life of each asset.

BUDGET SUMMARY

Account Summary	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Personal Services (w/o EFB)	$ 5,194,755	$ 4,555,484	$ 4,491,015	$ (64,469)
Employee Fringe Benefits (EFB)	3,311,732	3,727,647	3,272,699	(454,948)
Services	4,122,921	5,074,833	5,396,909	322,076
Commodities	233,295	318,875	281,771	(37,104)
Other Charges	0	0	0	0
Debt & Depreciation	2,476,703	1,815,336	2,342,000	526,664
Capital Outlay	26,674	0	0	0
Capital Contra	(24,351)	0	0	0
County Service Charges	3,846,393	3,484,642	1,254,468	(2,230,174)
Abatements	(2,920,391)	(2,678,314)	(483,481)	2,194,833
Total Expenditures	$ 16,267,731	$ 16,298,503	$ 16,555,381	$ 256,878
Direct Revenue	371,980	519,820	259,199	(260,621)
State & Federal Revenue	24,450	328,318	246,720	(81,598)
Indirect Revenue	15,978,545	14,268,609	16,049,463	1,780,854
Total Revenue	$ 16,374,975	$ 15,116,747	$ 16,555,382	$ 1,438,635
Direct Total Tax Levy	(107,244)	1,181,756	(1)	(1,181,757)

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DAS-Information Mgmt Services Div **UNIT NO.** 1160
FUND: General - 0001

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**81.3**	**62.6**	**61.1**	**(1.5)**
% of Gross Wages Funded	**95.5**	**97.0**	**96.6**	**(0.4)**
Overtime (Dollars)**	**$ 60,022**	**$ 73,980**	**$ 62,352**	**$ (11,628)**
Overtime (Equivalent to Position)	**0.9**	**1.1**	**0.9**	**(0.2)**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2010 and 2011, overtime figures do not include reductions described in Org. Unit 1972. In 2011,this amount equals ($3,758).

PERSONNEL CHANGES						
Job Title/Classification	**Title Code**	**Action**	**# of Positions**	**Total FTE**	**Division**	**Cost of Positions (Salary Only)**
Business Analyst 4	02745	Unfund	0	(1.00)	Client Support	**$** (82,740)
IT Coordinator - Zoo *	Z0009	Create	1	1.00	Personal Computer	46,116
Network Applications Spec 4	65601	Unfund	0	(1.00)	Technical Support	(82,740)
					TOTAL	$ (119,364)

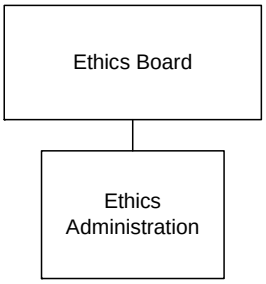
* This position is funded for nine months only.

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Client Support	Expenditure	$ 473,258	$ 717,606	$ 2,491,339	$ 1,773,732
	Revenue	424,242	436,249	2,491,338	2,055,089
	Tax Levy	$ 49,016	$ 281,357	$ 1	$ (281,357)
Application Support	Expenditure	$ 9,239,321	$ 8,555,069	$ 7,180,859	$ (1,374,210)
	Revenue	8,790,262	7,872,572	7,180,859	(691,713)
	Tax Levy	$ 449,059	$ 682,497	$ 0	$ (682,497)
Technical Support	Expenditure	$ 6,555,174	$ 7,025,828	$ 6,883,184	$ (142,644)
	Revenue	7,160,475	6,807,926	6,883,185	75,259
	Tax Levy	$ (605,301)	$ 217,902	$ (1)	$ (217,903)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ETHICS BOARD

ETHICS BOARD (1905)



MISSION

The mission of the Ethics Board is to assure the confidence of the general public in the integrity of Milwaukee County government. The Board assures all Milwaukee County employees, office holders, candidates for public office and citizens serving on boards and commissions of Milwaukee County are complying with Ethics Code requirements as outlined in Chapter 9 of the Milwaukee County General ordinances.

Budget Summary

	2011	2010/2011 Change
Expenditures	**75,157**	**28,400**
Revenue	**0**	**0**
Levy	**75,157**	**28,400**
FTE's	**0.8**	**0.2**

Major Programmatic Changes

- Ongoing ethics training and education
- Public access enhancements

OBJECTIVES

- Promote voluntary compliance with the requirements of the Ethics Code, pursuant to Chapter 9 of County Ordinances, through improved communication and through ongoing ethics training and education.
- Improve operational efficiency and maintain or improve service levels through successful software and/or hardware installations.

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Chapter 9 of the Milwaukee County General Ordinances, the Ethics Board meets quarterly and serves as the primary authority for:

- Interpreting the Ethics Code; applying the Code to written requests for Advisory Opinions; and issuing Formal Opinions for matters of a universal concern.
- Reviewing and responding to written and signed confidential investigation requests or to written, confidential verified complaints, subscribed before a notary public.
- Holding preliminary conferences and possible hearings, when deemed appropriate, as related to ethics code violations and certain violations of Chapter 14, as they relate to lobbying.
- Requesting, processing, and reviewing Statements of Economic Interests for all County employees whose duties or responsibilities include the awarding of contracts.
- Monitoring requests for public inspection of Statements of Economic interests.

The six-member Ethics Board meets quarterly and promotes voluntary compliance with the Ethics Code and voluntary resolution of alleged Ethics Code violations. The Executive Secretary of the Personnel Review Board and other PRB staff also serve as staff to the Ethics Board. Currently, 25% of staff time is dedicated to the Ethics Board.

2011 BUDGET

Approach and Priorities

The Budget is grounded in the following administrative priorities:

- Continue providing core services accurately and efficiently
- Develop ongoing training and education in-house
- Enhance technology to improve operational efficiencies

Programmatic Impacts

The Ethics Board will assume the primary responsibilities for developing an ongoing, in-house training and education program. Specifically,

- The Ethics Board Director will assume additional responsibilities implementing and overseeing the broad delivery of a multi-faceted training system that utilizes online, hard copy, and in-person training modules and will oversee the success of the program.
- The Administrative Assistant will perform the duties of training project coordinator in addition to the regular duties of the position.
- The Administrative Intern will monitor schedule training opportunities, monitor attendance at training sessions, and issue training certificates, where implemented.

Budget Highlights

Wage and Benefit Modifications ***($1,302)***

This budget includes an expenditure reduction of $1,302 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Ethics Education and Training Development ***$20,830***

The Budget includes funding for the development, implementation, and delivery of an ongoing, multifaceted ethics training and education system.

The 2009 Adopted Budget appropriated $175,000 to the Allocated Contingency Fund for consultant services related to Ethics education and training. At the December, 2009 meeting, the Board approved a professional services contract for ethics training and authorized a transfer from the Allocated Contingency Fund of $56,660. That amount was carried over into 2010. The Executive Director of the Ethics Board has chosen to perform the ethics education and training in-house in 2011 rather than use a consultant. The overall cost of the training is reduced by $36,830 to a total of $19,830. This amount funds the following expenses:

- $3,132 in additional salary expense for the Administrative Intern
- $4,000 in R/M Office equipment to support in-house printing of brochures and other information,
- $7,038 in Sundry Services to support IMSD charges related to online education and other projects
- $6,660 for contracted services

Implementation of SEI database options ***$0***

The Ethics Board is researching the means to enhance public access to required financial reporting data as modeled by the State of Wisconsin's Government Accountability Board. The review is still in the research and discussion phase and any costs in 2011 will be absorbed into the Budget.

Legal Services ***$3,500***

In past years, the Ethics Board has been able to carryover funds for legal services. Carryover funds were exhausted in 2010 and new funds were not requested. Based on a five-year average actual usage, the 2011 Recommended Budget budget includes appropriations for legal services fees of $3,500.

Professional Development ***$2,220***

The Budget includes $2,220 for the Board staff's professional development, which will support continual improvement in the office administration. Cultivating professional networks with established professionals who are also focused on ethics training and education in the public sector aids successful implementation of Milwaukee County's ethics-training program by accessing existing tools, resources, and expertise. Newspapers and/or professional journals help staff maintain awareness of developments in the external environment that are of importance to the Ethics Board, and also deepen the understanding of ethical concerns in government.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 51,595	$ 28,840	$ 33,502	$ 4,662
Employee Fringe Benefits (EFB)	0	11,113	15,918	4,805
Services	8,803	1,515	24,368	22,853
Commodities	662	977	750	(227)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	4,099	4,312	619	(3,693)
Abatements	0	0	0	0
Total Expenditures	$ 65,159	$ 46,757	$ 75,157	$ 28,400
Direct Revenue	0	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 0	$ 0	$ 0	$ 0
Direct Total Tax Levy	65,159	46,757	75,157	28,400

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**0.0**	**0.6**	**0.8**	**0.2**
% of Gross Wages Funded	**0.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

DEPT: Ethics Board **UNIT NO.** 1905
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Administrative Intern	87700	Fund	0	0.13	Ethics Board	$ 2,910
					TOTAL	$ 2,910

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

NON-DEPARTMENTAL – REVENUES
(Blue Pages)

NON-DEPARTMENTAL DESCRIPTION

The objective of the non-departmental revenue agencies is to properly account for revenue sources that are not under the jurisdiction of any single department. The Department of Administrative Services (DAS) has primary responsibility for budgeting and accounting for these revenues. The Non-Departmental revenue budgets are based on historical trends, current economic data, contract terms, and policy changes at the State and Federal level as appropriate. Prior to 2010 separate narratives were presented for each revenue. For comparison purposes, all non-departmental revenues are included below.

NON-DEPARTMENTAL REVENUE SUMMARY				
Org	**2009 Actual**	**2010 Budget**	**2011 Budget**	**Budget Change**
1901 Unclaimed Money	$ 1,100,000	$ 0	$ 1,100,000	$ 1,100,000
1933 Land Sales	256,340	3,611,300	0	(3,611,300)
1937 Potawatomi Allocation	4,059,018	4,058,477	4,058,477	0
1969 Medicare Part D Revenues	5,456,317	2,932,000	3,023,647	91,647
1991 Property Taxes	257,486,284	263,264,740	262,264,740	(1,000,000)
1992 Earnings on Investments	4,187,654	2,709,111	1,779,839	(929,272)
1993 State Shared Taxes	37,770,699	37,872,201	39,207,108	1,334,907
1994 State Exempt Computer Aid	2,828,694	2,808,543	2,808,543	0
1996 County Sales Tax Revenue	58,838,176	65,362,190	62,926,365	(2,435,825)
1997 Power Plant Revenue	356,880	356,880	356,880	0
1998 Surplus from Prior Years	7,946,529	4,144,018	4,144,018	0
1999 Other Misc. Revenue	1,238,673	370,000	180,000	(190,000)
TOTAL NON-DEPT. REVENUES	$ 380,425,264	$ 387,489,460	$ 381,849,617	$ (5,639,843)

Recommended Amounts are based on the following:

- **Unclaimed Money:** Represents payments to vendors and individuals that go unclaimed. The Office of the Treasurer must publish notice of outstanding funds; if no claim is made, all funds plus interest are to be turned over to the General Fund per State Statute 59.66 (2a). The 2011 Budget is based on the actual amount collected in 2009, as the revenue is realized biennially.

- **Land Sales:** Accounts for the sale of County land approved by the County Board. For 2011, all land sale revenue is budgeted in the Capital Improvements Budget. Revenue from the 2011 payment by the University of Wisconsin-Milwaukee for the sale of the County Grounds and revenue from the sale of Crystal Ridge will be used to finance capital projects. As in previous years, $400,000 is budgeted in Real Estate Services to cover their operating expenditures. This represents the first $400,000 of unallocated land sales and is historically realized through the sale of foreclosed properties and other miscellaneous land. Revenue from unanticipated land sales will be contributed to the debt service reserve.

Land Sale	**Net Proceeds**	**Purpose**
County Grounds Sale to UWM	$5,000,000	Various Capital Projects
Crystal Ridge	$3,700,000	Various Capital Projects
Unallocated Land Sales	$400,000	Real Estate Services Operating Expenses
Total	$9,100,000	

- **Potawatomi Revenues:** Represents payments, based on Class III Net Win during the period July 1, 2010 to June 30, 2011 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2010 net win payment (after allocations) was $3,758,001. The 2011 Budget includes Potawatomi revenue of $4,058,477. The 2011 amount is a reflection of a ten-year average trend of Class III Win Net-Win. Allocations to departments total $1,488,523 and are unchanged from the 2010 Adopted Budget.

DHHS-Behavioral Health Division (Org. 6300)

An allocation of $337,203 is budgeted to support the Community Services Section programs.

An allocation of $500,000 is budgeted to support Alcohol and Other Drug Abuse (AODA) treatment through the Non-Temporary Assistance to Needy Families (TANF) AODA Voucher System.

Department of Health and Human Services (Org. 8000)

An allocation of $350,000 is budgeted to increase the level of revenue in the Division's Birth-to-Three program to avoid a reduction in Federal revenue due to non-compliance with the Maintenance of Effort expenditure requirement.

An allocation of $201,320 is budgeted to support the programs of the Delinquency and Court Services Division.

Safe Alternatives for Youth program (SAY)

An allocation of $100,000 is budgeted for the SAY program to continue community-based services to low-income, "at risk youth."

- **Medicare Part D Revenues:** Represents the 28 percent reimbursement from the Federal government under the Medicare Prescription Drug Improvement and Modernization Act of 2003 for eligible retiree prescription drug coverage that the County provides. In the 2009 plan year, 5,220 eligible retirees incurred $16.2 million in gross prescription drug costs reported to the Centers for Medicare and Medicaid Services. Of that amount, $10,517,000 was eligible for the 28% Medicare subsidy ($2,944,000).

In the 2010 plan year, 5,126 eligible retirees have been accepted by Medicare for reimbursement. Headcount appears to be remaining consistent between plan years. Inflationary trend in prescription drug costs will increase the amount of reimbursement under the Medicare program. However, Medicare has not made any changes to the individual eligible claims threshold of $310 or the individual eligible claims limit of $6,300. The lack of adjustment on the $6,300 upper limit will counteract some of the effect of inflationary trend on the total reimbursement.

In addition, drug management programs included in the plan design changes in the 2011 Budget will reduce the gross prescription costs, and therefore will reduce Medicare Part D Revenues by $108,746.

The 2011 Medicare Part D Revenues are budgeted to increase by $91,647 to $3,023,647 in 2011.

- **Earnings on Investments:** Represents the County's income earned on the investment of funds not immediately needed as estimated by the County Treasurer. The average daily balance for 2011 is projected at $278 million. Of this amount, the daily cash balances in our collateralized bank accounts are projected at $116 million. With the Federal Reserve rate at near zero, current earned interest rates are now running at 0.20%, which would yield approximately $232,000 in interest revenue. The average daily investment balance is projected at $162 million with an average projected rate of return calculated at 1.43%. That would yield approximately $2,307,000 in earnings on investments. Therefore, the total earnings on all funds in 2011 will be approximately $2,539,000.

Statistical Reporting Data	2009 Actual	2010 Budget	2011 Budget
Earnings on all Funds (net of Mark-to-Market)	$5,975,337	$4,243,600	$2,539,000
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	($1,123,884)	($594,104)	($477,332)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	($663,798)	($940,382)	($281,829)
General Fund Earnings	$4,187,655	$2,709,114	$1,779,839

Mark-to-Market
The General Accounting Standards Board in Statement 31 (GASB 31) requires governmental entities to report investments that have maturities greater than one year at fair market value. Therefore, the County will report a loss when the book value is greater than the fair market value. This amount is recorded in the investment earnings budget. When the book value is less than the fair market value, the County books the gain to a reserve to offset future losses. The losses have been captured in the Earnings on all Funds (net of Mark-to-Market) line in the table above.

Earnings on Trust Funds, Reserves and Other Deferred Interest Liabilities
Budgeted restricted earnings total $477,332 for 2011. The budgeted amount includes earnings on the following funds: Airport (non-bonds), Zoo, Office for Persons with Disabilities, Federated Library System, Art Museum, Charles Allis Art Museum, Friends of Boerner, Law Enforcement Block Grant, Wolcott Memorial, HUD-Rent Assistance and Milwaukee County Historical Society. Previous amounts included bond proceeds for Airport Revenue Bonds. The earnings for the Airport Revenue Bonds have been included in the amount for the Earnings on Bonds allocated to Capital Fund and Debt Service Fund. Based on 2009 actual experience, earnings on trust funds and other deferred interest liabilities were estimated at 18.8% of the Earnings on all Funds.

Earnings on Bonds Allocated to Capital Fund and Debt Service Fund
The 2011 Budget includes $281,829 in earnings on unspent bond proceeds for all departments. The earnings are recorded in the capital projects fund. These investment earnings are used to offset capitalized interest expense for projects that are under construction or in progress. Investment earnings on bonds that have lapsed to the sinking fund are recorded in the debt service fund. Earnings on bonds were estimated at 11.1% of the earnings on all funds (based on 2009 actual experience). That number may be revised by DAS to reflect a larger bonding amount for the new three year bonding cycle. However, since these proceeds are subtracted from the general fund earnings, the larger bond earnings will not affect the final general fund amount.

- **State Shared Taxes:** Represents payment from the State under the County and Municipal Aid payment program. The State Shared Taxes are budgeted to increase by $1,334,907 from $37,872,202 to $39,207,109. The increase is the result of an additional power plant coming online. The 2011 Budget is based on the Wisconsin Department of Revenue estimate.

STATISTICAL SUPPORTING DATA	2009 Actual	2010 Budget	2011 Budget
Base Payment	$ 56,341,506	$ 55,343,365	$ 55,343,365
Utility Payment	1,530,494	2,630,137	3,965,044
Subtotal State Shared Taxes	$ 57,872,000	$ 57,973,502	$ 59,308,409
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	$ 37,770,700	$ 37,872,202	$ 39,207,109

Utility Payment Component

The utility payment component compensates local governments for costs they incur in providing services to public utilities. These costs cannot be directly recouped through property taxation since utilities are exempt from local taxation and instead are taxed by the State.

The State of Wisconsin changed the methodology for calculating the utility payment. Previously, the utility payments to cities and villages were computed at a rate of six mils ($6 per $1,000 of net book value), while payments to towns are computed at a rate of three mils. Payments to counties were computed at three mils if the property is located in a city or village or at six mils if the property is located in a town. Starting in 2009, municipalities and counties with power plants that became operational before January 1, 2004 will receive a utility payment based on the higher of the net book value formula amount or the megawatt capacity formula amount. The estimated utility payment component for 2011 is $3,965,044.

State Child Welfare Reallocation

In accordance with Wisconsin State Statute 48.561(3), the Wisconsin Department of Administration has reallocated $20,101,300 from Milwaukee County's State Shared Revenue allocation to the State's Child Welfare Program. These funds are for the purpose of defraying the State costs for program administration.

- **State Exempt Computer Aid:** Represents State payments to compensate for the exemption of computers from property tax rolls, per 1997 Wisconsin Act 237. Revenue amount is provided by the Wisconsin Department of Revenue. The budget of $2,808,543 is unchanged from the 2010 Adopted Budget.

- **County Sales Tax Revenue:** Represents collections of the County's 0.5 percent sales and use tax, less State Administrative fee of $1,105,839, and an allocation of $380,000 to Capital Improvements. 2010 was the final year of a 3-year, $1.8 million repayment to State for a previous over-payment. Debt Service costs of $53,259,873 are anticipated for 2011, resulting in a net of $9,666,492 available for general fund purposes.

  Research has shown that there is a statistical link between changes in personal income and sales tax collections. DAS analyzed the quarterly year over year percentage changes in both Wisconsin personal income and Milwaukee County sales tax collections from 2002 to 2010. The analysis concluded that there is a significant correlation with elasticity of approximately 0.53.

  The August 2010 Wisconsin State Department of Revenue report "Wisconsin Economic Outlook" forecasts growth in state personal income to be 4.4% in 2011. Using the elasticity factor of 0.53, sales tax collections are anticipated to grow by 2.34% in 2011.

  Beginning with the Department of Administrative Services 2nd quarter 2010 net sales tax projection of $60,862,190 as a base and then adding the growth factor described above (2.34%), removing the $600,000 repayment to the State, and decreasing the allocation to capital improvements by $40,000, the 2011 Milwaukee County net sales tax collections are anticipated to be $62,926,365.

STATISTICAL SUPPORTING DATA	2009 Actual	2010 Budget	2011 Budget
Estimated County Sales Tax Collections, Excluding Retailer's Discount	$ 60,924,352	$ 67,573,435	$ 64,412,204
State Administrative Fee	(1,066,176)	(1,191,245)	(1,105,839)
Milwaukee County Sales Tax Collections	$ 59,858,176	$ 66,382,190	$ 63,306,365
Less State Repayment	(600,000)	(600,000)	0
Less County Sales Tax Allocated to Capital Improvements	$ (420,000)	$ (420,000)	$ (380,000)
Milwaukee County Net Sales Tax Collections	$ 58,838,176	$ 65,362,190	$ 62,926,365
Less Sales Tax Dedicated to Debt Service	(58,991,010)	(60,281,181)	(53,259,873)
Available for General Fund	$ (152,834)	$ 5,081,009	$ 9,666,492

- **Power Plant Revenue:** Represents payments by WE Energies for the sale of the power plant at the Milwaukee Regional Medical Center. The budget of $356,880 represents the payment scheduled for 2011. The 2011 payment will be final payment by WE Energies for the sale.

- **Surplus (Deficit) from Prior Year:** Represents the County's 2009 surplus per S.59.60(m) of Wisconsin Statutes. The budget represents the County's 2009 surplus as required by Statute. In 2009, the County adopted Resolution File No. 10-16 (a) (b) making $4,144,018 of the 2009 surplus available for 2011 while placing the remainder in the Debt Service Fund.

- **Other Miscellaneous Revenue:** Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. The budget of $180,000 is a reflection of excess Milwaukee County taxes collected by three TIFs that are anticipated to close in the City of Milwaukee in 2011.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: PROPERTY TAXES **UNIT NO.** 1991
FUND: General - 0001

BUDGET SUMMARY			
	2009 Actual	2010 Budget	2011 Budget
Property Tax Levy	$ 257,637,284	$ 263,264,740	$ 262,264,740

STATISTICAL SUPPORTING DATA

	2010 Budget	2011 Budget	2010/2011 Change
General County			
Expenditures	$ 1,460,291,522	$ 1,313,136,238	$ (147,155,284)
Revenues	1,093,477,801	1,039,111,998	(54,365,803)
Bond Issues	103,548,981	11,759,500	(91,789,481)
General County Property Tax Levy	$ 263,264,740	$ 262,264,740	$ (1,000,000)

Summary of 2011 Tax Levy

Dept. No.	Department Description	2011 Budget Expenditures	Revenues	Tax Levy	Type Fund**
Legislative and Executive					
1000	County Board	$ 6,595,242	$ 0	$ 6,595,242	GEN
1001	County Board-Department of Audit	2,577,563	0	2,577,563	GEN
1011	County Executive-General Office	1,202,343	0	1,202,343	GEN
1021	County Exec-Veteran's Services	340,157	13,000	327,157	GEN
1031	County Exec-Office of Economic Advocacy	389,304	0	389,304	GEN
1040	County Board-Office of Community Business Development Partners	883,263	45,000	838,263	GEN
	Total Legislative and Executive	$ 11,987,872	$ 58,000	$ 11,929,872	
Staff Agencies					
1019	DAS-Office for Persons w/Disabilities	$ 871,952	$ 172,500	$ 699,452	GEN
1110	Civil Service Commission	53,989	0	53,989	GEN
1120	Personnel Review Board	215,475	0	215,475	GEN
1130	Corporation Counsel	1,663,263	155,000	1,508,263	GEN
1135	DAS-Labor Relations	492,562	0	492,562	GEN
1188	DAS-Employee Benefits	2,611,864	1,819,673	792,191	GEN
1140	DAS-Human Resources	2,188,754	6,200	2,182,554	GEN
1150	DAS-Risk Management	8,124,119	8,124,119	0	INTER
1151	DAS-Fiscal Affairs	4,130,900	57,412	4,073,488	GEN
1152	DAS-Procurement	690,122	0	690,122	GEN
1160	DAS-Information Mgt Services	16,555,382	16,555,382	0	INTER
1905	Ethics Board	75,157	0	75,157	GEN
	Total Staff Agencies	$ 37,673,539	$ 26,890,286	$ 10,783,253	
County-Wide Non-Departmental Revenues					
1901	Unclaimed Money (1901-4980)*	$ 0	$ 1,100,000	$ (1,100,000)	GEN
1933	Land Sales	0	0	0	GEN
1937	Potawatomi Revenue	0	4,058,477	(4,058,477)	GEN
1969	Medicare Part D	0	3,023,647	(3,023,647)	GEN
1992	Earnings on Investments (1900-1850)*	0	1,779,839	(1,779,839)	GEN
1993	State Shared Taxes (1900-2201)*	0	39,207,108	(39,207,108)	GEN
1994	State Exempt Cmptr Aid (1900-2202)*	0	2,808,543	(2,808,543)	GEN
1996	Cnty Sales Tax Revenue (1900-2903)*	0	62,926,365	(62,926,365)	GEN
1997	Power Plant Revenue (1900-4904)*	0	356,880	(356,880)	GEN
1998	Surplus from Prior Year (1900-4970)*	0	4,144,018	(4,144,018)	GEN
1999	Other Misc Revenue (1900-4999)*	0	180,000	(180,000)	GEN
	Total County-Wide Non-Departmental Revenues	$ 0	$ 119,584,877	$ (119,584,877)	

Summary of 2011 Tax Levy

Dept. No.	Department Description	2011 Budget Expenditures	Revenues	Tax Levy	Type Fund**
County-Wide Non-Departmentals					
1913	Civil Air Patrol	$ 10,000	$ 0	$ 10,000	GEN
1921	Human Resources & Payroll System	1,682,922	1,682,922	0	GEN
1930	Internal Service Abatement	(60,287,954)	(60,287,954)	0	GEN
1935	Charges to Other County Units	(10,587,574)	0	(10,587,574)	GEN
1945	Appropriation for Contingencies	7,300,000	0	7,300,000	GEN
1950	Employee Fringe Benefits	7,320,592	7,320,592	0	GEN
1954	Airport Public/Private Partnership	0	0	0	GEN
1961	Litigation Reserve	275,000	0	275,000	GEN
1985	Capital/Depreciation Contra	(668,301)	2,805,397	(3,473,698)	GEN
1987	Debt Issue Expense (1900-8026)*	21,500	10,000	11,500	GEN
1989	Investment Advisory Svcs (1900-6025)*	245,000	0	245,000	GEN
	Total County-Wide Non-Departmentals	$ (54,688,815)	$ (48,469,043)	$ (6,219,772)	
Courts and Judiciary					
2000	Combined Court Related Services	$ 38,660,864	$ 9,728,142	$ 28,932,722	GEN
2430	Department of Child Support	19,657,054	18,479,516	1,177,538	GEN
2900	Alternatives to Incarceration	3,429,587	1,164,391	2,265,196	GEN
	Total Courts and Judiciary	$ 61,747,505	$ 29,372,049	$ 32,375,456	
General Government					
3010	Election Commision	$ 640,211	$ 40,500	$ 599,711	GEN
3090	County Treasurer	1,709,468	2,988,423	(1,278,955)	GEN
3270	County Clerk	790,228	512,350	277,878	GEN
3400	Register of Deeds	4,821,498	5,077,857	(256,359)	GEN
	Total General Government	$ 7,961,405	$ 8,619,130	$ (657,725)	
Public Safety					
4000	Sheriff	$ 149,750,627	$ 20,092,941	$ 129,657,686	GEN
4500	District Attorney	18,750,526	7,123,669	11,626,857	GEN
4900	Medical Examiner	4,577,888	1,659,500	2,918,388	GEN
	Total Public Safety	$ 173,079,041	$ 28,876,110	$ 144,202,931	

Summary of 2011 Tax Levy

Dept. No.	Department Description	2011 Budget Expenditures	Revenues	Tax Levy	Type Fund**
Public Works					
5040	DTPW-Airport	$ 80,909,012	$ 80,909,012	$ 0	ENTER
5070	DTPW-Transportation Services	2,358,387	2,168,982	189,405	INTER
5080	DTPW-Architect, Engineer & Environ	6,606,860	6,041,971	564,889	INTER
5100	DTPW-Highway Maintenance	18,326,998	17,415,673	911,325	GEN
5300	DTPW-Fleet Maintenance	8,313,457	10,068,787	(1,755,330)	GEN
5600	Transit/Paratransit	171,383,458	153,877,503	17,505,955	ENTER
5500	DTPW-Water Utility	2,937,594	2,937,594	0	INTER
5700	DTPW-Facilities Management	21,235,011	23,557,277	(2,322,266)	GEN
5800	DTPW-Director's Office	1,710,519	2,438,500	(727,981)	GEN
	Total Public Works	$ 313,781,296	$ 299,415,299	$ 14,365,997	
Health and Human Services					
6300	DHHS-Behavioral Health Division	$ 186,300,564	$ 130,622,050	$ 55,678,514	ENTER
7900	Department on Aging	18,402,826	16,755,225	1,647,601	GEN
7990	Department of Family Care	263,346,134	263,346,134	0	ENTER
8000	Dept of Health & Human Services	130,759,775	102,931,287	27,828,488	GEN
	Total Health and Human Services	$ 598,809,299	$ 513,654,696	$ 85,154,603	
Parks, Recreation and Culture					
1908	Milwaukee County Historical Society	$ 242,550	$ 0	$ 242,550	GEN
1912	VISIT Milwaukee	0	0	0	GEN
1914	War Memorial	1,504,594	0	1,504,594	GEN
1915	Villa Terrace/Charles Allis	243,656	0	243,656	GEN
1916	Marcus Center for the Performing Arts	1,280,000	0	1,280,000	GEN
1966	Federated Library	66,650	0	66,650	GEN
1974	Milwaukee County Fund for the Arts	377,688	0	377,688	GEN
9000	Parks, Recreation and Culture	42,189,186	17,559,662	24,629,524	GEN
9500	Zoological Department	24,155,891	19,683,056	4,472,835	GEN
9700	Museum	3,502,376	0	3,502,376	GEN
9910	University Extension	456,333	121,080	335,253	GEN
	Total Parks, Recreation and Culture	$ 74,018,924	$ 37,363,798	$ 36,655,126	
Debt Service					
9960	General County Debt Service	$ 67,917,596	$ 14,657,723	$ 53,259,873	DEBT
	Total Debt Service	$ 67,917,596	$ 14,657,723	$ 53,259,873	
Capital Projects					
1200-1876	Capital Improvements*	$ 66,308,301	$ 66,308,301	$ 0	CAP
	Total Capital Projects	$ 66,308,301	$ 66,308,301	$ 0	

Summary of 2011 Tax Levy

Dept. No.	Department Description	2011 Budget Expenditures	2011 Budget Revenues	2011 Budget Tax Levy	Type Fund**
Expendable Trust Funds					
0601	Office for Disabilities Trust Fund	$ 25,000	$ 25,000	$ 0	TF
0701-0702	BHD Trust Funds	35,100	35,100	0	TF
0319-0329	Zoo Trust Funds	985,049	985,049	0	TF
	Total Expendable Trust Funds	$ 1,045,149	$ 1,045,149	$ 0	
	Total County	$ 1,313,136,238	$ 1,039,111,998	$ 262,264,740	

* Revenues include $11,589,000 in PFC backed General Airport Revenue Bonds, $170,500 of General Airport Revenue Bonds, $37,365,063 in reimbursement revenue, $380,000 in sales tax revenues, $7,841,362 in Passenger Facility Charge cash financing, $507,375 in revenue from the Airport Capital Improvement Reserve, $8,025,001 in land sales, 240,000 in insurance proceeds and $200,000 in private donations.

** Type of fund, according to generally accepted accounting principles (GAAP), includes the following:

Designation	Type of Fund
GEN	General Fund
INTER	Internal Service Fund
ENTER	Enterprise Fund
DEBT	Debt Service Fund
CAP	Capital Projects Fund
TF	Trust Fund

NON-DEPARTMENTAL - EXPENDITURES

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
County Historical Society	$ 242,550	$ 242,550	$ 242,550

MISSION

The Milwaukee County Historical Society was founded in 1935 to collect, preserve and make available materials relating to the history of Milwaukee County. Through a broad program, the Society seeks to promote a greater appreciation of the community's rich heritage and a better understanding of present-day challenges and advantages. The Society's library and museum collections, exhibitions and activities serve a variety of constituencies including scholars, students, genealogists, local businesses and organizations and Milwaukee County residents and visitors.

OBJECTIVES

The Milwaukee County Historical Society will develop and utilize various alternative strategies in order to continue providing researchers with access to archival resources and the general public with an active program of exhibitions and special events during completion of the Society's Building Restoration.

OVERVIEW OF OPERATION

The Historical Society's total operating budget for 2011 amounts to $782,550 with $540,000 coming from non-County funds. Sources include gifts, grants, membership fees (individual and corporate), bequests, investments, sales and receipts from public programs.

Following are examples of some of the Historical Society's program activities.

Facility Restoration: During 2009 and 2010, the Historical Society completed Phase III and began Phase IV, which will cap the completion of the project. Phase III completed the renovation of all levels at the south end of the facility and Phase IV is aimed at the restoration of the open spaces in the atrium and mezzanine levels. On the first and second floors, work focused on the restoration of the vaulted ceilings and the modernization of the exhibition spaces. The recent renovation of the new kitchenette will support catering and staff needs during event rental and museum operations. Mechanical and visual improvements were made in the basement to create additional work and public space. All components of the project are on schedule to be completed by August 2010.

Outcomes: The Society met the challenge of being open for a brief five-month period in 2009 by not only offering the same services to its members and the public, but also hosting a gala to celebrate the release of the film, *Public Enemies*, in which the Society was a film location in early 2008. Over 500 people attended the event, with a profit of $20,000. A loan from Universal Studios allowed the Society to exhibit costumes and props used in the film to draw visitors to the museum. This, combined with the media publicity surrounding the gala and release of the film, allowed the Historical Center to stay within the public eye and maintain its mission throughout 2009.

The re-location of the library, closures and the renovation has taken its toll on the library's visibility over the past year and a half. In a six-month period of availability, the library serviced 390 patrons in 2009, compared to 443 already tallied for the 2010 calendar year. Library staff extended their outreach throughout 2009 and 2010 by hosting ten lectures at various institutions and organizations. In 2010 the Society is hosting two events to recognize the achievements of volunteers, staff and others who have contributed to the Society in

the past and its renovation. In 2011, new exhibition and rental space, as a result of the renovation, will be utilized to generate additional revenue to assist with operational and collections costs.

Exhibitions: It was a monumental task to maintain the Society's exhibition programming in 2009 and into 2010, but the challenge was met by working in partnership with other local museums to promote the Society's collections through their exhibitions. Exhibits at the Grommann Museum, Milwaukee Art Museum and the Milwaukee Public Museum allowed the Society's collections to stay relevant during the renovations. As part of the Society's 75th Anniversary celebration in 2010, the curatorial staff revealed a web exhibit, *Unlocking the Vault: Seventy-Five Years, Seventy-Five Stories*, which showcases the Society's seventy-five most unique and compelling artifacts. As the Society looks forward in 2011, it aims at unveiling an exhibition focused on Brewing in Milwaukee, a program that will look at how the Milwaukee became the "Beer Capital of the World".

Diversity. For the sixth consecutive year, the Historical Society was successful in mounting programs highlighting cultural diversity in Milwaukee County. Through *Unlocking the Vaults*, Society staff has showcased key cultural items within Milwaukee's varying cultures. Examples include church hats and religious relics from Milwaukee's African-American and Italian communities.

Collections. As the repository of Milwaukee County records, the Society continues to offered unique records such as Naturalizations and Coroner's Inquests to its membership and researchers. The research library and museum collections remain a valuable research asset to students, researchers and historians, both in the Milwaukee community and outside the area. In 2011, the library staff will begin a digitization project in an effort to make its collections more accessible to researchers outside the Milwaukee area. The Historical Society accepted 119 new accessions for its Research Library and 39 new accessions for its Museum Collection during 2009 & 2010. Key collections donated to the Society include Milwaukee County Department of Emergency Management slides, films and maps from the Cold War era, as well as additional County Supervisor's records. The museum division received a generous donation of china and personal items from Elizabeth Mackintosh, the great-granddaughter of meat-packer, John Plankinton.

The primary focus of the research library staff was to restore the library to the Historical Center, while utilizing the new space to store additional archival collections. During 2009 & 2010, the Curator of Collections maximized volunteer and intern labor in completing the clearing of old shelving units in the artifact storage areas. In early 2010, a deacession program has been created to remove collections that no longer fit the collecting mission of the Historical Society. To date, over 100 objects have been assessed and selected for removal. Both departments are currently focused on the narrative development and object selection for a Milwaukee brewing exhibition.

Publications. During 2009 the Historical Society reprinted Ruth Kriehn's narrative of Jones Island, *The Fisherfolk of Jones Island,* first published in 1988. Since its re-release, the Society has sold 285 copies and received $4,112 of revenue from the book. In an effort to raise memberships, the Society has also re-vamped its academic magazine, expanding to a larger, colorful, 8 1/2 "x 11" format and renaming it, *Milwaukee County History*.

Public Programming: The Society and its Friends organization continue to sponsor public programs on a variety of topics. During 2009, the Society hosted its 56th and 57th Annual Recognition Banquets at the Wisconsin Club and Pfister Hotel, respectively, drawing nearly 400 people at each and presenting awards to 33 individuals and groups.

The Friends of the Milwaukee County Historical Society continued their expanded programming schedule, which included a Slovakian Ethnic Dinner, as well as tours of the North Shore Funeral Home, Linwood Water Treatment Plant and the Grohmann Museum. For the sixth consecutive year, the Friends donated $8,000 in program revenue to the Society.

County Landmarks: Since 1976, the Historical Society has operated, under County ordinance, a landmark recognition program for areas of Milwaukee County outside the City of Milwaukee. Over 100 sites have been

designated as landmarks throughout the history of the program. In 2010, the General Mitchell International Airport, Bucyrus Erie plant complex and the Sheridan House Hotel in Cudahy will be added as landmarks.

Museum Houses: In 2009 and 2010 all three of the period homes operated by the Historical Society were open to the public and expanded programming was continued at Trimborn Farm in Greendale. The Society was able to attract significant numbers of school children, adults and seniors for guided tours throughout the year. Especially successful was a series of special events hosted by the Farm, including the Fourth Annual Folk Art Show and Sale, the 27th Annual Harvest of Arts and Crafts and the 6th Annual Civil War Encampment. In order to raise additional visibility and revenue, Trimborn Farm is hosting a series of summer concerts, workshops and drop-in programs.

BUDGET HIGHLIGHTS

- The 2011 contribution to the Historical Society remains at the 2010 level of $242,550.

CAPITAL INVESTMENTS

The 2011 Capital Improvements Budget includes $24,000 for the Historical Society infrastructure improvements that are part of a countywide infrastructure improvement program. See the Department of Transportation & Public Works – Facilities Division Budget for additional details.

The County Historical Society spends the County's contribution as follows:

	2009 Actual	2010 Budget	2011 Budget
Expenditures			
Personal Services	$ 191,227	$ 191,227	$ 191,227
Space and Utilities	46,288	44,788	44,788
Office and Administrative Supplies	5,035	6,535	6,535
Total Expenditures	$ 242,550	$ 242,550	$ 242,550

	2007 Actual	2008 Actual	2009 Actual	2010 Budget
Meetings/Public Programs	10	14	12	13
Organizational Members	1,260	1,398	1,459	1,500
Research Requests:	3,645	2,501	2,126	3,000
Library - In Person	945	573*	390*	500
Telephone	1,576	1,231	1,053	1,200
Mail/E-mail	1,124	697	683	1,100
Public Attendance	32,976	29,451	9,433	15,000
Guided Tours:				
Historical Center	44	38	15	20
Period Homes	31	41	45	50
Accessions:				
Library	98	57	83	50
Museum	63	47	27	20
Pages of Publication	232	287	132	300
Staff Program Presentations	29	25	18	20
Slide Shows/Media Appearances	11	16	10	15
Website Visits	242,549	256,789	242,374	280,000

*In person visits to the Research Library were reduced due to re-location and setup of the library and an alternate location during construction.

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
VISIT Milwaukee	$ 25,000	$ 25,000	$ 25,000

MISSION

To lead the effort to market greater Milwaukee as a premier destination for conventions, trade shows, and leisure travel through the development of internal organizational excellence and external strategic partners, thereby creating positive economic impact, and to help each Milwaukee guest experience our brand promise.

OBJECTIVES

INCREASE ECONOMIC IMPACT: The economic impact of direct expenditures from convention business and leisure travelers increases over the prior year, and these results are promoted to all stakeholders, government leaders and community influencers.

ENHANCE DESTINATION IMAGE/PERCEPTION: VISIT Milwaukee's customers rank Milwaukee's image more positively and understand our community's unique competitive advantage. Greater Milwaukee embodies the Brand Promise and there is community awareness of ,and buy-in, to our economic impact and mission.

SUPPORT PRODUCT DEVELOPMENT: VISIT Milwaukee is a leader in the further development of Milwaukee's destination product.

ACHIEVE ORGANIZATIONAL EXCELLENCE: Maintain DMAI (Destination Marketing Association International) accreditation, end 2011 on or below budget, receive a favorable financial audit report and maintain an overall 4 (on a five-point scale) on employee satisfaction.

DESCRIPTION

This appropriation represents Milwaukee County's share of support of VISIT Milwaukee. A major function of the organization is the promotion of the County as a major tourist and convention destination.

VISIT Milwaukee assists the County in marketing General Mitchell International Airport, Milwaukee County Zoo, cultural institutions, parks and other facilities and attractions. All County tourism-related institutions are represented by VISIT Milwaukee. Individual fees customarily charged to similar institutions are waived by the County's umbrella investment in VISIT Milwaukee.

VISIT Milwaukee is a non-profit, 501(c)6 equal opportunity organization. It is governed by a 40-member board of directors on which Milwaukee County maintains two seats plus one seat on the Executive Committee.

VISIT Milwaukee services include:

- All County facilities and attractions receive full VISIT Milwaukee membership and benefits.
- A listing of all County facilities and attractions in 350,000 Official Visitor Guides, 10,000 Destination Guides, 25,000 Multicultural Visitor Guides and Milwaukee Gay & Lesbian Travel Guides.

- A listing of all County sponsored events in the bi-monthly Calendar of Events - 420,000 produced and distributed annually.
- Participation in all VISIT Milwaukee sponsored events, e.g., membership mixers, education seminars, National Tourism Week events and the Certified Tourism Ambassador Program.
- Travel writer support and sponsored programs.
- A full-time representative in Washington, D.C. actively selling Milwaukee County to association executives.
- The development of targeted direct mail programs to reach and sell these markets and sell them on Milwaukee County.
- Production and placement of press releases, feature articles and stories in local, regional and national media to increase exposure of, and interest in, Milwaukee County.
- Operation of a Visitor Information and Call Center, providing the traveling public with information on Milwaukee County.
- A web site listing general community information as well as membership information, including County history and Milwaukee County facts and attractions.
- Opportunities to participate in aggressive social media campaigns highlighting Milwaukee County attractions and events.
- Operation of a Milwaukee Film Office to attract film production to Milwaukee County.

BUDGET HIGHLIGHTS

- The 2011 contribution to VISIT Milwaukee remains at the 2010 level of $25,000. The annual cost will be paid for by the Department of Transportation and Public Works – Airport to reflect the positive impact of Visit Milwaukee on the success of General Mitchell International Airport.

DEPT: CIVIL AIR PATROL **UNIT NO.** 1913
FUND: General - 0001

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
Civil Air Patrol	$ 8,398	$ 10,500	$ 10,000

NON-DEPARTMENTAL DESCRIPTION

The Civil Air Patrol utilizes a County-owned hangar at Lawrence J. Timmerman Airport (LJT) and the second floor of the LJT control tower. The County provides appropriations for the utility costs (heat, light, insurance and telephone) of these facilities. These appropriations may also be used for repairs, materials and supplies to help keep the facilities in a well-maintained and safe condition.

BUDGET HIGHLIGHTS

- The 2011 budget request for support to the Civil Air Patrol has been reduced from $10,500 to $10,000, based on recent actual experience.

ACTIVITY AND STATISTICAL SUMMARY				
	2008 Actual	2009 Actual	2010 Budget	2011 Budget
Number of Meetings	360	360	360	360
Number of Organization Members	795	810	860	925

Civil Air Patrol activities include:

1. A national program of aerospace education for youth and adults.
2. Participation in disaster emergency services and Homeland Security exercises, nationally and locally.
3. Cooperation with, and support of, Civil Defense and American Red Cross disaster and relief programs.
4. Participation in all search and rescue missions authorized by the United States Air Force and Coast Guard.
5. Flying shore patrol for the boating public as authorized by the United States Coast Guard.
6. Assisting the U.S. Customs Service and Drug Enforcement Administration by patrolling in aircraft to detect illegal drug activity and marijuana fields and reporting such activity to the U.S. Customs Service
7. Assistance to Civil Authority, including airborne imagery and communications support.
8. Military Commander support, including low level surveys, range assistance and low-slow intercept training.

DEPT: WAR MEMORIAL CENTER **UNIT NO.** 1914
FUND: General - 0001

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
War Memorial	$ 1,504,594	$ 1,504,594	$ 1,504,594

MISSION

To serve as a memorial to the veterans of our armed services, their families, and the community; to provide to all people of the community a state of the art facility with attractive meeting space; and to recognize and educate, especially the young; the sacrifice and service made by the veterans of our armed services.

OBJECTIVES

- Increase the number of events and partnerships with veteran/military organizations and other organizations thereby enhancing our visibility as a memorial to those who serve(d) our Country.

- Increase the number of revenue generating events to help support building operations.

BUDGET HIGHLIGHTS

- The War Memorial Center will continue to provide quarterly reports of financial status and projections through the fiscal year in accordance with past practice.

- The 2011 contribution to the War Memorial Center remains at the 2010 Level of $1,504,594.

CAPITAL INVESTMENTS

The projects below are included in the 2011 Capital Improvements Budget for the War Memorial.

- War Memorial Window Reseal: $42,000
- War Memorial Window Ledge Leak Repairs – East Façade: $15,300

The War Memorial Center budget consists of the following:

ACTIVITY AND STATISTICAL SUMMARY

Attendance	2009 Actual	2010 Budget	2011 Budget
Memorial Hall	48,140	28,350	37,800
Fitch Plaza	4,278	4,120	3,930
Veterans Memorial Gallery	1,240	500	500
Meeting Rooms	3,772	3,350	3,650
Class Rooms	13,170	10,260	0
Special Events- WMC Grounds/Lakefront	50,000	50,000	50,000
General Public	5,430	5,000	5,200
Milwaukee Art Museum	290,669	300,000	335,000
TOTAL	416,699	401,580	436,080
Number of Events			
Memorial Hall	290	210	280
Fitch Plaza	71	40	40
Veterans Memorial Gallery	25	10	10
Meeting Rooms	393	335	365
Class Rooms	696	500	0
Special Events	1	1	1
TOTAL	1,476	1,096	696

The War Memorial Center budget consists of the following:

WAR MEMORIAL CENTER BUDGET SUMMARY	2009 Actual	2010 Budget	2011 Budget
Expenditures			
Personal Services	$ 794,114	$ 816,225	$ 818,500
Professional Fees	109,250	119,800	117,800
Advertising and Promotion	45,335	52,000	50,325
Meetings and Auto Allowance	8,018	6,500	7,500
Facility Expenses	418,553	324,000	297,000
Utilities	670,620	652,069	680,469
Office and Administrative Supplies	23,960	24,000	24,000
New & Replacement Equipment	19,054	0	0
Milwaukee Art Museum Direct Funding	250,000	250,000	250,000
Total War Memorial Center Expenditures	$ 2,338,904	$ 2,244,594	$ 2,245,594
Revenues			
Parking	$ 321,352	$ 310,000	$ 285,000
Miscellaneous	49,332	45,000	48,000
Catering Commission	27,916	22,000	23,000
Office Rental	206,745	210,000	195,000
Hall and Plaza Rental	199,721	130,000	165,000
Meeting Room Rental	12,550	11,000	12,000
Liquor Commission	16,694	12,000	13,000
Milwaukee County Contribution	1,504,594	1,504,594	1,504,594
Total War Memorial Center Revenues	$ 2,338,904	$ 2,244,594	$ 2,245,594

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: VILLA TERRACE/CHARLES ALLIS ART MUSEUMS **UNIT NO.** 1915
FUND: General - 0001

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
Villa Terrace/Charles Allis Art Museums	$ 243,656	$ 243,656	$ 243,656

MISSION

The mission of the Villa Terrace Decorative Arts Museum and Charles Allis Art Museum of Milwaukee County is to fully utilize both Museums, gardens and their art collections for community education and cultural enrichment. As a part of the Milwaukee County War Memorial Corporation, the museums honor the dead by serving the living.

OBJECTIVES

- Increase the well-being of area youth through collaborative educational programs.
- Contribute to the quality of life in Milwaukee County by improving the visitor experience at both Museums with physical upgrades and creative programming.

BUDGET HIGHLIGHTS

- The 2011 Contribution remains at the 2010 level of $243,656.

DEPT: VILLA TERRACE/CHARLES ALLIS ART MUSEUMS **UNIT NO.** 1915
FUND: General - 0001

MUSEUM BUDGET SUMMARY

	2009 Actual	2010 Budget	2011 Request
Expenditures			
Personnel Services	$ 331,630	$ 358,000	$ 365,000
Professional Fees CA	20,270	24,050	25,000
Professional Fees VT	27,270	37,400	32,000
Advertising and Promotion	36,261	35,000	50,000
Space and Utilities CA	61,453	52,800	53,000
Space and Utilities VT	68,782	69,000	60,500
Office and Administrative Supplies	18,539	25,000	21,000
Mileage Reimbursement	825	500	1,000
Major Maintenance CA	0	4,500	4,000
Major Maintenance VT	0	4,500	4,000
New & Replacement Equipment CA	0	4,500	0
Total Expenditures	$ 565,030	$ 615,250	$ 615,500
Revenues			
Charles Allis Friends Direct Support	$ 5,833	$ 10,000	$ 7,500
Villa Friends Direct Support	6,964	5,000	7,500
Garden Support	13,726	16,000	18,000
Private Support CA & VT	22,826	56,344	50,000
Membership CA & VT	35,365	40,000	37,000
Admissions CA	9,597	11,000	12,200
Admissions VT	19,125	20,000	15,144
General Revenue CA	45,039	45,000	65,000
General Revenue VT	155,966	160,000	157,000
Interest Trust Account	6,933	8,250	2,500
Milwaukee County Tax Levy Contribution	243,656	243,656	243,656
Total Revenues	$ 565,030	$ 615,250	$ 615,500

ACTIVITY AND STATISTICAL SUMMARY

	2009 Actual	2010 Goal	2011 Goal
Attendance			
General Museum Attendance	6,214	9,000	9,000
Museum Program Attendance	2,784	15,000	4,500
Private Rentals	14,608	22,000	20,000
Volunteer Activity	1,272	1,700	1,500
Meetings/Appointments (estimated)	1,200	3,000	2,500
Total Attendance	26,078	50,700	37,500

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
Marcus Ctr for the Performing Arts	$ 1,280,000	$ 1,280,000	$ 1,280,000

MISSION

To serve the community, the Marcus Center offers facilities and services of the highest quality, makes available a wide range of the performing arts, and acts as an energizing force for effective collaboration and advocacy in the arts community.

OBJECTIVES

- Provide Marcus Center patrons with a high level of customer service and entertainment value from Marcus Center events.
- Enhance Milwaukee County residents' quality of life through the Marcus Center's diverse offerings of arts, culture and entertainment in a variety of ticket price ranges.
- Provide quality performing art(s) events to Milwaukee County residents in all geographic areas.

OPERATING HISTORY

On May 20, 1993, the County Board of Supervisors adopted a resolution [File No. 93-283(a)(a)] that approved a memorandum of understanding between the County and the Marcus Center, which provided a fixed level of operating support of $1.5 million for the years 1994 through 1998.

The memorandum of understanding was renewed in 1999 and provided an increase of $100,000 for a total funding level of $1,600,000 for the years 1999 through 2003.

In 2004, Milwaukee County's contribution was reduced to $1,380,000. This included $880,000 from tax levy, $400,000 of debt forgiveness, and a $100,000 major maintenance allocation. The Milwaukee County's contribution to the Center in 2005 was $1,303,000 and has been set at $1,280,000 since 2006.

The Center closed the 2009 calendar year with their 40th consecutive year of balanced budgets.

BUDGET HIGHLIGHTS

- The Marcus Center will continue to provide quarterly reports of current financial status and projections through the fiscal year in accordance with past practice.
- The 2011 tax levy contribution to the Marcus Center remains at the 2010 level of $1,280,000.
- The County issued a total of $5,802,000 in General Obligation Bonds during 1994 and 1995 for the purpose of renovating the interior of the Marcus Center for the Performing Arts. The Marcus Center instituted a facility fee on tickets for the specific purpose of repaying the County bonds. Based on information provided by the Marcus Center, facility fee income is sufficient to repay bonds issued by Milwaukee County for this project. The debt was restructured in 2009 to allow a one-year extension until 2011. The budget amount for 2010 is $252,612. Final payment in 2011 will be $243,253. The reduced payments will assist the Marcus Center for

the Performing Arts in maintaining the County-owned facility, through accelerating work on major maintenance projects.

ACTIVITY AND STATISTICAL SUMMARY						
	2009 Actual		2010 Budget		2011 Budget	
	Events	Attend	Events	Attend	Events	Attend
All Events Public & Private	1,937	564,116	1,950	600,000	1,950	600,000

The Marcus Center for the Performing Arts budget consists of the following:

MARCUS CENTER FOR THE PERFORMING ARTS						
		2009 Actual		2010 Budget		2011 Budget
Expenditures						
Personal Services	$	3,378,490	$	3,099,474	$	3,361,776
Professional Fees		340,585		339,660		350,520
Advertising and Promotion		119,263		135,200		141,700
Meetings, Travel and Auto Allowance		6,924		17,080		9,400
Space		329,369		337,400		338,700
Telephone & Utilities		500,146		513,648		528,000
Office and Administrative Supplies		95,343		87,950		104,770
New & Replacement Equipment		0		0		0
Total Marcus Center Expenditures	$	4,770,122	$	4,530,412	$	4,834,866
Revenues						
Hall Rental	$	1,289,321	$	1,170,743	$	1,188,508
Office Rental		84,083		85,310		87,750
Equipment Rentals		193,114		220,950		193,850
Reimbursement Income		1,664,926		1,317,197		1,650,606
Concession Income		165,039		185,000		180,000
Contributed Income		96,250		189,612		172,917
Misc. Income		(492)		81,600		84,000
Milwaukee County Contribution		1,280,000		1,280,000		1,280,000
Total Marcus Center Revenues	$	4,772,241	$	4,530,412	$	4,837,631
Marcus Center Excess (Deficit)	$	2,119	$	0	$	2,765

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Services	$ 1,689,133	$ 1,662,145	$ 1,682,922	$ 20,777
Abatements	0	0	0	0
County Service Charges	0	0	0	0
Total Expenditures	1,689,133	1,662,145	1,682,922	20,777
Total Revenue	1,661,940	1,662,145	1,682,922	20,777
Direct Tax Levy	$ 27,193	$ 0	$ 0	$ 0

MISSION

This org. unit contains an appropriation for Milwaukee County's fully hosted payroll, human resources and benefits management system. In 2006, the County Board and the County Executive established authority for a contract with Ceridian to implement this system (File No. 05-145 (a)(a)).

Under the Ceridian Human Resource and Payroll System, Milwaukee County employees use online self-service tools to report their time. Ceridian manages the detail of position history, organizational hierarchy, payroll calculations, applicant recruitment, and distribution of deposit notices and related reports. The system also automates employee benefits and recruitment functions.

BUDGET HIGHLIGHTS

- In 2011, a 3% increase to the contract cost is expected as of August 1, 2011 so total operating expenditures increase 1.25% for a total change of $20,777.

- The 2011 Budget includes a crosscharge to departments for the Human Resource and Payroll System costs to capture revenue from revenue-producing departments. These revenues continue to be recognized within other County departments.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: OFFSET TO INTERNAL SERVICE CHARGES **UNIT NO.** 1930
FUND: General - 0001

BUDGET SUMMARY			
	2010 Budget	2011 Budget	2010/2011 Change
Expenditure			
Offset to Services Departments Charges	$ (61,932,981)	$ (60,287,954)	$ 1,645,027
Revenues			
Offset to Service Departments Revenue	(61,939,392)	(60,287,954)	1,651,438
Property Tax Levy	6,411	0	(6,411)

The purpose of this non-departmental budget is to reduce total County expenditures and revenues by the amount of charges from internal service fund departments to other County departments. Without this adjustment, total County expenditures and revenues would be overstated. Expenditures ($60,287,954) and revenue offsets of ($60,287,954) reflect the charges from the following departments in the table below to other County departments.

BUDGET SUMMARY			
	2010 Budget	2011 Budget	2010/2011 Change
Department of Administrative Services (DAS)			
DAS-Risk Management	$ (7,361,237)	$ (7,485,941)	$ (124,704)
DAS-IMSD	(14,268,609)	(16,049,463)	(1,780,854)
Department of Transportation and Public Works (DTPW)			
Transportation Services	(2,028,721)	(2,067,572)	(38,851)
Architectural, Engineering & Environmental Services	(5,397,422)	(5,099,471)	297,951
Fleet Management	(9,728,388)	(9,752,573)	(24,185)
Water Utility	(195,614)	(213,025)	(17,411)
Facilities Management	(22,837,118)	(19,912,331)	2,924,787
Subtotal	$ (61,817,109)	$ (60,580,376)	$ 1,236,733
Allowance for Undistributed Crosscharges	115,872	(292,422)	(408,294)
Total	$ (61,932,981)	$ (60,287,954)	$ 1,645,027

DEPT: CHARGES TO OTHER COUNTY ORGANIZATION UNITS **UNIT NO.** 1935
FUND: General - 0001

PURPOSE

This budget represents the offset to Central Service costs allocated to departments in order to show the full cost of operating a department. Beginning in 1997, the Central Service Allocation was not included as an expenditure in departments' operating budgets as it was abated; however, in 2008 the abatement for this charge (and other central support charges) was removed from departmental budgets so that the full cost was truly reflected and departments receiving grant revenues, indirect revenues (internal service fund departments) or outside (direct) revenues could more easily be reimbursed for this cost. Since the charge is no longer abated in departmental budgets, a central abatement represented in this budget is necessary so that expenses are not overstated.

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
	$	$	$
Abatements	(10,155,809)	(11,376,730)	(10,587,574)
Unallocated Cross-Charges			
Cross-Charges in departmental budgets	10,155,809	11,376,730	10,587,574
County-wide Property Tax Levy			

The Central Service Allocation amounts for the 2011 budget are based upon the 2011 Cost Allocation Plan. The 2011 Plan uses 2009 actual costs as its base and includes a carryover provision for the difference between the 2010 Plan (which was based on 2008 actual costs) and 2009 actual costs. Reflecting the 2010 carryover in the 2011 budget increases charges to those departments that were undercharged in 2010 and reduces charges to those departments that were overcharged in 2010.

The Central Service Allocation for 2011 reflects the prorated cost for the following services:

Organizational Name	Org. Number	2010 Budget	2011 Budget	2010/2011 Change
Carryover		$ 626,100	$ 170,288	$ (455,812)
County Treasurer	3090	969,073	914,095	(54,978)
County-Wide Audit		351,464	313,587	(37,877)
DAS-Accounting	1158	968,129	684,477	(283,652)
DAS-Accounts Payable	1159	924,738	889,330	(35,408)
DAS-Fiscal	1157	1,047,692	897,101	(150,591)
Personnel	1110/1120/1140/1135	4,044,129	2,914,638	(1,129,491)
Employee Benefits	1188	0	641,956	641,956
DAS-Payroll	1187	471,843	451,139	(20,704)
DAS-Procurement	1152	698,624	680,311	(18,313)
Department of Audit	1001	1,274,938	2,030,652	755,714
Total		$ 11,376,730	$ 10,587,574	$ (789,156)

ALLOCATION SUMMARY				
		2010 Budget	2011 Budget	2010/2011 Change
1000	County Board	$ 65,157	$ 59,590	$ (5,567)
1011	County Executive	33,215	35,078	1,863
1019	DAS - Office for Persons with Disabilities	14,625	12,870	(1,755)
1021	Veteran's Services	5,149	4,727	(422)
1040	County Board - Comm Business Dev Partners	29,282	33,429	4,147
1130	Corporation Counsel	33,713	41,806	8,093
1150	DAS - Risk Management	111,932	87,225	(24,707)
1151	DAS - Fiscal Affairs	12,458	22,770	10,312
1160	DAS - Information Management Services	153,077	79,341	(73,736)
1950	County Wide Non-Dept	652,542	641,956	(10,586)
2000	Combined Court Related Operations	762,403	708,725	(53,678)
2430	Department of Child Support Enforcement	146,903	144,671	(2,232)
3010	Election Commission	12,739	5,287	(7,452)
3270	County Clerk	17,842	18,064	222
3400	Register of Deeds	76,023	26,921	(49,102)
4000	Sheriff	1,830,864	1,571,282	(259,582)
4500	District Attorney	171,249	148,501	(22,748)
4900	Medical Examiner	41,000	54,515	13,515
5040	Airport	448,281	465,438	17,157
5070	Transportation Services	4,605	1,263	(3,342)
5080	Architectural, Engineering & Environmental Svcs	50,415	44,597	(5,818)
5100	Highway Maintenance	176,930	170,947	(5,983)
5300	Fleet Management	262,885	205,654	(57,231)
5500	Water Utility	4,744	6,994	2,250
5600	Transit/Paratransit Systems	335,290	386,700	51,410
5700	Facilities Management	222,872	221,541	(1,331)
5800	Director's Office	121,600	97,417	(24,183)
6300	DHHS - Behavioral Health Division	1,465,137	1,174,640	(290,497)
7900	Department on Aging	209,658	224,392	14,734
7990	Department of Family Care	702,281	646,552	(55,729)
8000	Dept of Health & Human Srvcs	1,453,529	1,674,778	221,249
9000	Parks, Recreation & Culture	1,315,705	1,175,790	(139,915)
9500	Zoological Department	428,135	392,585	(35,550)
9910	UW Extension Service	4,490	1,528	(2,962)
	Total Charges to Other Organizational Units	$ **11,376,730**	$ **10,587,574**	$ **(789,156)**

BUDGET SUMMARY			
	2010 Budget	**2011 Budget**	**2010/2011 Change**
Expenditures	$ 5,800,000	$ 7,300,000	$ 1,500,000
Revenues	0	0	0
Property Tax Levy	$ 5,800,000	$ 7,300,000	$ 1,500,000

Contingency Appropriation Analysis

Year	Adopted Budget	Appropriations Transfers In	Appropriations Transfers Out	Year End Balance
2006	$ 9,310,058	$ 0	$ (1,097,343)	$ 8,212,715
2007	3,110,427	3,614,476	(1,654,253)	5,070,650
2008	6,655,758	5,336,090	(2,263,435)	9,728,413
2009	7,760,427	3,028,160	(320,559)	10,468,028
2010*	5,800,000	0	(301,500)	5,498,500

* Transfer information for 2010 through August 2010

MISSION

Since 2003, it has been the policy of Milwaukee County that any new or unanticipated revenue actually received in the current year that is not identified in that year's budget shall be transferred to the Appropriation for Contingencies (Org. Unit 1945) Budget. This policy shall apply to new revenue sources, unanticipated revenues and revenues from existing sources that are in excess of the amounts included in the current year's budget. The Department of Administrative Services is authorized and directed to process such fund transfer(s) as necessary if and when such new revenue sources or excess revenues are identified.

The first priority for use of any such revenues is to allow the County to achieve a balanced budget in the current year. The second goal will be to achieve a surplus equal to that in the previous year's budget. Finally, if it appears that the first two goals will be achieved, such revenue can be used for emergency needs during the current budget year.

BUDGET HIGHLIGHTS

- Funding or the Appropriation for Contingencies is increased by approximately 25% or $1,500,000 from $5,800,000 to $7,300,000. The increase will provide additional resources for the County to respond to uncertainties for fiscal pressures including the following:

  - The County's outside healthcare actuary has projected that County employee healthcare expenses could increase by as much as 12% from 2010 to 2011. The Fringe Benefits budget includes funding for a 9% increase based upon historical averages. The remaining 3% increase of $2.9 million is reserved in the Appropriation for Contingencies. Should these funds not be necessary for employee healthcare expenses, they will remain available to be used for other unanticipated needs.

  - A new State of Wisconsin biennial budget is expected to take effect on July 1st 2011. Reports from the State Legislative Fiscal Bureau and the University of Wisconsin indicate that the State is facing a large budgetary gap. Decisions made as part of the State budget process could have a significant impact on County revenues and expenditures.

- While revenue budgets for sales taxes, earnings on investments and real estate transfer fees have been reduced to reflect actual collections, further downturns in the global economy could have negative impacts on County revenues.

BUDGET SUMMARY				
	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Health Benefit Expenditures	$ 123,683,648	$ 139,603,435	$ 134,209,562	$ (5,393,873)
Pension Related Expenditures	78,829,829	66,284,376	66,872,988	588,612
Other Employee Benefit Expenditures	3,114,857	4,211,942	4,258,356	46,414
Total Expenditures	$ 205,628,334	$ 210,099,753	$ 205,340,906	$ (4,758,847)
Total Abatements	(170,477,102)	(203,922,053)	(198,020,314)	5,901,739
Total Direct Revenue	$ 35,068,736	$ 6,177,700	$ 7,320,592	$ 1,142,892
Total Tax Levy	$ 82,496	$ 0	$ 0	$ 0

BUDGET HIGHLIGHTS

In March of 2007 the County Board of Supervisors adopted a methodology for allocating fringe benefit costs to departmental budgets. In accordance with that methodology, the following costs have been applied to eligible FTEs and salary dollars in departmental budgets for 2011:

Fringe Benefit Costs Per Eligible FTE - 2011 Budget

	Health Care	Pension % of Salary
Active Employee	$17,555	23.40%
Legacy Cost	$14,660	8.15%
TOTAL:	**$32,215**	**31.55%**

Fringe benefit costs are segregated into health care and pension components. Both active and legacy health care costs are budgeted as a fixed cost per eligible FTE. Health care costs include all health benefits and other non-pension related benefits. Both active and legacy pension costs are calculated as a percent of salary and include all retirement system contributions and debt service on pension notes issued in March of 2009. Legacy costs are allocated based on a 3-year average of FTE by department.

For budget presentation purposes, the health and pension costs calculated per FTE remain fixed at these levels throughout the entire budget process. However, to accurately reflect the budgeted expenditures for health and pension costs, each department receives an allocation to either increase or decrease its benefit expenditures as determined by fringe-related expenditures. Actual fringe rates will be determined after the final budget is adopted.

Healthcare Expenditures
Total net budgeted health benefits expenditures decrease $6,544,873 in 2011 to $128,168,162. Projected changes from 2010 to 2011 for health benefits are as follows:

	2010 Budget	2011 Budget	2009/2010 Change	Percent Change
Basic Health Benefits, Including Major Medical	$ 127,629,102	$ 122,720,422	$ (4,908,680)	-3.85%
Dental Maintenance Organizations (DMO)	2,914,300	1,382,260	(1,532,040)	-52.57%
County Dental Plan	1,640,600	3,065,080	1,424,480	86.83%
FCW Ortho Grandfathering	25,000	0	(25,000)	0.00%
Mental Health/Substance Abuse	610,000	640,500	30,500	5.00%
Employee Assistance Program & Health Waiver	80,000	118,000	38,000	47.50%
Wellness and Disease Management Program	798,300	300,000	(498,300)	-62.42%
Medicare Part B Reimbursement (Retirees)	5,906,133	5,983,300	77,167	1.31%
Total Health Benefit Expenditures	$ 139,603,435	$ 134,209,562	$ (5,393,873)	-3.86%
Employee Health Contributions	4,075,000	5,003,200	928,200	22.78%
Retiree Health Contributions	815,400	1,038,200	222,800	27.32%
Total Health Benefit Revenue	$ 4,890,400	$ 6,041,400	$ 1,151,000	23.54%
Total Health Benefit Cost	**$ 134,713,035**	**$ 128,168,162**	**$ (6,544,873)**	**-4.86%**

United Healthcare ("UHC") became the new healthcare provider for Milwaukee County as of January 1, 2009. The UHC contract continues in 2011 on a self-insured basis; however, a new plan is developed for non-represented staff and retirees that is described below.

Budgeted expenditures for basic health benefits are $122,720,422, a decrease of $4,908,680 from 2010. This includes healthcare claims of $80,713,905 factoring in expected stop-loss reimbursements, pharmaceutical claims of $41,250,000 offset by rebates of $4,469,850, and administrative costs of $5,226,367. This expenditure estimate is based on a projection of the 2010 healthcare budget utilizing actual health insurance claims data and actual enrollment data for 2010 at the time of publication. The 2010 projection includes savings associated with the plan design changes approved in the 2010 Adopted Budget as part of Org. 1972 for non-represented employees, retirees, and all represented staff except for members of DC-48, the Firefighters and Deputy Sheriff bargaining units as they have not yet agreed to these changes. The savings associated with these 3 bargaining units are budgeted in Org. 1972.

In order to estimate 2011 costs, a year-over-year inflationary factor of nine percent for healthcare claims and ten percent for pharmaceutical claims was assumed. These assumptions are consistent with the County's historical experience. The County's health care actuary, Cambridge Advisory Group advised the County, based on its enrollment demographics to expect an increase of 12%. In the event healthcare claims exceed the budgetary assumptions, an additional 3% percent of net claims, or $2,900,000 is set aside in the Appropriation for Contingencies. Actual healthcare expenditure may vary depending on changes in the number of health care contracts, utilization and price/provider rate structure in the overall health care market.

Employee Health Care Cost Containment Initiatives

Background: Increasing costs for employee and retiree health care is largest driver of expenditures contributing to the County's structural deficit. Health care expenses increased from approximately $75 million in 2001 to approximately $125 million in 2009. These costs are projected to increase to over $200 million by 2015. A recent study of County health care expenditures by the Cambridge Advisory Group included the following findings:

- The County has a higher than average number of large cases that contribute to high overall costs.
- Costs related to retirees and their families are the fastest growing component of County health care expenditures. The County's OPEB liability stands at over $1.5 billion.
- Overall utilization of health care is by County employees and retirees significantly higher than average.

- Drug costs are higher than average due to lower than average use of generics and mail order service as well as higher than average use of high cost specialty drugs.
- Employee's pay for 5% to 7% of health care expenses compared to a contribution rate of 15% for Federal government employees and 20% to 25% for private sector employees.

New Plan Design: The 2011 Budget assumes implementation of a new employee health care plan for non-represented employees and retirees. Cambridge Advisory Group assisted in the development of a new plan design that was developed to better manage costs related to large claims, encourage utilization of appropriate health care resources and share health care costs in a manner more consistent with the Federal government and private sector employees.

Plan Design Comparison

	Current HMO	**Current PPO**	**New Plan Design**
Monthly Premium Contribution	$50 single/$100 family	$90 single/$180 family	$90 single/$180 family
In Network Deductible	$0	$250	$500
Out of Network Deductible	NA	$500	$1,000
Emergency Room Co-Pay	$100	$100	$150
Office Visit Co-Pay	$10	$20	$25 – primary care $40 – specialist
In-Network Coinsurance	100%	90%	80%
Out-of-Network Coinsurance	NA	70%	60%
Out-of-Pocket Maximum	NA	$2,000 Single $3,500 Family	$4,500 Single $9,000 Family
Prescription Co-Pays			
Generic	$5	$5	$5
Preferred Brand	$20	$20	$30
Non-Preferred	$40	$40	$50
Preventative Care	100%	100%	100%

Estimated Savings

The 2011 Budget assumes that the new plan design is applied to non-represented active employees and all retirees, Cambridge Advisory Group estimates the annual savings from these plan design changes will be approximately $12.8 million per year (tax levy savings of $10.0 million).

Impact on OPEB Liability

The County's current OPEB liability is over $1.5 billion. As a result of the significant savings the new plan design is able to achieve for health care claims associated with current and future retirees the County's OPEB liability will decrease by approximately $149.4 million. Combined with plan design changes already implemented by the County during 2009 and 2010, and the proposed 2011 design changes, Cambridge estimates that the County's total OPEB liability will be reduced by a $293.3 million or 19.0%.

Pharmaceuticals Management Initiative

Cambridge Advisory Group has also completed an extensive analysis of the County's pharmaceuticals utilization patterns. As a result of this analysis, the 2011 budget recommends implementation of a pharmaceuticals management initiative that focuses preventing over-prescription of certain medications, adverse impacts due to the prescription of multiple medications by multiple physicians and prescription of medications that may cause

specific known health risks in individuals with certain medical conditions. The net savings in reduced prescription and medical claims from these initiatives is $1.9 million per year (tax levy savings of $1.5 million).

Wellness Initiative
In 2011, the current wellness program is discontinued and the County will contract with United Health Care for an amount not to exceed $300,000 for a disease management program that focuses wellness efforts on individuals suffering from specific chronic health issues. During 2011, the Employee Benefits Workgroup is directed to design an improved wellness program that focuses on adherence as opposed to participation. The Workgroup will develop an RFP to identify a vendor to begin to deliver the re-designed wellness program in 2012.

Dental and Other Healthcare Expenditures and Revenues
The Care Plus DMO and the Humana PPO continue to be offered at the same levels as 2010 for a budgeted cost of $4,447,340.

Budgeted contributions from employee and retirees for health and dental premiums increase $1,151,000 in 2011 to $6,041,400. This increase is largely due to higher employee healthcare contributions enacted as part of the 2010 budget for non-represented staff and agreed to by all bargaining units except DC-48, the Firefighters and Deputy Sheriffs. In addition, as the recommended plan design changes maintain monthly contributions equivalent with the PPO (which are higher than the HMO), affected active employees previously enrolled in the HMO will pay a higher monthly contribution. This shift in enrollment is reflected in the increased revenue amounts.

The County continues to provide a separate mental health and substance abuse program for employees and dependents that are enrolled in the PPO plan for a total expenditure of $640,500, an increase of $30,500 from 2010. (Employees enrolled in the HMO plan are provided with mental health and substance abuse services through the HMO plan). MHN administers the PPO mental health and substance abuse program as well as the County-provided employee assistance program (“EAP”).

In addition to the benefits described above, the County has historically provided for reimbursement of the Medicare Part B premium for retired employees, including their eligible beneficiaries over age 65, who retired with 15 or more years of pension-credited service or are on Disability Medicare. $5,983,300 is budgeted for this expense based on rates established by the Federal Government and published by the Centers for Medicare and Medicaid Services. This represents an increase of $77,167 from 2010. However, the County will cease providing this reimbursement for employees who retire after December 31, 2010. Given that Medicare Part B premiums are income-adjusted and eligible County employees are also provided a pension and free County healthcare to supplement the Medicare program, resources previously allocated to this expense will be redirected to maintaining core services. Savings are projected to be $100,000 in 2011. However the cost of providing this benefit to all of the estimated 2,542 active employees and spouses previously eligible when they retire would be over $3 million annually.

Pension-Related Expenditures
Total net budgeted pension-related expenditures increase $468,220 in 2011 to $66,541,396. Projected changes from 2010 to 2011 for pension benefits are as follows:

	2010 Budget	2011 Budget	2010/2011 Change
Mandatory Annuity Contribution	$ 31,500	$ 23,600	$ (7,900)
OBRA Contribution	786,000	772,000	(14,000)
Employees' Retirement System Normal Cost	22,144,383	21,348,990	(795,393)
Amortization of the Unfunded Actuarial Accrued Liability	9,140,380	10,139,000	998,620
Stabilization Fund Contribution	0	0	0
Debt Service on Pension Notes Issued 3/2009	33,182,113	33,250,398	68,285
Miscellaneous Pension-Related Expenditures (Doyne)	1,000,000	1,339,000	339,000
Total Pension-Related Expenditures	$ 66,284,376	$ 66,872,988	$ 588,612
Total Pension-Related Revenue (Doyne)	$ 211,200	$ 331,592	$ 120,392
Total Pension-Related Cost	$ **66,073,176**	$ **66,541,396**	$ **468,220**

The 2011 budget fully funds the County's required contributions to the pension fund and the debt service related to the Pension Obligation Bonds. The 2011 budgeted amount of $64,738,388 for the County's contribution to the Employees' Retirement System of Milwaukee County (the "ERS") includes normal costs of $21,348,889, an unfunded actuarial accrued liability cost of $10,139,000 and debt service costs of $33,250,398 based on the 2010 actuarial valuation. The unfunded liability is reduced by the 5-year amortization of the Mercer lawsuit settlement.[1] The County settled its lawsuit with Mercer in 2009 and received an award of approximately $30,000,000. In accordance with County ordinances, the proceeds are amortized over a five-year period beginning in 2010. In addition, increases in the unfunded liability resulting from 2008 market losses are mitigated by 2010 investment returns. The normal cost assumes a 1.6 multiplier, as adopted in the 2010 budget, for non-represented employees and members of the Attorneys, Machinists and TEAMCO bargaining units.

In March of 2009 the County issued $400,000,000 in pension notes to fund a portion of the unfunded actuarial accrued liability ("UAAL"). With the contribution from the pension note proceeds, the most recent valuation of the ERS dated January 1, 2010 indicates a 93.3 percent funded status. This funded ratio is based on an actuarial value of assets of $1,956,443,729 and an accrued liability of $2,097,332,110. However, the ERS incurred market losses of $486,133,267 during 2008. The County expects to increase the contribution rate over the next five years to account for this loss (a five-year period is used to allow for a smoothing in contributions and avoid large contribution increases or decreases as a result of market changes). This will be mitigated by investment gains in 2009 of $190,363,140 which is reflected in the improvement in the funded status on market basis from 77.6% in 2008 to 86.9%.

In order to ensure a dedicated funding source for the County's contribution to the Stabilization Fund, the following language will be inserted into Chapter 32 of the Milwaukee County Code of General Ordinances:

> ***32.11 Stabilization Fund Contributions***
> *Following the close of each fiscal year, a contribution to the Stabilization Fund shall be made in an amount equal to the difference between the amount budgeted for the County's pension contribution and the actuarially required contribution provided the budgeted amount is greater and provided the County does not end the year with an overall budget deficit. The County may make additional contributions to the Stabilization with the approval of the County Board and County Executive.*

While the ERS is substantially non-contributory, participants meeting certain criteria have the option to contribute to membership accounts. The County also contributes to the membership accounts of most employee

[1] To accurately reflect all debt service costs, the debt service cost for the pension notes is also included in the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

participants enrolled prior to January 1, 1971. The total budgeted contribution for the 2011 mandatory annuity contribution is $23,600.

The OBRA 1990 Retirement System of the County of Milwaukee ("OBRA") covers seasonal and certain temporary employees who do not elect to enroll in the ERS. The OBRA system is also non-contributory. OBRA members are immediately vested and earn a benefit equal to two percent of their covered salary for each year of OBRA service. Pursuant to the most recent actuarial valuation dated January 1, 2010, the 2011 contribution to OBRA is budgeted at $772,000.

In 1989, United Regional Medical Services was formed as a joint venture of Froedtert Hospital and Doyne Hospital for laboratory and radiology services. As part of the joint venture agreement, the County was required to pay the ongoing pension-related expenses for Doyne employees shifted to the United Regional Medical Services. The 2011 budget includes $1,339,000 in expenditures for these pension-related expenses, which is offset by an estimated $331,592 in revenue based on 2010 actuals

Other Employee Benefits Expenditures
The group life insurance appropriation is based on the amount of coverage that is determined by an employee's salary. $2,666,400, the same level of funding as 2010 is budgeted for the cost of group life insurance. Revenues from employee and retiree contributions increase $32,600 in 2011 to $848,000 based on 2010 actuals.

An expenditure of $600,000 is budgeted for the County's corporate transit pass program based the 2010 current year projection. The County purchases quarterly passes for enrolled employees for $183.00 each. For 2011, the employee continues to reimburse the County $30.00 per quarter/$10.00 per month through a payroll deduction for an estimated revenue offset of $96,700.

Miscellaneous Expenditures
An expenditure appropriation of $350,000 is included to retain outside consultants, actuaries, and other professional services to assist staff in actuarial analysis, ad hoc reporting, request for proposals preparation, contract and rate negotiations, annual enrollment processing and other areas where additional expertise in health care advisory services may be needed, including for the Employee Benefits Work Group.

Also included in 2011 is an appropriation of $641,956 for the Department of Administrative Services - Employee Benefits Division portion of the 2011 Cost Allocation Plan. In past years, this amount had been included in the Central Service Allocation, but is now reflected as an expenditure in the Employee Fringe Benefits budget.

Five-Year History of Expenditures and Revenues

	2007 - Actual	2008 - Actual	2009 - Actual[1]	2010 - Budget	2011 Recommende
Health Benefit Expenditures	127,991,293	138,116,213	123,683,647	139,603,435	134,209,562
Pension Related Expenditures	50,951,223	40,862,255	49,829,829	66,284,376	66,872,988
Employee Group Life Insurance	2,309,861	2,465,158	2,541,033	2,666,400	2,666,400
Other Employee Benefits Expenditures	705,821	1,242,824	573,824	1,545,542	1,591,956
Total Fringe Benefit Expenditures	**181,958,198**	**182,686,450**	**176,628,333**	**210,099,753**	**205,340,906**
Revenues (All Sources)	7,829,861	7,201,446	6,068,736	6,177,700	7,320,592
Total Revenues (All Sources)	**7,829,861**	**7,201,446**	**6,068,736**	**6,177,700**	**7,320,592**

[1] In the 2009 actuals, the Mercer Settlement was accounted for as a revenue and an expenditure (as an increased pension contribution). For comparison purposes, these offsetting entries have been removed from the figures above.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: LITIGATION RESERVE ACCOUNT **UNIT NO.** 1961
FUND: General - 0001

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
Litigation Reserve	$ (182,038)	$ 275,000	$ 275,000

Description

The litigation reserve account is intended to provide a source of funds for anticipated or unanticipated costs arising out of the litigation by Milwaukee County.

2011 Budget Highlights

The Litigation Reserve is maintained at $275,000 due to anticipated arbitration costs. In 2006, Labor Relations used approximately $300,000 for arbitration costs. Labor Relations anticipates similar costs in 2011 in order to defend the County's interests through arbitration proceedings.

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
Federated Library System	$ 66,650	$ 66,650	$ 66,650

The 2011 budget request of $66,650 is based upon Section 43.15(2)(b) of the Wisconsin Statutes, which requires County support for library services at a level not lower than the average for the previous three years. The amount is not designated for any specific purpose or special program. It is to be used by the Federated Library System to offset program costs at its discretion.

MISSION

The mission of the Milwaukee County Federated Library System (MCFLS) shall be to assume a leadership role in facilitating cooperation among its member libraries, improving access to and encouraging sharing of resources, promoting the most effective use of local, County, State and Federal funds and assisting member libraries in the utilization of current and evolving technologies to provide the highest possible level of library service to all residents of Milwaukee County.

OBJECTIVES

- Assume a leadership role in facilitating cooperation among all public libraries in Milwaukee County.
- Improve access to greater quality and quantity of resources for patrons of Milwaukee County.
- Promote the most effective use of local, County, State and Federal funds.
- Assist member libraries in the effective utilization of current and evolving technologies.

2011 BUDGET

- The 2011 funding for MCFLS is $66,650. This is the statutory amount Milwaukee County is required to provide.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: WAGE AND BENEFIT MODIFICATION ACCOUNT **UNIT NO.** 1972
FUND: General - 0001

BUDGET SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Expenditures	$ 0	$ (25,837,697)	$ (18,679,468)	$ 7,158,229
Revenues	$ 0	$ (5,735,443)	$ (4,506,747)	$ 1,228,696
Property Tax Levy	$ 0	$ (20,102,254)	$ (14,172,721)	$ 5,929,533

BUDGET HIGHLIGHTS

Milwaukee County faces severe fiscal challenges and a structural deficit due in large part to rising employee/retiree benefit costs and reduced state aids for mandated programs and services. The fiscal shortfall has been exacerbated by the ongoing economic recession that resulted in market losses in Pension Fund assets and has significantly reduced countywide revenues. To address these issues, the 2011 Recommended Budget maintains this non-departmental account to budget $14,172,721 of savings associated with wage and benefit modifications that are dependent upon labor negotiations. Figures are presented here for illustrative purposes as the reductions are budgeted within each County department.

2010 Wage and Benefit Modifications

The 2010 Adopted Budget included modifications to healthcare, pension and overtime benefits. These changes were implemented for non-represented staff and agreed to by the Machinists, Attorneys and TEAMCO. Approved labor contracts with the Nurses and the Trades unions included components of these modifications. The savings associated with non-represented staff, retirees and these bargaining units are incorporated into the Fringe Benefits budget, org 1950.

The yet-to-be realized savings associated with employees represented by DC-48, the Deputy Sheriffs Association and the Firefighter bargaining units are included in this budget, org. 1972. Should a labor agreement not be reached by December 31, 2010, the County Executive is authorized to implement up to 26 furlough days for employees in these bargaining units in all departments including constitutional offices for non-public health and non-safety related positions in order to realize an equivalent amount of savings and prevent a budget deficit. Elected officials and members of boards and commissions are also exempted from furlough days. The DAS Director is also given the authority to grant exemptions in order to preserve public health and public safety.

Step Increases

- All step increases, as provided for in Chapter 17 of the Milwaukee County General Ordinances are suspended for 2011.

Pension Benefits

- Projected annual costs of the current pension benefit are not sustainable. To lower these costs while still providing an attractive pension benefit, the annual “multiplier” was reduced in the 2010 Adopted Budget for most employees (subject to bargaining). This change was not applied at that time to elected officials or members of the Nurses and Trades unions. The 2011 Recommended Budget reduces the multiplier to 1.6 for future years of pension service credit for elected officials and members of the Nurses and Trades unions. No diminishment of pension service credit already earned will occur. In addition, all new hires

after 12/31/10 for these groups shall have a normal retirement age of 64 instead of 60. The changes are consistent with the modifications in the 2010 Budget that applied to non-represented positions.

- Employees eligible for pension benefits (regardless of vesting status) will contribute 5 percent of their annual salary to the County's pension system. This contribution is consistent with the national average for the public sector of 5 percent according to a report by the National Association of State Retirement Administrators. Milwaukee County employees currently make no contribution towards pension benefits. Implementation of this provision for all employees except non-represented employees will require agreement from the County's various labor unions. Should the County be unable to fully implement this provision by January 1, 2011, the County Executive is authorized to lay-off up to 165 employees throughout all departments including staff in constitutional offices in order to achieve a similar level of savings and prevent a budget deficit.

Pursuant to County Ordinance, ordinance amendments effectuating these changes shall be brought forward and reviewed by the Pension Study Commission and Pension Board and approved by the County Board prior to January 1, 2011.

DEPT: MILWAUKEE COUNTY FUND FOR THE ARTS (CAMPAC) **UNIT NO.** 1974
FUND: General - 0001

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
Milwaukee County Funds for The Performing Arts	$ 376,598	$ 377,688	$ 377,688

MISSION

The Milwaukee County Fund for the Arts, through the Milwaukee County Cultural Artistic and Musical Programming Advisory Council (CAMPAC), allocates County property tax dollars to support and encourage cultural and artistic activities, which have an important impact on the economic well-being and quality of life of the community.

OBJECTIVES

- To provide Milwaukee County residents, especially underserved populations, with greater access to a full range of arts and cultural experiences.
- To utilize County funding to sustain artistic growth of arts organizations and artists and enhance management capacity.
- To enhance the quality of life in Milwaukee County and encourage investment in Milwaukee County through support of a vibrant and healthy arts community.

NON-DEPARTMENTAL HISTORY

On October 2, 1986, the County Board adopted resolutions (File Nos. 84-466 and 86-463) which specified that a non-departmental account be established for cultural programming to be administered by the County Board, with certain guidelines and criteria for awarding County arts funds. In addition, CAMPAC was created to advise the County Board, through the Committee on Parks, Recreation and Culture, with regard to the cultural, artistic and musical programming and endowment/grant components of County arts funding.

On November 9, 1989, the County Board adopted a resolution (File No. 88-631(a)(a)) that granted the Director of the Department of Parks, Recreation and Culture (DPRC) administrative authority for all County cultural programs previously administered by the County Board.

The 1991 adopted budget re-established a non-departmental appropriation for County arts funding (Org. 1974). However, the administrative authority, appropriation request and responsibility for County cultural programs remained with the DPRC.

On January 17, 1991, the County Board adopted a resolution (File No. 91-18(a)(a)) that authorized and awarded matching grants funds, rental subsidies and Artistic Development Program allocations to eligible organizations and individuals. The Board also authorized the Director of DPRC to prepare contractual agreements with specific agencies for community cultural events and to enter into an agreement with an outside consultant to administer Milwaukee County's performing and visual arts fund. Allocations of the cultural arts funds are recommended by CAMPAC.

CAMPAC funding is allocated among three program areas: Community Cultural Events, Matching Grants, and Administrative Services.

I. COMMUNITY CULTURAL EVENTS

There are two separate components of this funding category:

Parks programming
In 2006, the County Board doubled the allocation for this program from $25,000 to $50,000. The programming is administered by the DPRC and funds a wide variety of performances in numerous County parks at no cost to the public. Expenses include performance fees, marketing and technical support.

Programming for underserved populations
This program supports arts organizations, whose programming is targeted to serve minority and underserved communities, which was the intent of the program at the time it was created.

Community Cultural Events Program		
Agency	2009 Actual	2010 Actual
African American Children's Theatre	$ 0	$ 2,840
Ko-Thi Dance Company	5,774	4,973
Latino Arts, Inc. (Friends of the Hispanic Community)	6,035	5,399
Milwaukee Public Theater	6,148	5,529
Walker's Point Center	4,543	3,759
Milwaukee High School Theater Festival	2,500	0
Parks Programming	50,000	50000
Total	$ 75,000	$ 72,500

II. MATCHING GRANTS

The Matching Grants program continues to be the highest funding priority, as it is critical to sustaining Milwaukee County's arts organizations. This program allows the County to offer a broad variety of artistic experiences to its residents, while providing base support to small and large organizations according to an equitable formula. Support from this program goes to arts organizations with total budgets exceeding $46.5 million. Without this support, organizations would not be in a position to provide high quality artistic programming and presentations to Milwaukee County's residents.

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Matching Grants Program

Expenditures	2009 Grants	2010 Grants
African American Children's Theatre	$	$ 3,060
Bel Canto Chorus	5,426	5,285
Boulevard Ensemble	3,767	3,332
Civic Music Association	2,997	3,090
Concord Chamber Orchestra	2,173	1,972
Dancecircus	1,572	1,559
Danceworks	7,525	7,606
Early Music Now		4,091
Festival City Symphony	6,869	3,507
First Stage Milwaukee	15,254	16,635
Florentine Opera Company	14,732	13,296
Frankly Music		2,927
Hansberry Sands Theatre Company		2,463
In Tandem Theatre	4,903	4,718
Ko-Thi Dance Company	6,482	5,357
Latino Arts (Friends of Hispanic Community)	6,201	5,814
Master Singers of Milwaukee	2,982	
Midwest Vocal Express	3,064	3,227
Milwaukee Ballet	20,228	19,270
Milwaukee Chamber Theatre	7,595	7,538
Milwaukee Children's Choir	5,487	5,234
Milwaukee Coral Artists	1,645	1,652
Milwaukee Public Theatre	6,602	5,955
Milwaukee Repertory Theater	35,398	33,943
Milwaukee Symphony Orchestra	60,505	60,255
Milwaukee Youth Symphony	8,726	9,121
Modjeska Youth Theatre Company		5,457
Musical Offering	1243	
Next Act Theater	6,980	7,418
Organic Arts	2,888	2,667
Present Music	6,490	5,742
Renaissance Theatreworks	5,657	5,597
RUACH		1,500
Skylight Opera Theater	11,819	13,161
Theatre Gigante	2,642	2,771
Walker's Point Theater for the Arts	4,879	4,049
Wild Space Dance Company	3,524	3,923
Wisconsin Conservatory of Music	11,580	11,198
Woodland Pattern	5,795	
TOTAL	*$ 293,630	*$ 294,390

* Includes reallocated supplementary funds of $5,442 from the 2008 fiscal year and $3,700 from the 2009 fiscal year

III. Administrative Services

- In 2006, the County Board approved a contract to provide administrative services to the program.

Expenditures	2008 Actual	2009 Allocated
Sarah Schwab	$12,825	$14,500

BUDGET HIGHLIGHTS

- The 2011 contribution to CAMPAC remains at the 2010 level of $377,688.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: CAPITAL OUTLAY/DEPRECIATION CONTRA **UNIT NO.** 1985
FUND: General - 0001

BUDGET SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Expenditures	$ 0	$ (38,456)	$ (668,301)	$ (629,845)
Revenues	0	3,814,011	2,805,397	(1,008,614)
Property Tax Levy	$ 0	$ (3,852,467)	$ (3,473,698)	$ 378,769

Proprietary Fund departments include Enterprise Fund departments (e.g., General Mitchell International Airport) and Internal Service Fund departments (e.g., DAS-Information Management Services Division). Budgeting for Proprietary Fund departments in accordance with Generally Accepted Accounting Principles (GAAP) requires that Proprietary Funds expense the cost of fixed assets over the life of the asset through depreciation. Prior to 1997, fixed assets were defined as buildings and equipment with a cost in excess of $500. In 1997, the definitions regarding fixed assets changed. The per unit cost for non-computer equipment must exceed $2,500 and have a useful life greater than one year. Computer related equipment must exceed $1,000 per unit to be considered a fixed asset.

Appropriations for depreciation are included in Proprietary Fund departmental budgets while appropriations for Capital Outlay - Fixed Assets, the original cost for the fixed asset, are excluded from those budgets. To ensure proper budgeting in accordance with GAAP, yet also ensure that these departments retain control over the purchase of fixed assets, Proprietary Fund departments reflect an appropriation for Capital Outlay - Fixed Assets and an offsetting credit appropriation.

However, the cost of Capital Outlay - Fixed Assets for Proprietary Fund Departments should be included in the property tax levy. In order to achieve this, all capital outlay costs for Proprietary Fund Departments are included in this non-departmental budget. The costs for depreciation should not be included in the tax levy therefore, an offsetting contra for all Proprietary Fund Departments' depreciation costs is included in this non-departmental budget. This budgetary procedure has no County-wide tax levy impact.

The following table depicts the capital outlay by department for 2011 compared to 2010, the amount of depreciation in 2011 compared to 2010 and finally, the combination of these two entries that determines the tax levy amount for this non-departmental budget.

Org.	Department Name	2010 Capital Outlay	2011 Capital Outlay	2010/2011 Change
1150	DAS-Risk Management	$ 0	$ 0	$ 0
1160	DAS-IMSD	0	0	0
5040	Airport	2,649,964	2,443,800	(206,164)
5070	Transportation Services	0	36,400	36,400
5080	Arch., Eng. & Environ Srvs	0	0	0
5300	Fleet Management	0	0	0
5600	Transit/Paratransit	1,455,200	1,006,000	(449,200)
5700	Facilities	0	0	0
TOTAL		$ 4,105,164	$ 3,486,200	$ (618,964)

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: CAPITAL OUTLAY/DEPRECIATION CONTRA **UNIT NO.** 1985
FUND: General - 0001

Org.	Department Name	2010 Depreciation Contra	2011 Depreciation Contra	2010/2011 Change
1150	DAS-Risk Management	$ 0	$ (1,000)	$ (1,000)
1160	DAS-IMSD	(1,815,336)	(2,342,000)	(526,664)
5040	Airport	(2,158,168)	(2,288,900)	(130,732)
5070	Transportation Services	(3,410)	(4,500)	(1,090)
5080	Arch., Eng. & Environ Srvs	(11,270)	(18,001)	(6,731)
5300	Fleet Management	0	0	0
5600	Transit/Paratransit	(2,299,319)	(1,789,000)	510,319
5700	Facilities	0	0	0
TOTAL		$ (6,287,503)	$ (6,443,401)	$ (155,898)

Fund Type:	Org. Department Name	2011 Capital Outlay	2011 Depreciation Contra	2011 Net Total Contra
Internal Service	1150-DAS-Risk Management	$ 0	$ (1,000)	$ (1,000)
Internal Service	1160-DAS-IMSD	0	(2,342,000)	(2,342,000)
Enterprise	5040-Airport	2,443,800	(2,288,900)	154,900
Internal Service	5070-Transportation	36,400	(4,500)	31,900
Internal Service	5080-Arch., Eng. & Environ Srvs		(18,001)	(18,001)
Enterprise	5600-Transit/Paratransit	1,006,000	(1,789,000)	(783,000)
SUBTOTAL		$ 3,486,200	$ (6,443,401)	$ (2,957,201)

* To accurately budget the effect of the Agreement between General Mitchell International Airport (GMIA) and the carriers serving GMIA, this non-departmental budget reflects the fact that the Airport Capital Reserve will be charged and the general fund balance will be credited for $583,790 as a year-end closing entry for the year 2011. This entry includes $2,288,900 for non-terminal depreciation offset by contributions from reserves of $2,126,300 for capitalized operating items and $746,390 for principal on non-terminal GMIA and Lawrence J. Timmerman Airport debt, resulting in the net credit of $583,790.

EXPENDITURES/REVENUE SUMMARY

	Expenditure	Revenue	Tax Levy
Capital Outlay-reflects appropriations for Proprietary Fund departments	$ 3,486,200	$	$
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	(6,443,401)		
Undistributed Charge			
Airport Year-End Closing Entry			
Airport non-terminal depreciation	2,288,900		
Contribution from Capital Improvement Reserves:			
Payment for Airport capitalized operating items		2,059,007	
Non-Terminal Project Principal		746,390	
TOTAL	$ (668,301)	$ 2,805,397	$ (3,473,698)

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DEBT ISSUE EXPENSE **UNIT NO.** 1987
FUND: General - 0001

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
Debt Issue Expense	$ 13,834	$ 11,500	$ 11,500

STATISTICAL SUPPORTING DATA	2009 Actual	2010 Budget	2011 Budget
Debt Issue Expense (8026)	$ 955,510	$ 386,500	$ 261,500
DAS-Fiscal Affairs Division - Staff Costs (9787)	98,191	176,349	10,000
Total Expenditures	**1,053,701**	**562,849**	**271,500**
General Obligation Bond Proceeds (4907)	1,017,145	176,349	10,000
Airport Cash*	0	0	0
Airport Revenue Bond Proceeds** (4907)	34,222	375,000	250,000
Total Bond Proceeds	**1,051,367**	**551,349**	**260,000**
Property Tax Levy	**$ 2,334**	**$ 11,500**	**$ 11,500**

* In 2009, actual expenditures for debt issue expense totaled $921,288. Available bond proceeds to pay for the expenses totaled $1,442,750. The variance of $425,605 was deposited in the debt service reserve and budgeted in 2011 to pay the debt service on the 2009 Corporate Purpose Bonds and Pension Obligation Bonds.

** According to the Airport Master Lease Agreement, the Airport is required to pay all direct costs associated with the issuance of airport debt. Airport debt issuance costs, totaling $250,000 have been included in the Airport's 2011 operating budget.

DESCRIPTION

Expenses not eligible to be paid from financing proceeds are reflected in this budgetary appropriation.

In addition, this non-departmental account exists to pay bond counsel, financial advisor fees and other costs associated with issuing debt, including credit rating agency fees, financial auditor fees, printing and distribution costs for the official statement, and fiscal agent and trustee fees.

Currently, a significant portion of debt issue expenses are paid from the proceeds of each financing. Under current Federal law, up to 2% of each financing may be used to cover expenses related to the issue.

BUDGET HIGHLIGHTS

- The Department of Administrative Services-Fiscal Affairs Division crosscharges the debt issue expense budget for costs associated with the preparation and issuance of the bond issues, the preparation of the capital improvements budget as it relates to capital improvements for which bonds will be issued and fiscal monitoring of the expenditure of the bond proceeds. The estimated amount for these costs for 2011 is $10,000.

- Estimated costs of issuance amounts for the general obligation bond will be budgeted in the Debt Issue Expense Budget. The costs of issuance amounts for the Airport Revenue Bonds are budgeted in the Airport's operating budget in the debt issue expense object. Any adjustments to the costs of issuance amount, once the financing amounts have been determined, will be done through a DAS-only appropriation transfer. In addition, the revenue to finance the debt issue expense will be budgeted in the Debt Issue Expense and Airport operating budget instead of the General Debt Service Fund budget for a more transparent accounting of revenue and expenses associated with the issuance of debt.

- Estimated costs of issuance amounts for 2010 consist of $10,000 for the general obligation bonds and $250,000 for the Airport revenue bond issue. Non-Airport debt issue expenses not eligible to be paid from financing proceeds totaled $11,500 for 2011 and will be financed with property tax levy.

DEPT: INVESTMENT ADVISORY SERVICES **UNIT NO.** 1989
FUND: General - 0001

BUDGET SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Expenditures	$ 233,208	$ 245,000	$ 245,000	$ 0
Revenues	0	0	0	0
Property Tax Levy	$ 233,208	$ 245,000	$ 245,000	$ 0

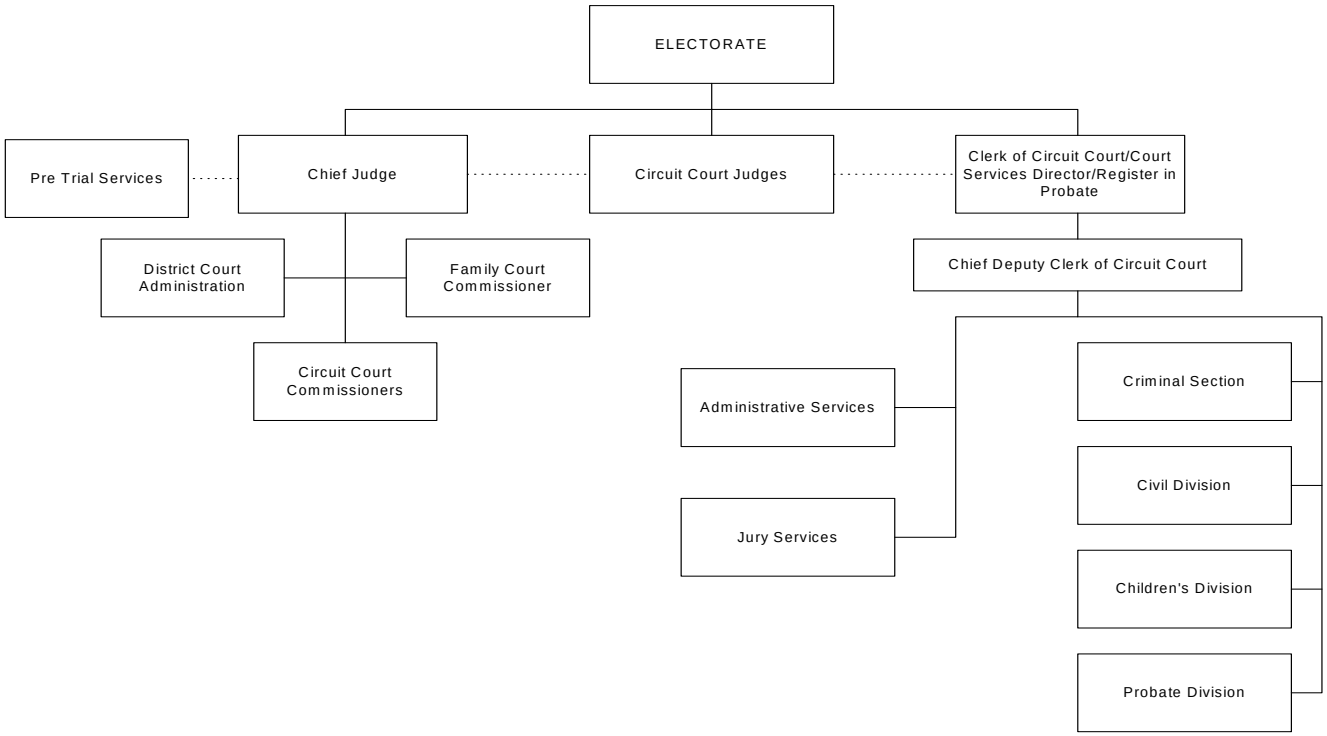
BUDGET HIGHLIGHT

- A 1997 internal audit recommended a Request for Proposal (RFP) or bid process to contract with investment advisors to make decisions about which investments best meet the County's needs. The RFP for these contracts was re-issued in 2009 and the Treasurer's Office entered into service contracts with three firms, Dana Investment Advisors Inc., Alberts Investment Management Inc., and M&I Investment Management Corporation. The term of the contracts is five years with no extensions.

- The 2011 budget for Investment Management Services is $245,000, which reflects the contracted amounts.

COMBINED COURT RELATED OPERATIONS

COMBINED COURT RELATED OPERATIONS (2000)



MISSION

The mission of Combined Court Related Operations is to ensure public safety by providing judges, attorneys, persons proceeding without an attorney and all other persons involved in Circuit Court proceedings or other functions of the Circuit Court with courteous, proficient and professional services.

Budget Summary

	2011	2010/2011 Change
Expenditures	**38,660,864**	**(10,824,154)**
Revenue	**9,728,142**	**(95,469)**
Levy	**28,932,722**	**(10,728,685)**
FTE's	**284.9**	**4.3**

Major Programmatic Changes

- Transfer Pre-Trial Services to a Newly Created Department Under the Chief Judge.
- Initiate the Development of the Milwaukee Justice Center by Relocating the Legal Resource Center.
- Budget Bailiff Costs in the Sheriff's Budget.

OBJECTIVES

- Fulfill state constitutional mandates to keep all courts functioning for the benefit and safety of the citizens.
- Manage resources properly to instill confidence among the general public, policymakers and state and federal funding entities.

- Expand and enhance the provision of court services via the use of electronic research and technology.
- Provide timely, thorough and accurate court record information and related documents.

DEPARTMENTAL PROGRAM DESCRIPTION

Combined Court Related Operations (Courts) includes the Chief Judge and the following three divisions: Family Court Commissioner, Register in Probate and County-funded State Court Services/Clerk of Circuit Court.

The **Chief Judge** is the Administrative Chief of the First Judicial Administrative District, which is solely comprised of Milwaukee County. The Chief Judge is responsible for the oversight of administration of judicial activities in the 47 Circuit Courts within the District, as well as operations and fiscal management of Pre-Trial Services.

The **Family Court Commissioner** Division has three sections: General Office, Child Support Enforcement and Family Court Mediation Services.

General Office conducts hearings for the family matters of separation, divorce, domestic abuse and harassment.

Child Support Enforcement conducts paternity hearings and monitors the job search task for those individuals liable for child support.

Family Court Mediation Services provides family mediation services and custody studies.

The **Register in Probate** Division has two sections: Probate Administration and Probate Court Support.

Probate Administration manages and maintains all wills deposited for safekeeping or filed for probate, all probate records of estates, trusts, guardianships of persons and estates, conservatorship, protective placements and involuntary commitments.

Probate Court Support assists the courts assigned probate jurisdiction in adjudicating matters involving probate, trusts, guardianships of persons and estates, conservatorship, protective placements, involuntary commitments, temporary restraining orders and injunctions in individuals at risk cases.

The **County-Funded State Court Services Division/Clerk of Circuit Court** consists of four divisions: Administration, Criminal, Civil and Children's.

The Administration Division, under direction of the Clerk of Circuit Court/Court Services Director, plans, directs and coordinates the operations of all the divisions of the Circuit Court. It includes General Administration, Budget and Accounting, Appeals, Jury Management and Management Information units. Administration coordinates budget preparation, accounting controls, cash management and investments, personnel, courts automation, jury automation and the purchase and distribution of equipment and supplies. It also prepares statistical reports for the court system and prepares cases for appeal to the State Appellate Court.

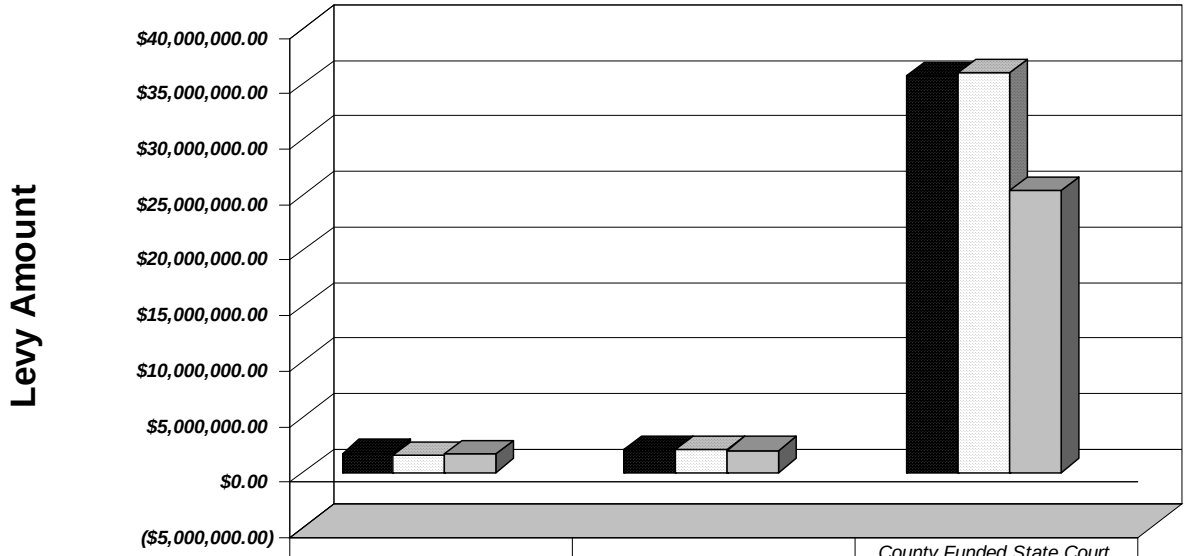
The Criminal Division hears, tries and determines all matters for pretrial, trial and post-conviction proceedings in felony, misdemeanor and traffic matters. Within the Criminal Division, the Misdemeanor Courts conduct proceedings on matters in which jury demands have been filed in the municipal courts in Milwaukee County. The Clerk of Circuit Court, Criminal Division, consults with litigants and attorneys on procedural matters; processes the records for the court; receives cases from the municipal courts; accounts for and disperses fees and fines to the County Treasurer; prepares judgment rolls and case records; issues warrants and necessary documents for court actions including the issuance of occupational licenses in operating while intoxicated cases; and maintains records for the automated JUSTIS System.

The Civil Division adjudicates small-claims, large claims, replevin and eviction actions. The Clerk of Circuit Court, Civil Division, consults with litigants and attorneys on procedural matters, calculates costs and records judgments; maintains the central court files for civil and family matters; directs the work of the clerical staff of the court;

assigns and calendars all cases in the Civil Division of the Circuit Court; and supervises the processing of civil appeals to the State Court of Appeals. The Civil Division includes Family Courts, which hear all actions affecting family.

The Children's Division consults with petitioners, court appointed guardians, probation officers and other officials. It exercises jurisdiction over matters involving persons under the age of 18 regarding delinquency, dependency, neglect, guardianships, detention and termination of parental rights. It directs the preparation of legal processes, court orders and vouchers and maintains and files Children's Court records, including disposition of cases. This division also processes termination of parental rights proceedings, agency adoptions and documents filed in all adoption proceedings.

Organizational Levy Summary



	Family Court Commisioner	Register in Probate	County Funded State Court Services
2009 Actual	$1,724,973.00	$2,023,327.00	$35,716,979.00
2010 Budget	$1,545,570.00	$2,068,289.00	$36,047,548.00
2011 Budget	$1,615,361.00	$1,989,263.00	$25,328,098.00
Percent Change 10-11	4.52%	-3.82%	-29.74%

Note: The reduction in levy for County funded State Court services is largely the result of the creation of a new organization unit for pre-trial services and the transfer of funds for bailiff services to the Sheriff's Office.

2011 BUDGET

Approach and Priorities

- Provide adequate resources to fulfill state constitutional mandates, operate as part of an effective and efficient countywide criminal justice system, and protect the interests of children and families in Milwaukee County.
- Continue transitioning to electronic legal records and research.

Programmatic Impacts

- Transfer Pre-Trial Services to a newly created Organizational Unit under the Chief Judge.
- Initiate the beginning stages for development of Milwaukee Justice Center by relocating the Legal Resource Center.

Budget Highlights

Wage and Benefit Modifications ***($963,552)***
This budget includes an expenditure reduction of $990,126 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $26,574 for a total tax levy savings of $963,552.

Vacancy and Turnover ***$244,226***
The vacancy and turnover rate is reduced from 6.2% to 4.6%, which has the effect of increasing personnel expenditures by $244,266.

Personnel Changes ***($125,598)***
The following vacant positions are abolished in 2011, decreasing personnel expenditures by $125,598 including salary and active fringe benefits:

- 1.0 FTE Clerical Assistant – Misdemeanor Traffic Court
- 1.0 FTE Administrative Assistant (non-represented) – Register in Probate

Position Reconciliation ***($6,092)***
One Fiscal Assistant 1 was red-circled and the incumbent retired, therefore the salary was reduced by $6,092.

Pre-Trial Services ***($2,229,434)***
Organizational Unit 2900, Pre-Trial Services, has been established to incorporate all existing and future pretrial service programs. Org. 2900 will contain all expenses, contracts and grant revenues associated with the pre-trial services. The Courts budget (Org. 2857) decreases $3,010,529 for professional service contracts, and $75,630 in operational costs (services, crosscharges), and $118,945 for a direct transfer for personal services for the Judicial Review Coordinator position. Corresponding grant revenues decrease $975,670 as they are also transferred to Org. 2900. The Chief Judge will have oversight responsibility for pretrial contracts, programs, and program outcomes within Org 2900. This shift allows full accountability for both the programmatic and fiscal components of all pretrial services to fall under one entity.

Bailiff Services ***($10,065,311)***
The crosscharge from the Office of the Sheriff to the Courts for bailiff services is eliminated in 2011. The Courts budget decreases from $10,334,777 in 2010 to $0 to reflect this change. There is a corresponding expenditure increase in the Sheriff's Budget for a net countywide tax levy impact of $0.

The Family Court Commissioner IV-D section provides support to the Department of Child Support Enforcement (CSE) in coordination with the Sheriff, County-funded State Court Services and the Family Courts. The total 2011 crosscharge issued from Courts to CSE decreases from 2010 by $408,283 due to the elimination of the Sheriff's bailiff charges to the Courts. CSE will now work with the Sheriff directly to obtain these charges for 2011. CSE receives federal reimbursement for 66% of costs and then charges the remaining 34% back to the Courts. This return crosscharge decreases $138,817 from 2010 because the courts no longer charge for bailiff services.

Legal Fees - General ***($175,000)***
Attorney fees in criminal cases are expected to decrease $175,000 in 2011 from $390,000 to $215,000 because the State Public Defender's Office will be paying the expenses of court appointed attorneys in criminal cases effective July 1, 2011.

Adversary Counsel Fees ***$207,000***
Adversary Counsel fees are paid to lawyers appointed by the court to parties in Criminal and Juvenile cases who do not meet the income standards of the State Public Defender, but have been determined to be indigent by the trial court and in need of an attorney. Due to increasing appointments, fee expenses increase by $207,000 from $1,545,000 to $1,752,000.

Professional Service Contracts ***$0***
Authority is granted to enter into the following one-year continuation of professional service contracts in 2011 for Guardian ad Litem Services and Copy Services. They are included in this budget for County Board approval in lieu of separate review and approval during the budget year. These contracts are with the same vendors and are in the same amounts as in 2010.

Contract Amount	Description	Provider
$ 1,764,000	Guardian ad Litem Services	Legal Aid Society
19,500	Copy Services	Midwest Medical Records, Inc.

Estate Filing Fees ***$40,000***
Estate filing fees in the Probate Division decrease $40,000 from $290,000 in 2010 to $250,000 in 2011 due to the decrease in asset valuation caused by the weakened economy.

Milwaukee Justice Center/Legal Resource Center ***($55,371)***
Courts is working in partnership with the Wisconsin Bar Association to develop and raise funds for a Milwaukee Justice Center to be located on the ground floor of the courthouse. To create contiguous space for the Milwaukee Justice Center various county departments need to be relocated.

To achieve the first step towards the development of the Milwaukee Justice Center and to demonstrate a commitment to making the Milwaukee Justice Center a reality, the following will occur in 2011:

- Contracts with the State of Wisconsin for library services and supplies may be renewed for 2011.
- The Legal Resource Center will be moved to another space within the courthouse with the intent of final location to be within the Milwaukee Justice Center.

As technology is improving and electronic research is enhanced, the Legal Resource Center will also evolve. The overarching goal is to expand and enhance the provision of court services via the use of electronic research and technology. The move of the Legal Resource Center presents an immediate opportunity to begin making this shift from paper books to electronic research.

$174,829 is budgeted to renew Milwaukee County's year-to-year contracts with the State of Wisconsin to staff the Legal Resource Center, a decrease of $38,171 from the 2010 Budget.

An allowance of $10,000 is budgeted to move a scaled down collection of books, all electronic equipment, and other library supplies/fixtures.

State statute allows circuit court judges to purchase publications provided the cost of the books and reports do not exceed $1,500 for any county in one year. In 2011, the Courts budget includes $70,500 ($1,500 x 47 judges) for books/periodicals/films, a reduction of $27,200 from the 2010 Budget.

An allowance of $67,032 for judge's electronic legal subscriptions (Westlaw) is maintained in the 2011 Budget at the same funding level as 2010.

Furlough Savings and Prior Year Actuals ***($238,110)***

In 2010, the Courts submitted a plan to achieve an amount equal to expected furlough savings through increased revenues and reduced expenditures. The 2011 Budget reflects these reductions in expenditures and increases in revenues and better aligns expenses/revenues with actuals from prior years.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 15,482,134	$ 14,266,744	$ 14,989,353	$ 722,609
Employee Fringe Benefits (EFB)	10,413,745	11,176,873	10,908,458	(268,415)
Services	8,119,723	8,028,420	7,822,104	(206,316)
Commodities	242,889	244,280	248,636	4,356
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	40,993	14,000	(26,993)
Capital Contra	0	0	0	0
County Service Charges	23,830,783	25,305,595	13,506,566	(11,799,029)
Abatements	(8,923,518)	(9,577,887)	(8,828,253)	749,634
Total Expenditures	$ 49,165,756	$ 49,485,018	$ 38,660,864	$ (10,824,154)
Direct Revenue	4,255,768	4,335,293	4,308,133	(27,160)
State & Federal Revenue	5,444,743	5,488,318	5,420,009	(68,309)
Indirect Revenue	0	0	0	0
Total Revenue	$ 9,700,511	$ 9,823,611	$ 9,728,142	$ (95,469)
Direct Total Tax Levy	39,465,245	39,661,407	28,932,722	(10,728,685)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**277.4**	**280.6**	**284.9**	**4.3**
% of Gross Wages Funded	**91.8**	**93.8**	**96.0**	**2.2**
Overtime (Dollars)**	**$ 17,351**	**$ 43,080**	**$ 17,364**	**$ (25,716)**
Overtime (Equivalent to Position)	**0.3**	**0.9**	**0.4**	**(0.5)**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

** For 2010 and 2011, budgeted overtime figures do not include reductions decribed in Org 1972. For 2011, this amount equals $15,000.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Fiscal Assistant 1	04039	Abolish	(1)	(1.00)	Civil	$ (33,910)
Fiscal Assistant 1	04040	Create	1	1.00	Civil	27,818
Clerical Assistant 1	00420	Abolish	(1)	(1.00)	Misd/Traffic	(35,674)
Administrative Assistant NR	00040	Abolish	(1)	(1.00)	Register in Probate	(33,516)
					TOTAL	$ (75,282)

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Combined Court Related Operations **UNIT NO.** 2000
FUND: General - 0001

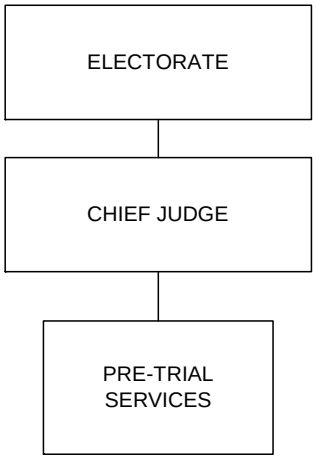
ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Family Court Commisioner	Expenditure	$ 1,940,617	$ 1,819,588	$ 1,852,920	$ 33,332
	Revenue	215,644	274,018	237,559	(36,459)
	Tax Levy	$ 1,724,973	$ 1,545,570	$ 1,615,361	$ 69,791
Register in Probate	Expenditure	$ 2,415,340	$ 2,548,679	$ 2,442,614	$ (106,065)
	Revenue	392,013	480,390	453,351	(27,039)
	Tax Levy	$ 2,023,327	$ 2,068,289	$ 1,989,263	$ (79,026)
County Funded State Court Services	Expenditure	$ 44,809,838	$ 45,116,751	$ 34,365,330	$ (10,751,421)
	Revenue	9,092,859	9,069,203	9,037,232	(31,971)
	Tax Levy	$ 35,716,979	$ 36,047,548	$ 25,328,098	$ (10,719,450)*

* The 2011 Courts Budget contains an elimination of $10,065,311 related to crosscharge for bailiff services. The expense now appears in the Sheriff's Budget.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

COURTS – PRE-TRIAL SERVICES

COURTS - PRE-TRIAL SERVICES (2900)



MISSION

The mission of Pre-Trial Services is to reduce pretrial failure to appear and rearrest rates, enhance public safety, reduce overcrowding at the County Correctional Facilities, and enhance the processing and adjudication of criminal cases.

Budget Summary

	2011	2010/2011 Change
Expenditures	**3,429,587**	**343,428**
Revenue	**1,164,391**	**188,721**
Levy	**2,265,196**	**154,707**
FTE's	**NA**	**NA**

Major Programmatic Changes

- Transfer Pre-Trial Services to a Newly Created Organizational Unit Under Operational and Fiscal Management of the Chief Judge
- Continue to Seek State and Federal Grant Funding for Universal Screening

OBJECTIVES

- Provide quality, effective and accountable intervention and supervision services for pretrial defendants.
- Provide timely, accurate and objective information to the courts to facilitate the pretrial release decision and adjudication process.
- Utilize best and evidenced-based practices for provision of services.
- Ensure a high level of accountability for program providers.
- Manage resources properly and in such a manner that instills confidence among the public, policy makers and state and federal funding agencies.

DEPARTMENTAL PROGRAM DESCRIPTION

In 2011, the Chief Judge and the Judicial Review Coordinator are responsible for operation and fiscal management and monitoring of all pretrial contracts, programs and program outcomes. In addition, the Pre-Trial Services Advisory Board will continue to meet regularly to review program activity, outcomes and recommendations regarding program development and annual budgets.

Prior to 2011, Pre-Trial Services was a low organization within the Courts budget. For comparison purposes, all tables show Pre-Trial Services as its own budgetary unit for prior years as well.

2011 BUDGET

Approach and Priorities

- Fund pre-trial services in order to maintain existing service levels.
- Expand pre-trial service capacity by actively seeking state and federal grants for program expansion.

Programmatic Impacts

- Transfer pre-trial services to a new Organizational Unit 2900, Pre-Trial Services, under direct operation and fiscal management of the Chief Judge.
- Continue to seek state and federal grants to implement Universal Screening.

Budget Highlights

Wage and Benefit Modifications ***($1,506)***
This budget includes an expenditure reduction of $1,506 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Personnel Changes ***$118,954***
One position of Judicial Review Coordinator will be crosscharged by Combined Court Related Operations at a salary and active fringe benefit costs of $118,954.

Professional Service Contracts ***$187,221***
Pre-trial contracts total $3,197,750, an increase of $187,221 over 2010 Budget. Pre-Trial Services is requesting authority to enter into the following one-year Professional Service Contracts in 2011 for pre-trial services. These contracts are with vendors as identified below.

Amount	Description	Provider
$1,571,512	AODA/Mental Health Intervention	Justice 2000, Inc.
$371,200	Treatment Alternatives and Diversion Program	Justice 2000, Inc.
$495,000	Assess, Inform and Measure Program	Justice 2000, Inc.
$2,456	BJA Grant - WCS Drug Testing	Wisconsin Community Services
$22,482	BJA Grant - UWM Evaluator	University of Wisconsin
$87,262	BJA Grant - Coordinator, LSI-R	Justice 2000, Inc.
$4,465	BJA Grant - NADCP Conference	NADCP Conference
$181,526	Operating While Intoxicated Program-DOT	Wisconsin Community Services
$303,573	OWI Intensive Supervision Program/SCRAM	Wisconsin Community Services
$158,274	WCS – Drug Testing	Wisconsin Community Services
$3,197,750	**Total**	

REVENUES: The following revenue sources are used to fund the Professional Service Contracts outlined above.

AIM Grant ***$0***
The State Office of Justice Assistance will continue to fund the Assess, Inform and Measure (AIM) grant in the amount of $495,000 based on the adopted 2009-2011 State Biennial Budget. This funding supports professional service contracts that provide pre-sentencing assessments that can be used to assist in making sentencing decisions.

TAD Grant ***$0***
The State Office of Justice Assistance will continue to fund the Treatment Alternatives and Diversion (TAD) grant in the amount of $371,200 based on the adopted 2009-2011 State Biennial Budget. This funding supports eligibility screening and community supervision services for diversion/deferred prosecution of defendants with significant substance abuse problems.

State OWI Program Funding ***($72,056)***
Revenue from the State increases by $72,056 from $109,470 in 2010 to $181,526 in 2011 as the State continues to fund the Operating While Intoxicated (OWI) program. The increased revenue is being used for increased professional services.

Drug Treatment Court Grant ***($116,665)***
Federal grant revenue increases $116,665 from $233,330 to $349,995 in 2011 due to the Bureau of Justice Assistance Drug Court Discretionary Grant. The total grant will be used to support the Milwaukee County Drug Treatment Court from September 1, 2009 through August 30, 2012. The increased revenue is being used for increased professional services.

Universal Screening ***$0***
Universal Screening is a new program recommended by Pre-Trial Services. At the direction of the Milwaukee County Community Justice Council, the Universal Screening Proposal was reviewed and revised by a subcommittee appointed by the Council's Executive Committee. The subcommittee diligently researched and prepared a comprehensive proposal outlining the potential costs and benefits of a 24-hour jail screening program within the Milwaukee County Jail (County Correctional Facility – Central). The program is designed to determine the risk and needs level of individuals before the individual's first court hearing. Information obtained in the screening process will be used to identify, as early as possible, those individuals who may be suitable for diversion and/or other alternatives to incarceration.

The total cost for Universal Screening can range from $554,651 to $1,741,538 depending on the scope of the program. The Judicial Review Coordinator will continue to seek grants to fund Universal Screening for $0 tax levy increase in 2011. If Pre-Trial Services is successful in receiving grants to fully cover the costs of operation or if associated tax levy savings which fully fund program costs are identified and approved by the County Board and County Executive, Universal Screening is authorized to be implemented in 2011.

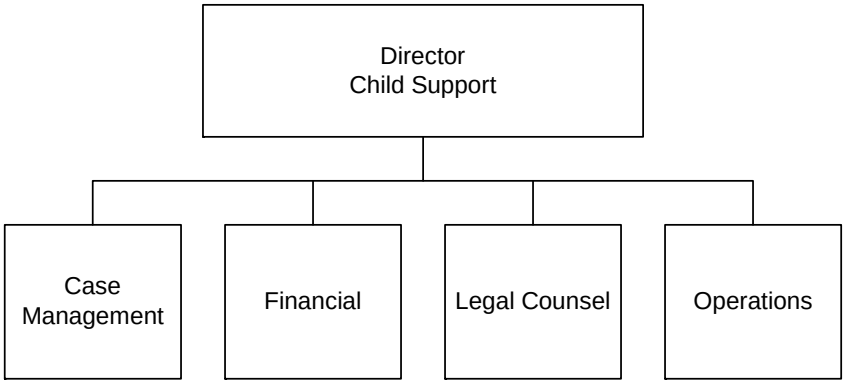
DEPT: Courts - Pre-Trial Services **UNIT NO.** 2900
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 0	$ 0	$ 118,954	$ 118,954
Employee Fringe Benefits (EFB)	0	0	0	0
Services	2,351,844	3,013,204	3,200,325	187,121
Commodities	731	0	0	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	199,694	212,661	297,409	84,748
Abatements	(115,309)	(139,706)	(187,101)	(47,395)
Total Expenditures	$ 2,436,960	$ 3,086,159	$ 3,429,587	$ 343,428
Direct Revenue	0	0	0	0
State & Federal Revenue	800,980	975,670	1,164,391	188,721
Indirect Revenue	0	0	0	0
Total Revenue	$ 800,980	$ 975,670	$ 1,164,391	$ 188,721
Direct Total Tax Levy	1,635,980	2,110,489	2,265,196	154,707

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF CHILD SUPPORT

DEPARTMENT OF CHILD SUPPORT ENFORCEMENT (2430)



MISSION

The Department of Child Support Enforcement (CSE) promotes family stability by creating a better quality of life for the children of Milwaukee County through the utilization of federal, state, and community resources.

Budget Summary

	2011	2010/2011 Change
Expenditures	**19,657,054**	**1,147,380**
Revenue	**18,479,516**	**934,571**
Levy	**1,177,538**	**212,809**
FTE's	**144.7**	**11.4**

Major Programmatic Changes

- Debut of Veterans Initiative for Paternity and Support (VIPs) and the Administrative Paternity Establishment Project to bolster performance and performance revenue.
- Continued implementation of a paperless office initiative.
- Increased tax levy support in combination with additional/increased fees for provision of non-federally reimbursable services.
- Improve collaboration efforts between CSE and Courts.

OBJECTIVES

- Increase performance results in federal measures, which include Paternity Establishment, Order Establishment, Current Support Collection and Arrears Collection to support further equalization of performance funding for Milwaukee County.
- Introduce and implement the VIPs Initiative, targeting an underserved population utilizing CSE to facilitate access to other support services. The initiative bolsters child support performance and increases family stability through public outreach.
- Increase the paternity establishment rate through the development of an administrative paternity establishment track for parties, decreasing the need for additional court time and facilitating legal relationships between fathers and children faster than within a judicial track.
- Increase effectiveness and efficiency of service delivery through electronic workflow systems and documents, and through implementation of administrative establishment procedures.

DEPARTMENTAL PROGRAM DESCRIPTION

CSE implements the Child Support Enforcement Act pursuant to Title IV-D of the Federal Social Security Act and Sections 49.22 and 59.53(5) of the Wisconsin Statutes, under contract with Wisconsin's Department of Children and Families. The State-managed FoodShare and Medical Assistance programs (MiLES), W-2 agencies and the Milwaukee Bureau of Child Welfare refer cases for child support services when a custodial parent or child is eligible for benefits. Parents or custodians who do not receive public benefits may also apply for federally funded child support services. Individuals choosing not to apply for services may receive limited child support services funded by County tax levy. CSE works cooperatively with State agencies and other County departments to comply with Federal and State IV-D program mandates, including providing parent location services, establishing paternity, and establishing and enforcing child and medical support orders in local and interstate cases.

The Department of Child Support Enforcement (CSE) consists of the following four divisions:

The **Case Management Division** monitors approximately 132,000 cases annually for services, including paternity establishment, order establishment in marital and non-marital cases, and enforcement of child support obligations through administrative and judicial processes. This division provides call center, e-mail and walk-in customer service, and coordinates interstate establishment and enforcement cases.

The **Financial Division** maintains all Milwaukee County family court orders on the statewide support computer system (KIDS), including both federally funded (IV-D) and non-federally funded (NIVD) cases. This division is responsible for allocating payments appropriately and ensuring that payments are disbursed properly.

The **Legal Division** represents the State of Wisconsin in Milwaukee County's Family Court. They also appear as needed in probate and bankruptcy proceedings affecting the department's cases.

The **Operations Division** provides support services including purchasing, payroll, human resources, expenditure reporting and budget preparation.

2011 BUDGET

Approach and Priorities

- Continue to serve the public by increasing achievement in the four federal performance measures.
- Continue to implement and enhance the department's OnBase system to create efficiencies through electronic record keeping and electronic workflow systems.
- Maximize federal incentive revenues in order to offset tax levy support.
- Maintain the County's reinvestment (previously referred to as maintenance of effort) at the level required by the 2011 State/County contract.

- Assume that Milwaukee County will receive additional performance funding based on efforts to equalize funding across all 72 counties in Wisconsin. Achieving an equalized performance funding level in future years is contingent upon Milwaukee County increasing its performance, which the department will accomplish through additional staffing resources and new initiatives such as the VIPs initiative and the Administrative Paternity Establishment Project.
- Offset increased non-reimbursable expenses resulting from a new State cost allocation methodology for NIVD cases by increasing fees for these services.

Programmatic Impacts

- The department plans to serve a significant number of veterans with child support issues through the VIPs Initiative.
- The department expects to reduce the number of child support cases seen in courts with the implementation of the Administrative Paternity Establishment Project.

Budget Highlights

Wage and Benefit Modifications ***($199,589)***
This budget includes an expenditure reduction of $556,781 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $357,192 for a total tax levy savings of $199,589.

Paperless Office ***$27,000***
The department has utilized funding from the American Recovery and Reinvestment Act (ARRA) to implement an electronic document management system (Hyland OnBase). OnBase is an enterprise content management software suite that combines document imaging, electronic document management, email and records management and workflow.

The department will create efficiencies through electronic record keeping and electronic workflow systems by seeking new opportunities to electronically file documents with the Clerk of Courts and working with genetic test and process services providers to electronically interact with the County's system.

Full implementation is expected to be complete during 2011, eliminating unnecessary tasks common to document-driven processes and moving towards a nearly paperless office environment. This budget allocates $80,000 for unanticipated costs, employee training, licensing and OnBase resources in 2011. CSE is eligible for 66 percent federal reimbursement resulting in a net tax levy contribution of $27,000.

Position Reconciliation ***$20,145***
The department currently has two funded .50 FTE positions of Child Support Assistant. To reconcile BRASS and Ceridian, one vacant 0.50 FTE Child Support Assistant position is unfunded and 1.0 FTE Child Support Assistant that will be funded and used to meet the needs of the call center, resulting in a net increase of 0.50 FTE. In addition, the department is currently funding 0.50 FTE Child Support Specialist B/L. To better serve the community, this position is unfunded and 1.0 FTE Child Support Specialist B/L is created for a net increase of 0.50 FTE. The net cost for these position actions including salary and active fringe benefits is $59,250. CSE is eligible for 66 percent federal reimbursement resulting in a net tax levy contribution of $20,145.

Increased Expenditures ***$244,622***
The department is requesting an increase in expenditures of $244,622. This increase is primarily due to an increase in services for temporary help used for overtime on the paperless office project, the VIPs Initiative and an arrears project that the department is implementing to increase performance in the collection of arrears payments.

Increased Revenues ***($934,571)***
The department is requesting a net increase in revenues of $934,571 from $17,544,945 in 2010 to $18,479,516 in 2011. This increase is primarily due to an increase in Collections-Child Support revenue of $1,153,739 related to increased performance funding and an increase of $2,464,118 in Other State Grants and Reimbursement revenue related to an increase in General Purpose Revenue (GPR), which provides additional funding to the department when performance revenue cannot be matched. This increase is offset by a decrease in Collections Cost Child Support revenue related to the deficit reduction plan, which does not allow departments to match on performance revenue after September 30, 2011.

Veterans Initiative for Paternity and Support (VIPs) ***$0***
The Veterans Initiative for Paternity and Support (VIPs) will create a new paradigm for community-based services in the department. The department has received data that shows that veterans ages 23-30 that have recently come back from conflict are often in need of child support services. Men may need to establish paternity and may have difficulty obtaining jobs. Women may have difficulty collecting child support, finding jobs, housing and childcare. This initiative will provide customized services to veterans to strengthen families in Milwaukee communities. Total expenditure authority of $550,000 has been budgeted. Included in this amount is $440,856 for the salary and active fringe benefit costs of the following positions needed to provide the necessary VIPs services: 1.0 FTE Child Support Coordinator, 2.0 FTE Paralegals, 2.0 FTE Child Support Specialists and 2.0 FTE Clerical Assistant 1. Also included in this amount is $109,144 which would be used for education allowance to train employees on the SOAR methodology, the purchase of new computer equipment including all licensing needed for the employees, and incidentals for new office locations for employees that may be placed in the field.
The Department anticipates expanding the VIPs paradigm to target other audiences including potential recipients of Social Security Income (SSI), Social Security Disability Insurance (SSDI) and community health services. In order to facilitate the expansion, the department anticipates partnering with a local agency to provide SSI/SSDI Outreach, Access, and Recovery (SOAR) services for disabled individuals having difficulty navigating the Social Security system. Once an individual is approved for SSI/SSDI, a small order can be obtained for child support payments. Because the Department expects state-mandated increases in performance levels in 2011 in conjunction with increased performance funding, the VIPs and its future expansion will provide the department with the resources to meet performance levels. The $550,000 that has been budgeted is fully offset by increased performance revenue.

Administrative Paternity Establishment Project ***$0***
The development of an administrative paternity establishment track will reduce the number of additional paternity cases that have to be heard by the courts, allowing the department to manage court time more efficiently and effectively for matters requiring judicial intervention, such as setting child support orders. Meeting mothers and possible fathers in a relaxed office environment rather than in a formal court hearing will be less stressful, and allows parties to become active participants in determining the course of the process. It will reduce delays created by crowded court calendars and eliminate court time necessary for cases in which alleged fathers are excluded through administrative genetic testing. To support the project the following positions have been recommended for funding for a total cost including salary and active fringe benefits of $183,422: 1.0 FTE Clerical Assistant 1, 1.0 FTE Paralegal and 1.0 FTE Child Support Specialist. In addition, expenditures in the amount of $91,578 have been budgeted to cover additional costs associated with this project such as record and filing fees, process service fees, postage, mailing, costs of genetic tests and new computer equipment and licensing for the employees.

Because the department expects state-mandated increases in performance levels in 2011 in conjunction with increased performance funding, the Administrative Paternity Establishment Project will further provide the department with the resources to meet performance levels. The $275,000 that has been budgeted is fully offset by increased performance revenue.

Non-Federally Funded (NIVD) Case Service Delivery ***($125,000)***
In September 2007, the State informed Wisconsin counties that federal reimbursement for all NIVD activities was suspended due to issues raised in a Federal audit. Due to changes the State is implementing during 2010 to the

cost allocation method, the department anticipates a significant increase in the costs associated with NIVD non-reimbursable activities. To offset the tax levy increase and to encourage NIVD clients to apply for reimbursable child support services, the department will implement the following fees: NIVD new order income withholding $40; NIVD modified order income withholding $40; NIVD income withholding termination $40; NIVD notarized statement adjustments $60. Most NIVD clients are eligible for IVD services at no charge. The department will work with clients to help them avoid the fees by opting into IVD services. The implementation of the new fees and the fee increases result in a levy reduction of $125,000.

Federally Funded (IV-D) Service Delivery by Other County Departments ***$0***

The Combined Court Related Operations, District Attorney, Sheriff and Information Management Services Division (IMSD) charge CSE a total of $ 4,454,301 for IV-D services provided by those departments. These expenditures are eligible for 66 percent federal reimbursement. The remaining 34 percent is charged back to and absorbed by the respective departments in the amount of $1,514,462.

Improving Child Support Services and Court Collaboration ***$0***

In 2009 the Department applied for and won a Federal Special Improvement Project (SIP) grant to explore the feasibility of Child Support intervention at the onset of foster care cases, through the development and implementation of procedures to unify the court hearings for child welfare and child support including expanding the use of videoconferencing between the Vel R. Phillips Juvenile Justice Center and the John P. Hayes Center for Child Support at the Milwaukee County Courthouse. The grant continues in 2011, and will be used to develop manuals for the new processes and provide training to staff at both sites. Expenditure authority of $50,000 is budgeted and fully offset by grant revenue.

BUDGET SUMMARY

Account Summary	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Personal Services (w/o EFB)	$ 6,588,455	$ 6,559,760	$ 7,626,144	$ 1,066,384
Employee Fringe Benefits (EFB)	4,672,312	5,302,366	5,388,113	85,747
Services	1,338,522	1,836,307	2,080,929	244,622
Commodities	54,377	76,000	98,887	22,887
Other Charges	7	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	6,325	214,101	34,402	(179,699)
Capital Contra	0	0	0	0
County Service Charges	6,022,556	6,087,815	5,943,040	(144,775)
Abatements	(1,481,863)	(1,566,675)	(1,514,461)	52,214
Total Expenditures	$ 17,200,691	$ 18,509,674	$ 19,657,054	$ 1,147,380
Direct Revenue	1,102,538	844,400	846,150	1,750
State & Federal Revenue	15,651,882	16,700,545	17,633,366	932,821
Indirect Revenue	0	0	0	0
Total Revenue	$ 16,754,420	$ 17,544,945	$ 18,479,516	$ 934,571
Direct Total Tax Levy	446,271	964,729	1,177,538	212,809

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Department of Child Support Enforcement **UNIT NO.** 2430
FUND: General - 0001

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**130.5**	**133.3**	**144.7**	**11.4**
% of Gross Wages Funded	**96.6**	**97.3**	**97.8**	**0.5**
Overtime (Dollars)**	**$ 32,864**	**$ 0**	**$ 279,060**	**$ 279,060**
Overtime (Equivalent to Position)	**0.7**	**0.0**	**5.8**	**5.8**

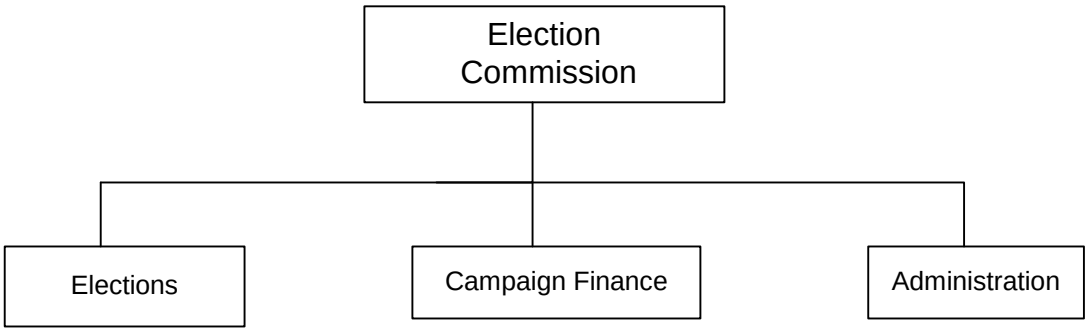
* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2010 and 2011, budgeted overtime figures do not include reductions described in org. 1972. For 2011, this amount equals $0.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Clerical Assistant. 1	00042	Fund	0	3.00	Child Support	$ 83,454
Child Support Assistant	00482	Unfund	0	(0.50)	Child Support	(14,856)
Child Support Assistant	00482	Fund	0	1.00	Child Support	29,712
Child Support Specialist	12520	Fund	0	3.00	Child Support	101,730
Child Support Specialist Bl Sp	12521	Unfund	0	(0.50)	Child Support	(16,960)
Child Support Specialist Bl Sp	12521	Create	1	1.00	Child Support	33,920
Child Support Coord	08840	Fund	0	1.00	Child Support	43,078
Paralegal Child Support	59921	Fund	0	3.00	Child Support	114,156
					TOTAL	$ 374,234

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ELECTION COMMISSION

ELECTION COMMISSION (3010)



MISSION

The mission of the Milwaukee County Election Commission is to administer Federal, State, County and Municipal and School District elections in a manner that assures public confidence in the accuracy, efficiency and fairness of the election process and to enforce State election and campaign finance laws.

Budget Summary

	2011	2010/2011 Change
Expenditures	**640,211**	**(433,948)**
Revenue	**40,500**	**0**
Levy	**599,711**	**(433,948)**
FTE's	**6.5**	**(1.5)**

Major Programmatic Changes

- Reduction in staff due to decreased election activity.
- Reduction in services and supplies due to decrease of scheduled elections in 2011.

OBJECTIVES

- Automate election results and reports with the installation and implementation of electronic vote tabulator system (Capital Improvement Project No. WO063).
- Expand website by including additional information and links for the public, including the posting of unofficial election night results.
- Provide baseline chief inspector poll worker training to municipalities.
- Explore the implementation of electronic filing of campaign finance reports.

DEPARTMENTAL PROGRAM DESCRIPTION

The Milwaukee County Election Commission is directed and guided by the Wisconsin Government Accountability Board – Elections Division in the administration of elections. A cooperative working relationship with State election administrators and municipal clerks within Milwaukee County is necessary in order to effectively administer elections in Milwaukee County.

The Election Commission budget includes the following two programs:

1. Spring Elections – The primary and general elections held in the spring are Judicial, County, Municipal and School Board elections. Municipalities reimburse the County for their share of expenses. The County must absorb all costs for Federal, State, Judicial and County elections. In presidential election years, there is also a presidential primary election held in conjunction with the Spring primary election.

2. Fall Elections – The primary and general elections held in the Fall are primarily State and Federal elections, with the exception of elections for County constitutional officers. Almost all costs of Fall elections are subsidized by the tax levy.

The workload of the Election Commission varies significantly from year to year according to the number and type of elections anticipated. Since 2011 will be a two-election year as opposed to a four-election year, various appropriations will be significantly less than from the previous year.

2011 BUDGET

Approach and Priorities

- Maintain current service levels with a reduction of hours of one full-time staff member and a decrease in appropriations for supplies and contractual services in order to coordinate those elections scheduled (including any special elections which may be ordered in 2011) in an efficient and timely fashion, pursuant to Wisconsin Statute Sections 7.10, 7.21 and 7.60.
- Expedite tabulation of election results through the planned automation of an electronic vote tabulator system, allowing this office to expedite the reporting of election results along with the ability to provide updated postings on the department's website on election night.
- Work to meet timelines in the preparation and delivery of ballots and election supplies to municipalities with available staffing.

Programmatic Impacts

- Maintaining existing business hours to the greatest extent possible with available staff.

Budget Highlights

Wage and Benefit Modifications ***($9,087)***
This budget includes an expenditure reduction of $9,087 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Decrease in Staffing ***($40,470)***
Personnel changes include the unfunding of a filled 0.50 FTE of an Office Support Assistant 2 (salary and active fringe benefit cost of $29,124) and a reduction in hours budgeted for the hourly Election Clerks (salary and social security cost of $11,346). These reductions are consistent with workload of a two-election year.

Decrease in Ballots and Election Supplies ***($325,000)***
Expenditures for ballots and election supplies decrease by $325,000 from $550,000 in 2010 to $225,000 in 2011.

Decrease in Advertising ***($25,000)***
Expenditures for the publication of election notices in the local newspapers, for which this office is required by law to publish, will be decreased by $25,000; from $75,000 in 2010 to $50,000, which reflects the reduction in scheduled elections in 2011.

Decrease in Leasing Fees ***($987)***
A decrease for the leasing of a copy machine reflects the conclusion of the 39-month lease effective June, 2011, after which, per the terms of the lease, the equipment will be purchased for $1.

Decrease in Commodities ***($2,340)***
Expenditures for commodities decrease $2,340 from $3,800 in 2010 to $1,460 in 2011 reflecting the decrease in the number of scheduled elections. The Recommended Budget includes funding for a scanner at a cost of $500 which will be used to post campaign finance reports on the County website. This effort will improve public access to information and reduce staffing needs**.**

Data Processing Software License ***$2,500***
The Recommended Budget includes an appropriation of $2,500 to fund a license agreement for software associated with the electronic vote tabulator. This project was funded through the 2010 Capital Budget.

Capital Investments

- The department has no capital projects in 2011, however, the installation and implementation of a capital project approved in 2009 (Electronic Vote Tabulator System – Project No. WO063) is planned for 2011, pending the federal and state certification of a key component of the system.

BUDGET SUMMARY

Account Summary	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Personal Services (w/o EFB)	$ 160,575	$ 201,082	$ 162,008	$ (39,074)
Employee Fringe Benefits (EFB)	109,433	117,651	105,927	(11,724)
Services	312,713	647,777	287,645	(360,132)
Commodities	1,110	3,800	1,460	(2,340)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	89,545	103,849	83,171	(20,678)
Abatements	0	0	0	0
Total Expenditures	$ 673,376	$ 1,074,159	$ 640,211	$ (433,948)
Direct Revenue	80,109	40,500	40,500	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 80,109	$ 40,500	$ 40,500	$ 0
Direct Total Tax Levy	593,267	1,033,659	599,711	(433,948)

PERSONNEL SUMMARY

	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Position Equivalent (Funded)*	**6.6**	**8.0**	**6.5**	**(1.5)**
% of Gross Wages Funded	**95.3**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)**	**$ 5,762**	**$ 27,492**	**$ 12,036**	**$ (15,456)**
Overtime (Equivalent to Position)	**0.2**	**1.0**	**0.5**	**(0.5)**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2010, budgeted overtime figures do not include reductions described in org. 1972. For 2010, this amount equals ($5,581).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Office Support Assistant 2	00013	Decr Hrs.	0	(0.50)	Administration	$ (15,535)
Election Clerk	02010	Decr Hrs.	0	(0.50)	Elections	(11,196)
					TOTAL	$ (26,731)

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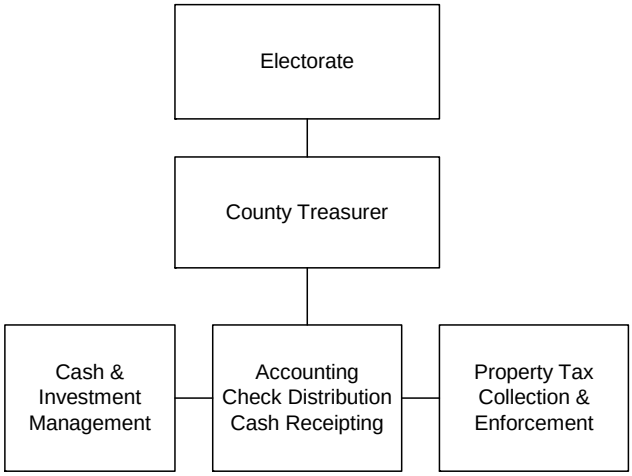
COUNTY TREASURER

COUNTY TREASURER (3090)



MISSION

The Milwaukee County Treasurer's Office will provide prompt, high-quality services to sustain the overall operation of County government for the benefit of its citizens by efficiently carrying out the functions of cash receipt and disbursement, property tax services and investment.

Budget Summary

	2011	2010/2011 Change
Expenditures	**1,709,468**	**109,629**
Revenue	**2,988,423**	**201,799**
Levy	**(1,278,955)**	**(92,170)**
FTE's	**9.5**	**0.0**

Major Programmatic Changes

- Intensify property tax collection efforts

OBJECTIVES

- Improve on-line tax payment capability; increase tax enforcement and collection efforts in order to increase delinquent property tax payments to the Treasurer's office.
- Implement efficiencies in the County banking services – through increases in both the number of employees using direct deposit or debit cards and the number of vendors using direct deposits, increase the utilization of E-Checks and credit cards by Milwaukee County in order to reduce paper handling costs.

DEPARTMENTAL PROGRAM DESCRIPTION

The Milwaukee County Treasurer's Office is comprised of three operational divisions: (1) Cash & Investment Management, (2) Accounting, Check Distribution & Cash Receipting (3) Property Tax Collection & Enforcement.

The **Cash & Investment Management Division** is responsible for the safekeeping and growth of operating funds not needed for immediate use. These funds are managed by independent contracted investment advisors who use Milwaukee County's Investment Policy to manage these funds. The main goal is to safeguard the principal while maximizing investment revenues in order to reduce the tax burden on the County's residents.

The **Accounting, Check Distribution & Cash Receipting Division** is responsible for the banking functions of the County. As the County's bank, the Treasurer's Office provides banking services to all County departments with respect to their banking needs and supplies. Other responsibilities of this department are replacing lost, stolen or stale dates checks; certifying and distributing daily processing of accounts payable checks; bank account and money management; fraud prevention, and the reconciling of Bank to Book entries.

The **Property Tax Collection & Enforcement Division** is responsible for the collection of delinquent property taxes for 18 of the County's 19 municipalities. The County purchases these delinquent tax receivables from the municipalities, attempts to collect the outstanding balances, and administers foreclosure proceedings on uncollectible tax delinquent properties. During this collection process, this office also tracks and monitors bankruptcy filings and court mandated payments.

2011 BUDGET

Approach and Priorities

- Improve overall efficiency in banking operations
- Generate an increase in delinquent tax related revenues
- Contain administrative costs

Programmatic Impacts

- The amount of delinquent taxes turned over to Milwaukee County by area municipalities increased by 13% last year, and is expected to increase by similar levels in 2011. Intensified tax enforcement (increased collections efforts, tax-intercept program, fine-tuning foreclosure processes, and managing escalating numbers of bankruptcy filings) will be continued in 2011. These actions were taken in response to a growing gap in property tax payments brought on by the economic decline in this region.
- In an effort to reach out to at-risk homeowners, this office provides in all our collections communications, information about access to reverse mortgages, the State Homestead Assistance Program, and mortgage and financial counseling, as well as the availability of delinquent tax payment plans through the Treasurer's office.

Budget Highlights

Expenditures

Wage and Benefit Modifications ***($34,354)***
This budget includes an expenditure reduction of $34,354 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Unpaid Personal Property Taxes ***$45,000***
Expenditures for unpaid personal property taxes increase by $45,000 from $405,000 to $450,000. When municipalities grant appeals for personal property taxes; the municipalities charge Milwaukee County back for the County portion. Increasing numbers of property owners have challenged and have been successful in appealing portions of their property tax bills. The 2011 Budget reflects the continuation of this trend.

Postage ***$8,000***
Expenditures for postage increase by $8,000, from $32,000 to $40,000. The increase is largely attributable to the substantial increase in Delinquent Tax Notice mailings and the cost of certified mailings for Foreclosures.

Banking Fees ***$25,000***

Expenditures for banking fees increase by $25,000 from $85,000 to $110,000. The increase is due to the reduction in earned interest credit on the County's bank accounts and the increase in internet banking usage by more County departments.

Advertising **$40,000**

Expenditures for advertising increase by $40,000 from $10,000 to $50,000. The increase is due to State mandated publishing of unclaimed funds only in odd numbered years and the cost of publishing notices for an increasing volume of property foreclosures.

Revenues

Delinquent Tax Revenues ***($200,299)***

Interest collected on delinquent property taxes increases $200,299 from $2,782,874 to $2,983,173. This change reflects the Office's intensified efforts to collect delinquent taxes.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 458,322	$ 451,448	$ 458,003	$ 6,555
Employee Fringe Benefits (EFB)	276,867	338,249	338,405	156
Services	216,868	245,837	318,737	72,900
Commodities	6,195	11,200	9,700	(1,500)
Other Charges	447,047	406,500	451,500	45,000
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	148,301	146,605	133,123	(13,482)
Abatements	0	0	0	0
Total Expenditures	$ 1,553,600	$ 1,599,839	$ 1,709,468	$ 109,629
Direct Revenue	3,327,095	2,786,624	2,988,423	201,799
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 3,327,095	$ 2,786,624	$ 2,988,423	$ 201,799
Direct Total Tax Levy	(1,773,495)	(1,186,785)	(1,278,955)	(92,170)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**8.5**	**9.5**	**9.5**	**0.0**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 744**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: County Treasurer **UNIT NO.** 3090
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	$ 0

ACTIVITY AND STATISTICAL SUMMARY			
	2009 Actual	2010 Budget	2011 Budget
Checks Issued	95,075	150,000	150,000
Lost Checks and Forgeries Processed	567	400	600
Receipts Issued: Property Taxes	6,758	6,000	6,000
Delinquent Tax Notices Processed	11,233	8,000	8,000
Unpaid Property Taxes Submitted to Treasurer (# of parcels)	4,291	6,000	6,000
Number of Parcels with Bankruptcy Claims, Petitions for Foreclosure	1,141	385	1,500
Forms Furnished to Municipalities	726,466	800,000	800,000

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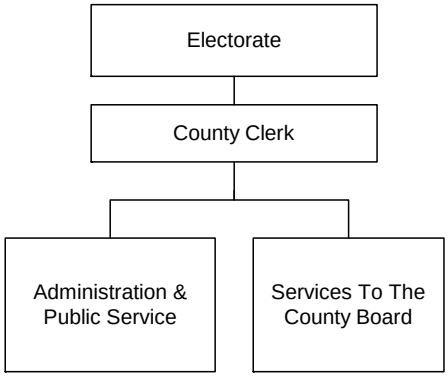
COUNTY CLERK

COUNTY CLERK (3270)



MISSION

The mission of the County Clerk's office is to support the legislative activities of the Milwaukee County Board of Supervisors and the general operations of County government, and to provide the highest quality services to the public at the lowest cost to the taxpayers.

Budget Summary

	2011	2010/2011 Change
Expenditures	**790,227**	**(6,947)**
Revenue	**512,350**	**0**
Levy	**277,877**	**(6,947)**
FTE's	**7.1**	**0.0**

Major Programmatic Changes

- Scan County Board files and marriage license applications to create digital media viewable via the internet
- Implement automated legislative workflow (Legistar) and public access system

OBJECTIVES

- Maintain accurate and up-to-date records of County Board actions and County Ordinances
- Issue marriage licenses and domestic partnership declarations in an accurate and timely manner
- Regulate lobbyists and lobbying activity pursuant to Chapter 14 Milwaukee County Code of Ordinances
- Process passport applications in an accurate and timely manner
- Increase revenue by increasing sales of Wisconsin Department of Natural Resources licenses and Milwaukee County Transit System tickets
- Strengthen County government by providing quality administrative support to County government departments, and prompt and accurate information and services to the public

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Section 59.23 of the Wisconsin Statutes, and Section 56.09 of the Milwaukee County Ordinances, the independently elected County Clerk records the proceedings of the County Board of Supervisors, maintains all legislative files, updates existing ordinances and publishes new ordinances online.

The County Clerk issues marriage licenses pursuant to Chapter 765 Wis. Stats. and domestic partnership declarations pursuant to Chapter 770 Wis. Stats.

In accordance with Chapter 14 of the Milwaukee County General Ordnances, the County Clerk registers all lobbyists and lobbying principals and reports to the County Board, County Executive and the public on lobbying registrations and expenditures.

The County Clerk's office serves as an informational clearinghouse for corporate Milwaukee County by receiving and processing court summons and complaints naming Milwaukee County, and maintaining the central file of County deeds, contracts, insurance policies, agreements, certificates of title for all County-owned vehicles, leases and easements. The Clerk administers oaths of office and maintains a record of such oaths, and receives and publicly opens all sealed bids for public improvement projects and maintains a file of qualified public improvement contractors.

The County Clerk accepts and processes passport applications, and sells Milwaukee County Transit System tickets and Wisconsin Department of Natural Resources licenses and permits. The County Clerk also processes garnishment actions, tax levies and wage assignments of County employees, and lien notices against contractors performing County public improvements.

2011 BUDGET

Approach and Priorities

- Use technology to reduce costs while increasing the productivity and efficiency of legislative services and improving public access to County Board actions
- Improve customer service through the use of internet transactions
- Continually update County Clerk's website to provide more information to the public in a user friendly manner

Budget Highlights

Wage and Benefit Modifications ***($22,473)***
This budget includes an expenditure reduction of $22,473 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Revenue Adjustments **$0**

- A $23,850 increase in revenues for domestic partnership declaration fees offsets decreases in revenue related to various other fees, licenses, and permits issued by the County Clerk's Office.

- In an effort to provide Milwaukee County residents with increased access to County information and forms for services provided by the County Clerk, the County Clerk will use existing web-based technology and the Department of Administrative Services – Information Management Services Division expertise to update and improve the County Clerk website.

- The County Clerk will assist the County Board and county departments with the implementation of the Legistar legislative workflow and public access system and will utilize the system for tracking County Board files and recording Board proceedings and county ordinances.

- The County Clerk will discontinue microfilming County Board files and marriage license applications and will scan these documents to create digital images, which will be accessible via the internet.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: County Clerk **UNIT NO.** 3270
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 354,484	$ 335,297	$ 349,480	$ 14,183
Employee Fringe Benefits (EFB)	250,652	266,477	259,076	(7,401)
Services	36,507	30,000	30,750	750
Commodities	3,713	4,625	4,625	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	156,757	160,775	146,296	(14,479)
Abatements	0	0	0	0
Total Expenditures	$ 802,113	$ 797,174	$ 790,227	$ (6,947)
Direct Revenue	439,468	512,350	512,350	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 439,468	$ 512,350	$ 512,350	$ 0
Direct Total Tax Levy	362,645	284,824	277,877	(6,947)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**6.6**	**7.1**	**7.1**	**0.0**
% of Gross Wages Funded	**94.2**	**94.8**	**94.9**	**0.1**
Overtime (Dollars)**	**$ 278**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is a budgeted amount.
** For 2010 and 2011, budgeted overtime figures do not include reductions described in org 1972. For 2011, this amount equals ($574).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	$ 0

ACTIVITY AND STATISTICAL SUMMARY				
	2009 Budget	2009 Actual	2010 Budget	2011 Budget
Marriage Licenses Issued	5,229	4,652	5,229	5,000
Duplicate Marriage Licenses Issued	50	76	50	100
Marriage License Waivers Issued	340	207	340	340
Marriage Civil Ceremonies	1,043	954	1,043	1,040
Domestic Partnership Declarations Issued	N/A	217	217	300
Open Records Requests Processed	60	60	100	100
County Board Files Maintained	1,000	482	1,000	1,000
County Ordinances Published	25	18	25	25
County Board Proceedings Published	12	15	12	13
Employees Garnishments	7,500	2,768	3,000	3,000
Employee Wage Assignments	27,000	9,425	10,000	10,000
Employee Tax Levies	1,800	139	100	150
Contractor Lien Notices/Vendor Levies	90	45	90	90
Contractor Qualification Statements	650	107	200	200
Claims Processed	1,550	315	500	500
Summons and Complaints Processed	1,200	158	500	500
Construction Bid Notices Processed	450	86	100	100
New Contracts Assigned to Files	35	51	40	50
Lobbyists Registered	40	12	40	40
Lobbying Principals Registered	16	24	30	30
Oaths of Office Administered	50	49	100	100
Wisconsin DNR Licenses Sold	N/A	331	750	1,000
Passport Applications Processed	2,400	683	2,400	1,000

FEE SCHEDULE

Service	Fee
Marriage License	$105.00
Domestic Partnership Declaration	$105.00
Marriage License Waiver	$25.00
Duplicate Marriage License	$10.00
Marriage Ceremony	$100.00
Passport Application	$135.00
Lobbyist Registration	$125.00/principal represented
Lobbying Principal Registration	$125.00
Lobbying Principal Authorization	$125.00/lobbyist retained by principal
Notary Fee	$0.50
Copy Fee	$0.25 per page

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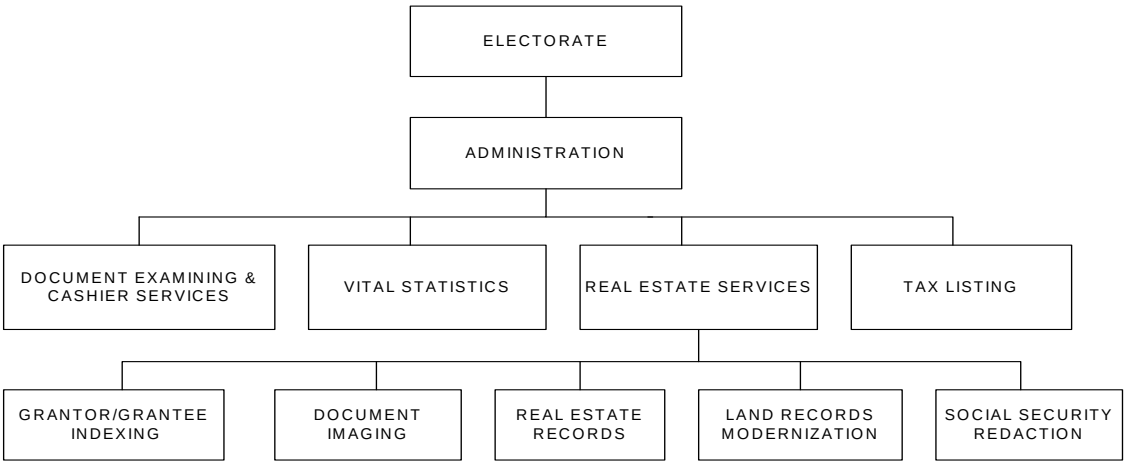
REGISTER OF DEEDS

REGISTER OF DEEDS (3400)



MISSION

The mission of the Milwaukee County Register of Deeds Office is to provide timely, secure, accurate, archival accessible and cost-effective record systems and services that are delivered in a prompt and courteous manner.

Budget Summary

	2011	2010/2011 Change
Expenditures	**4,821,498**	**584,979**
Revenue	**5,077,857**	**1,050,357**
Levy	**(256,359)**	**(465,378)**
FTE's	**35.7**	**(0.1)**

Major Programmatic Changes

- 2011 Budget includes State mandated effort to redact Social Security information from electronic format records that are viewable online.

OBJECTIVES

- Continue projects to convert four million microfilm images to digital format as part of the state-mandate to redact social security numbers from images that appear on the Internet.
- Assist software vendors with their efforts to develop cutting-edge data extraction from document images that will eventually provide for automatic indexing of documents.
- Continue to publicize the benefits of electronic recording so as to increase eRecording from the current 33%, resulting in greater efficiency and workflow benefits for both the department and the public.

DEPARTMENTAL PROGRAM DESCRIPTION

The Register of Deeds records, indexes and scans real estate documents, corporation papers, military discharges, informal probate instruments and financing statements; files and indexes birth, marriage and death certificates; sells copies of the above described documents; collects the real estate transfer tax; and performs such other functions as provided by law. This department is comprised of the following divisions: Administration, Document Examining & Cashier Services, Real Estate Services, Vital Statistics, and Tax Listing Services, Land Records Modernization, and Social Security Redaction.

Administration: This division directs the activities of the department in its recording, filing and sale of official documents, deeds and certificates; prepares the departmental budget and maintains budgetary controls; presents departmental recommendations to the Judiciary Committee of the County Board; analyzes and reports on legislation affecting the Register of Deeds function in Milwaukee County; and performs all departmental administrative functions such as budgeting and accounting, personnel functions, preparation and processing of requisitions and work authorizations, and maintains and controls escrow funds. This area is also responsible for validating Department of Commerce Stipulations and Waivers, and processing the Department of Revenue Real Estate Transfer form. This section also assists the Document Examining & Cashier Services division with the review and recording of real estate documents.

Document Examining & Cashier Services: This division receives and disperses all monies required by the department; responsible for the review of the Department of Revenue Real Estate Transfer form; providing written or verbal explanations to title companies, lawyers and the general public as to why documents are rejected for recording; and processing electronic documents.

Real Estate Services: Primary responsibility is to comply with State Statutes regarding the indexing and scanning of all public real estate indices. The duties include scanning, microfilming, and indexing documents. This division also verifies data from governmental units by providing detailed researching of digital real estate documents, microfilm and plat maps.

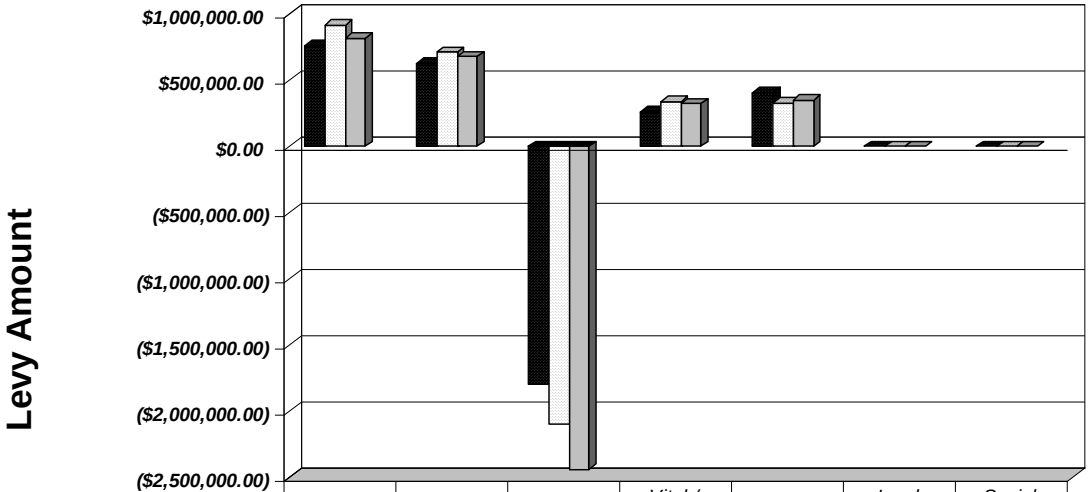
Vital Statistics: The division maintains files on birth, death and marriage records, name change orders and declarations of domestic partnership according to State statute. Records are updated and changed as a result of legitimization and adoption. Certified copies of these documents are sold to the general public. This division also conducts genealogical research.

Tax Listing Services: The division reviews tax descriptions; assigns new tax key numbers due to real estate boundary changes; maintains plat books and property records; assists in preparation of petitions for foreclosure action and provides copies of real estate document recordings to local assessors.

Land Records Modernization:
Pursuant to Wisconsin State Statute 59.72 (5), Milwaukee County may retain $2 of the fee for recording for the purpose of Land Records Modernization. The fees can be retained for, " the provision of land information on the Internet, including the county's land information records relating to housing." The MCAMLIS Steering Committee is responsible for fiscal and programmatic oversight of the $2 fee. No portion of the $2 surcharge is available for general County purposes and all unspent revenues must be transferred to the MCAMLIS reserve at year-end.

Social Security Number Redaction:
Pursuant to Wisconsin State Statute 59.43 (2), the Register of Deeds may increase recording fees by $5 per recording to $30 per recording in order to comply with the state social security number redaction mandate. The mandate requires that the Register of Deeds make social security numbers from electronic format records not viewable or accessible on the Internet. $5 per document fee is exclusively for expenditures related to accomplishing this mandate. The recording fee in Milwaukee County will be set at $30 per document through 2014 upon which time the redaction effort will be completed. No portion of the $5 surcharge is available for general County purposes and all unspent revenues must be transferred to a reserve at year-end.

Organizational Levy Summary



	Administration	Cashier Service	Real Estate Services	Vital / Statistics / Identificatio	Tax Listing Services	Land Records Modernizati	Social Security Redaction
2009 Actual	$764,446.00	$633,155.00	($1,804,880.	$264,189.00	$407,515.00	$0.00	$0.00
2010 Budget	$920,880.00	$716,701.00	($2,098,787.	$339,593.00	$330,632.00	$0.00	$0.00
2011 Budget	$824,552.00	$683,993.00	($2,443,932.	$325,771.00	$353,258.00	$0.00	$0.00
Percent Change 10-11	-10.46%	-4.56%	-16.44%	-4.07%	6.84%	0.00%	0.00%

2011 BUDGET

Approach and Priorities

- Maintain current service levels.
- Continue to limit the use of overtime by cross training employees

Budget Highlights

Wage and Benefit Modifications ***($120,181)***
This budget includes an expenditure reduction of $120,181 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Abolish Unfunded Positions ***$0***
The following vacant positions are abolished: 4.0 FTE Office Supt Asst 2 and 1.0 FTE Clerical Asst 1. As these positions had been unfunded in prior budgets, there is no fiscal impact.

Social Security Redaction ***$0***
Revenues and expenditures of $700,000 are budgeted to begin a program to digitize four million documents and to redact social security numbers from those documents in accordance with SS 59.43 (2). This state mandated program is completely offset by a $5 surcharge on recording fee revenues. No portion of the $5 surcharge is available for general County purposes and all unspent revenues must be transferred to a reserve at year-end. For reporting purposes, these revenues and expenditures are budgeted in a new low org, 3490.

REVENUES

General Recording Fees ***($290,000)***

General recording fee revenue is budgeted to increase by $290,000 from $1,810,000 to $2,100,000. The 2011 increase is a function of a change in state statutes that took effect in June 2010. The change in state law increased the recording fees from $11 for the first page and $2 for each subsequent page to a flat fee of $25. It is assumed that the real estate market will remain relatively flat in 2011. Total recordings for 2011 are anticipated to be 140,000.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 1,701,971	$ 1,456,222	$ 1,524,726	$ 68,504
Employee Fringe Benefits (EFB)	1,372,592	1,395,297	1,289,755	(105,542)
Services	264,771	638,100	1,439,700	801,600
Commodities	41,396	69,010	51,250	(17,760)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	700,211	720,061	558,238	(161,823)
Abatements	0	(42,171)	(42,171)	0
Total Expenditures	$ 4,080,941	$ 4,236,519	$ 4,821,498	$ 584,979
Direct Revenue	3,718,114	3,985,500	5,077,857	1,092,357
State & Federal Revenue	0	0	0	0
Indirect Revenue	98,409	42,000	0	(42,000)
Total Revenue	$ 3,816,523	$ 4,027,500	$ 5,077,857	$ 1,050,357
Direct Total Tax Levy	264,418	209,019	(256,359)	(465,378)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**42.6**	**35.8**	**35.7**	**(0.1)**
% of Gross Wages Funded	**96.7**	**96.7**	**96.7**	**0.0**
Overtime (Dollars)**	**$ 81,135**	**$ 77,544**	**$ 80,112**	**$ 2,568**
Overtime (Equivalent to Position)	**2.1**	**2.0**	**2.0**	**0.0**

* 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2010 and 2011, budgeted overtime figures do not include reductions described in org 1972. For 2011, this amount equals ($9,785).

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Register of Deeds **UNIT NO.** 3400
FUND: General - 0001

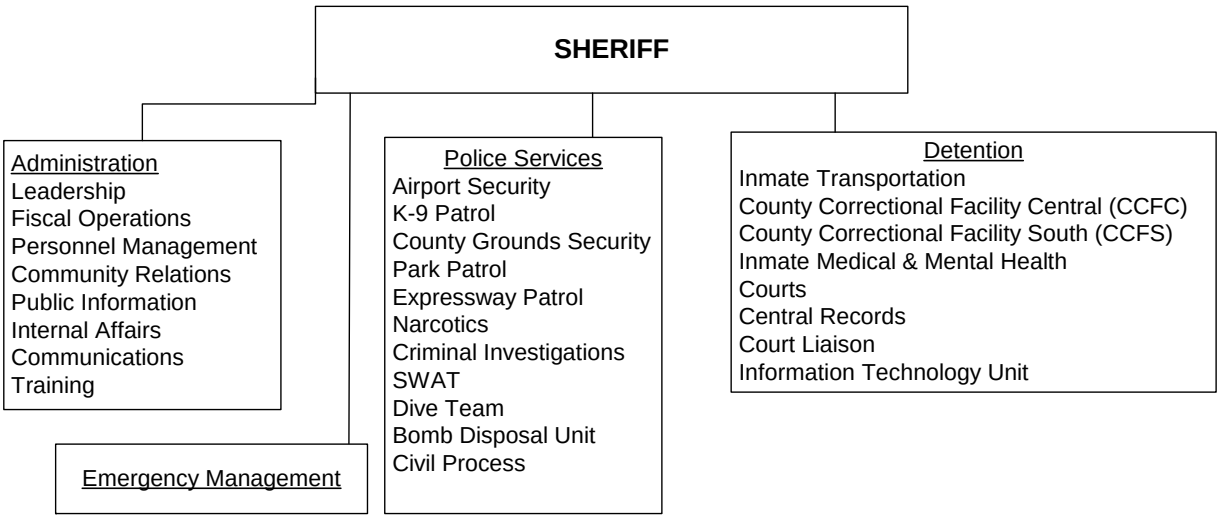
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Office Supt Asst 2	00000007	Abolish	(4)	0.00	Real Estate Services	$ 0
Clerical Asst 1	00000042	Abolish	(1)	0.00	Real Estate Services	0
					TOTAL	$ 0

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Administration	Expenditure	$ 805,582	$ 921,880	$ 824,909	$ (96,971)
	Revenue	41,136	1,000	357	(643)
	Tax Levy	$ 764,446	$ 920,880	$ 824,552	$ (96,328)
Cashier Service	Expenditure	$ 630,131	$ 716,701	$ 683,993	$ (32,708)
	Revenue	(3,024)	0	0	0
	Tax Levy	$ 633,155	$ 716,701	$ 683,993	$ (32,708)
Real Estate Services	Expenditure	$ 1,512,640	$ 1,322,713	$ 1,254,568	$ (68,145)
	Revenue	3,317,520	3,421,500	3,698,500	277,000
	Tax Levy	$ (1,804,880)	$ (2,098,787)	$ (2,443,932)	$ (345,145)
Vital / Statistics / Identification	Expenditure	$ 662,837	$ 747,593	$ 719,771	$ (27,822)
	Revenue	398,648	408,000	394,000	(14,000)
	Tax Levy	$ 264,189	$ 339,593	$ 325,771	$ (13,822)
Tax Listing Services	Expenditure	$ 469,760	$ 377,632	$ 358,258	$ (19,374)
	Revenue	62,245	47,000	5,000	(42,000)
	Tax Levy	$ 407,515	$ 330,632	$ 353,258	$ 22,626
Land Records Modernization	Expenditure	$ 0	$ 150,000	$ 280,000	$ 130,000
	Revenue	0	150,000	280,000	130,000
	Tax Levy	$ 0	$ 0	$ 0	$ 0
Social Security Redaction	Expenditure	$ 0	$ 0	$ 700,000	$ 700,000
	Revenue	0	0	700,000	700,000
	Tax Levy	$ 0	$ 0	$ 0	$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

OFFICE OF THE SHERIFF

OFFICE OF THE SHERIFF (4000)



MISSION

We are law enforcement professionals, representing a variety of criminal justice disciplines, and we exist to serve the public.

We are committed to creating a culture of service that views our citizens as customers whose satisfaction is absolutely essential to our success.

Performance matters here.

Budget Summary

	2011	2010/2011 Change
Expenditures	**149,750,627**	**7,799,112**
Revenue	**20,092,941**	**(498,755)**
Levy	**129,657,686**	**8,297,867**
FTE's	**1,386.7**	**(47.5)***

* See Position Reconciliation on Page 6

Major Programmatic Changes

- Expand the replacement of Deputy Sheriffs with Correctional Officers
- Full year implementation of Inmate Transportation Contract
- Elimination of charge to Courts for Bailiff Services
- Reorganization of inmate housing for efficiency between the CCFS and CCFC

OBJECTIVES

- Accept individuals arrested by law enforcement agencies into a safe and secure facility to await trial by the State Circuit Court System.
- Promote and maintain a unified and cohesive correctional system within Milwaukee County. Continue to spread best practices within the County Correctional Facility – Central (CCFC) and County Correctional Facility – South (CCFS) to ensure proper staff and inmate conduct.
- Provide bailiff services in the various branches of the circuit courts in the Courthouse, Safety Building, Criminal Justice Facility and Children's Court Center and maintain a courtroom environment that is safe and secure for all courtroom participants.
- Keep fatal accidents on the Milwaukee County freeways at a rate of less than one death per 100 million vehicle miles. Provide for safe travel on roadways patrolled by Deputy Sheriffs.
- Provide a safe and secure environment for travelers through General Mitchell International Airport.
- Provide a safe and secure environment in the Milwaukee County Park System, County Zoo, and on the County Grounds.
- Provide specialized services to the community, County government and municipal police agencies such as investigative expertise, drug investigations and emergency response.
- Successfully serve over 80 percent of all civil process papers received.
- Provide uniformed personnel with a level of training and caliber of equipment necessary to deal with law enforcement situations encountered.

DEPARTMENTAL PROGRAM DESCRIPTION

The Office of the Sheriff is comprised of three Bureaus (Administration, Police Services and Detention) and one division (Emergency Management).

The **Administration Bureau** includes 88 funded positions and includes:

- Management and support functions for the Sheriff
- Community relations activities
- Public information
- Leadership
- Personnel management
- Fiscal operations of the Sheriff including preparation of the annual budget, fiscal monitoring, accounting and payroll functions
- Internal Affairs Division, which investigates all incidents involving Sheriff's Office personnel
- The Training Academy, which provides recruit training, firearms training and in-service training for Sheriff's personnel and outside agencies.
- The Communications Center, which handles all cellular 911 phone calls and provides dispatch services for Sheriff's deputies

The **Emergency Management Division** was created in 1998 by merging the County Executive-Emergency Government Division into the Sheriff's Office. The Division includes 7 funded positions. It provides direction and guidance to all County and municipal agencies, as well as the private sector, in the development of individual emergency plans.

The **Police Services Bureau** includes 238 funded positions, and is responsible for patrolling the:

- Airport
- County Zoo
- County Grounds
- Parks
- Expressway

In addition, the Police Services Bureau includes the:

- Criminal Investigations Division which:
  - Investigates physical and property crimes,
  - Effects arrests,
  - Gathers and processes evidence and testifies in court.
  - Completes background investigations on all County law enforcement candidates and civilians applying for positions in the Sheriff's Office utilizing Deputies and Investigator (hourly) positions
  - Serves state-mandated civil writs such as Temporary Restraining Orders, Commitments to Mental Health, Body Attachments, Writs of Restitution/Assistance, Executions and Evictions.
- Drug Enforcement Unit
- High Intensity Drug Trafficking Area (HIDTA)
- SWAT team
- Bomb disposal unit
- Dive team
- Civil Process Unit

Police Services Bureau Work Volume Statistics			
	2009 Actual	**2010 Budget**	**2011 Budget**
Writs of Restitution	2,807	3,500	3,000
Temporary Restraining Orders	5,189	5,000	5,300
Temporary Restraining Orders Removed	347	338	350
Traffic Citations Issues	35,725	38,500	39,500
Auto Accidents Reported and Investigated	3,965	4,500	4,500

The **Detention Services Bureau** includes 1,052 funded positions. The bureau includes:

- County Correctional Facility – Central (CCFS)
- County Correctional Facility – South (CCFS)
- Inmate Transportation
- Medical and Psychiatric Services for the CCFC and CCFS
- Providing Bailiff services to the Clerk of Courts
- Court Liaison Unit
- Operation of the Central Records Unit
- Information Technology Unit

The CCFC is a secure detention facility with total bed space of 960 beds for holding accused felons and misdemeanants until they are released on a pretrial basis or are adjudicated, and a small number of sentenced offenders awaiting transfers or hearings on new charges. The bed capacity of the CCFC has increased from 798 to 960 due to double bunking. Since January 2009, the Detention Bureau Electronic Monitoring Unit (EMU) also oversees the Huber/work-release program housed at the CCFC and a home detention program for inmates.

The CCFS receives and maintains custody of all sentenced prisoners in Milwaukee County committed by authorized courts for periods not exceeding one year and from other jurisdictions as authorized by County ordinance; provides rehabilitation, education, work, recreation and training processes; and releases prisoners upon expiration of sentence, parole or upon orders of the courts or other recognized authorities. This institution is permitted to receive and maintain custody of unsentenced prisoners from the Milwaukee County Sheriff. The CCFS also contains the following areas:

- The *Food Service Division* prepares meals for the inmates at the House of Correction, the County Jail, and for special events held on County property. Aramark Correctional Services, Inc., assumed operation of the inmate food service program.

- The *Inmate Industries Division* employs approximately 200 inmates and consists of a graphics print shop, laundry, a welding and recycling center, kitchen and maintenance program. It provides basic training in vocational jobs and meaningful work experience in business and industrial operations.

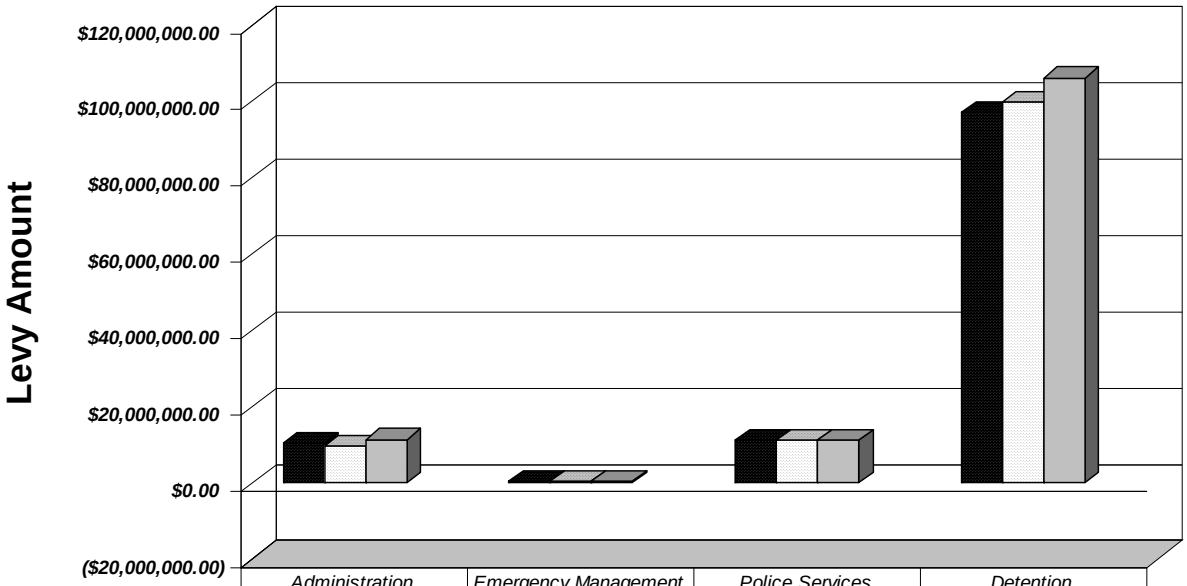
The Sheriff has the authority to transfer inmates between the CCFC and the CCFS in order to maximize the use of available beds.

Detention Services Bureau Work Volume Statistics

	2009 Actual	2010 Budget	2011 Budget
Bookings	38,426	45,500	40,000
CCFC Daily Population	930	900	900
EMU Daily Population	223	300	300
CCFS Daily Population	2,171	2,238	2,180
Average Daily Population System	3,324	3,438	3,380
CCFS Breakdown:			
Pretrial	889	760	880
Huber/Work Release	504	550	500
Probation and Parole	132	263	135
Municipal Commitments	67	65	65
Sentenced Inmates	579	600	600

BAILIFF POSTS	
Felony (including preliminary)	26
Misdemeanor and Traffic	15
Intake Court	3
Small Claims	1
Family Branches & Commissioners	10
Children's Court Judges & Commissioners	17
Traffic Court Commissioner	1
Pool	6
Total Posts	79

Organizational Levy Summary



	Administration	Emergency Management	Police Services	Detention
2009 Actual	$10,475,690.00	$486,310.00	$11,360,987.00	$97,317,367.00
2010 Budget	$9,710,530.00	$440,320.00	$11,372,690.00	$99,836,279.00
2011 Budget	$11,410,395.00	$541,322.00	$11,370,563.00	$106,335,407.00
Percent Change 10-11	17.51%	22.94%	-0.02%	6.51%

2011 BUDGET

Approach and Priorities

- Focus resources on core services such as Detention Services, Expressway Patrol, Airport, Courthouse security, and County-wide Dispatch.
- Continue the reorganization of the Detention Services Bureau in order to provide safe and secure detention while reducing costs to the taxpayer.
- Maximize outside revenue sources.

Programmatic Impacts

- The budget provides funding to continue core programs in order to maintain the Sheriff's ability to provide effective law enforcement services to Milwaukee County residents.
- The Sheriff continues to monitor and make housing decisions that are the most effective for the Office of the Sheriff for the CCFC and CCFS.
- The Criminal Justice Resource Center (CJRC) is discontinued in the 2011.

Budget Highlights

Wage and Benefit Modifications ***($5,133,723)***
This budget includes an expenditure reduction of $5,133,723 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Position Reconciliation
In 2011, the number of FTE's in the Sheriff's Office decreases by 47.5. This is primarily due to:

- A 1.4 million dollar reduction in overtime that equates to 30.7 positions.
- 24.0 FTE reduction related to the 2010 privatization of inmate transportation.
- VANDT adjustments.

Core staffing levels slightly increase in 2011.

Position Actions ***$820,472***
3.0 FTE of Correctional Officer Lieutenant and 4.0 FTE of Deputy Sheriff Lieutenant are created at a cost of $683,074. These costs include salary, social security and active fringe benefit costs. These positions are created to provide increased supervision, accountability and operational analysis in order to improve the allocation of resources in a more efficient and effective manner.

1.0 FTE of Management Assistant Human Resource is created at a cost of $61,292. These costs include salary, social security and active fringe benefit costs. This position is requested to assist the Human Resource Coordinator at CCFS in FMLA administration.

1.0 FTE of Case Management Specialist Sheriff is abolished upon vacancy and 1.0 FTE of Psychiatric Social Worker is created for a net cost of $10,772 to reflect the changing needs of the Psychiatric Unit of Detention Services. These costs include salary, social security and active fringe benefit costs.

1.0 FTE of Administrative Specialist-Sheriff is created to assist the Medical Unit in obtaining accreditation at a cost of $65,334.

1.0 FTE Health Care Plan Specialist 2 is transferred from the Department of Family Care (DFC) to the Office of the Sheriff. The crosscharge from DCF is eliminated to offset this expenditure increase, resulting in no tax levy impact.

Vacancy and Turnover Reduction ***($691,176)***
The 2011 vacancy and turnover is increased to 6.1% of salaries in 2011 compared to 5.6% of salaries in the 2010 Adopted Budget. This vacancy and turnover change reflects a tax levy savings of $691,176.

Decreased State Reimbursement Revenue ***$621,362***
Revenue received from State grants decreases by $621,362 and is replaced with tax levy due to a decrease in the number of inmates housed for the State of Wisconsin and a minor increase in revenue for the training academy. In 2008, the County entered into a contract with the State of Wisconsin to house up to 192 inmates for a fee of $51.46 per day. The 2011 budget projects an average 150 inmates per day in 2011 versus 180 budgeted in 2010, a revenue decrease of $648,362. The Sheriff increased revenue for the training academy $27,000.

Decreased Federal Reimbursement Revenue ***$172,000***
The 2010 Budget included Federal revenue for housing inmates for the U.S. Marshal's Service of $1,650,000 based on experience. The 2011 Budget is based on housing an average of 50 inmates per day at a rate of $81 per day plus transportation reimbursement for total reimbursement of $1,490,000. This amounts to a revenue decrease of $160,000.

The 2011 Budget includes $150,000, a decrease of $75,000 from 2010, in State Criminal Alien Assistance Program (SCAAP) revenue that will help offset expenditures related to incarcerating undocumented immigrants.

In addition, there are additional minor fluctuations in federal revenues in the Office of the Sheriff, which increases revenues by $63,000. Tax levy of $172,000 is provided to partially offset these revenue reductions.

Commissary ***($228,850)***
Revenue from Commissary increases $228,850 from $801,150 in 2010 to $1,030,000 in 2011. The agency has a new vendor contract that has resulted in a lower cost for goods sold.

Officer Training Reimbursement ***$57,290***
Reimbursement revenue from the State of Wisconsin for officer training decreases $57,290 from $316,150 in 2010 to $258,860 in 2011 based on the number of jailer classes and in service training hours anticipated in 2011.

Bailiff Services ***$9,898,131***
The crosscharge from the Office of the Sheriff to the Courts for bailiff services is eliminated in 2011. The Sheriff's budget decreases it's abatement by $9,750,872 in 2010 to $0 to reflect this change and receives a cross charge from Child Support of $147,259 that had been budgeted in the Courts. This amount is reflected in the Combined Courts Related Operations Budget (Org 2000-Page 4).

Unemployment Compensation ***$208,572***
Funding for unemployment compensation increases $208,572 from $191,428 in 2010 to $400,000 in 2011 based on actual experience.

Pharmaceutical Drugs ***($350,000)***
Funding for the pharmacy contract decreases $350,000 from $1,350,000 in 2010 to $1,000,000 in 2011 based on actual experience.

Medical Service Fees ***$200,337***
Outside medical services for inmates increases $200,337 from $619,500 in 2010 to $819,837 in 2011 based on actual experience.

Overtime Modifications ***($1,429,164)***
In 2010, the Sheriff was able to implement operational changes that reduced overtime on a permanent basis. These changes continue in 2011 and result in a savings of $1,429,164 in 2011.

Lumpsum Reduction ***$0***
The 2011 Budget eliminates the lumpsum reduction of $1,162,837 and distributes the reduction to operating accounts within its bureaus that are primarily detailed below. Operating accounts are realigned to reflect actual expenditures from past years resulting in no operational impact from this reduction and no net levy increase.

Electronic Monitoring Unit ***($4,405)***
The agency continues to utilize GPS, Voice Print and Secure Continuous Remote Alcohol Monitoring (SCRAM) to conduct the supervision of inmates released to home detention. The 2011 Budget is based on an estimated daily population of 150 inmates on SCRAM, 200 inmates on GPS and 100 inmates on Voice Print. Of the inmates participating in these programs, it is estimated that 80 will be employed and will pay the County $24.00 per day. Revenues for the electronic surveillance program decrease by $394,200 from $1,095,000 in 2010 to $700,800 in 2011 to better reflect actual collections. Costs for electronic devices decrease by $398,605 to reflect projected populations. Funding for drug testing remains at $85,000.

Huber Revenue Re-Estimate ***($709,560)***
The 2011 Budget is based on an estimated daily population of 156 employed Huber/Work Release inmates paying $24 per day, an increase of 66 employed inmates from 2010. The Office of the Sheriff will continue to work

with public and private entities to provide employment opportunities for inmates. Revenue from this program increases $709,560 in 2011 from $657,000 to $1,366,560.

Jailer Initiative ***($1,579,500)***
The budget continues the Jailer Initiative by abolishing an additional 50 Deputy Sheriff 1 positions upon vacancy and creating 50 Correctional Officer 1 positions in the County Correctional Facility Central. The 2011 budget is based on 253 filled Correctional Officer 1 positions and 44 filled Deputy Sheriff positions in the CCFC. The total cost reduction for active salary and fringe per FTE is $31,590, for a total savings of $1,579,500. It is anticipated that by 2012 or 2013 all Deputy Sheriff 1 positions in the CCFC will be replaced by Correctional Officer 1 positions.

Farm and Fish Hatchery ***($100,099)***
The 2010 Adopted Budget transferred the Farm and Fish Hatchery program to the Parks Department effective July 1, 2010 resulting in a decrease of $50,099 of levy in the Sheriff's budget. For 2011, the transition of the Farm and Fish Hatchery program to the Parks Department is completed. Due to rising expenses in the Sheriff's Office related to the administration of providing inmate labor for the farm operated by the Hunger Task Force, the Sheriff's Office institutes a charge to Hunger Task Force of $50,000 to cover these costs.

Criminal Justice Resource Center ***($679,910)***
The CJRC is closed effective January 1, 2011 to appropriately allocate resources towards mandated services. The 2010 Budget contained funding for the CJRC offset by the assumed savings related to the closure of one dorm. The Sheriff's Office indicates that the CJRC does not have a significant impact on the need for dorm space within County correctional facilities. As a result, the CJRC will be closed effective December 31st, 2010. However, the following inmate services at CCFS and CCFC remain funded in 2011:

Facility	Contractor	Service	Amount
CCFS	WCS	Assessment	$58,401
CCFS	WCS	Job seeking skills, job development	$242,217
CCFS	MATC	AEFL grant match	$29,380
CCFS	WCS	Print Shop training and job placement program	$48,745
CCFS	Attic Correctional Services	AODA	$42,000
		TOTAL	$420,743

Expressway Patrol ***$39,295***
For 2011, the Expressway Patrol unit will consist of 50 Deputy Sheriff 1 positions, 5 Deputy Sheriff Sergeant positions, one Deputy Sheriff Lieutenant position, 1 Deputy Sheriff Captain position and 1 Administrative Assistant position. Expenditure appropriations of $8,253,457 are partially offset by citation revenue of $2,621,500, County Trunk Maintenance revenue of $1,833,861, and $1,040,800 in revenue from the State of Wisconsin for patrolling of the expressway. Additionally, the Department of Transportation is providing $234,982 for assisting disabled motorists and to help maintain traffic flow, especially during rush hours and in construction zones in 2011, and $206,200 partially offset costs to patrol I-94 during construction. Given that State revenue is not sufficient to cover the cost of State Expressway Patrol, levy for this program increases in 2011 by $39,295, bringing the total levy support for the patrol of state highways to $2,316,114.

Internal Crosscharges ***$0***
To better account for costs between the two facilities, the 2010 budget instituted internal charges from CCFC to CCFS for medical and mental health services and instituted charges from CCFS to CCFC for dietary and laundry services. These charges are continued in 2011 as shown below:

Item	CCFC	CCFS
Dietary Services	1,254,000	(1,254,000)
Laundry Services	400,000	(400,000)
Medical Services	(5,350,000)	5,350,000
Total	(3,696,000)	3,696,000

Tactical Enforcement Unit/Park Patrol ***($386,180)***
The Tactical Enforcement Unit/Park Patrol continues in 2011 with 25 Deputy Sheriff 1 positions and 1 Deputy Sheriff Sergeant position. Expenditures for this program are budgeted at $3,235,540 partially offset by parking citation revenue of $42,000, JAG federal grant funding of $150,000 and special event reimbursements of $60,000, resulting in a tax levy cost of $2,983,540 for 2011. This is a decrease of $386,180 in tax levy from levy in 2010 of $3,369,721 primarily due to the Sheriff budgeting to actuals. This unit supplements Park Patrol, Expressway Patrol, Bailiff Services and other areas of the Sheriff's Office as needed.

Psychiatric Services ***($110,000)***
Funding for outside psychiatrist services decreases by $110,000, from $325,000 in 2010 to $215,000 in 2011 due to the filling of 1.0 FTE vacant Staff Psychiatrist.

High Intensity Drug Trafficking Area Grant Program ***$32,072***
The Milwaukee High Intensity Drug Trafficking Area (HIDTA) grant program continues for 2011 with 1 Deputy Sheriff 1 position and 1 Deputy Sheriff Captain position. Expenditures for this program are budgeted at $302,332, partially offset by grant funding of $120,000, resulting in a tax levy cost of $182,332, an increase of $32,072 from 2010.

Drug Enforcement Unit ***($59,671)***
The Drug Enforcement Unit continues in 2011 with 1 Deputy Sheriff 1 positions and 1 Deputy Sheriff Sergeant position. This unit has net expenditures and tax levy cost of $351,846, which is a decrease of $59,671 from 2010.

Communications Equipment Maintenance Agreement Charges ***$134,828***

Phoenix System CAD	$403,831
ATT Positron	$51,381
ALP Reader	$1,470
Voice Recorder	$8,160
Non-Stop System Console	$397
ESRI Arc Pad	$1,750
Total	$466,989

The 2011 Budget for Communications includes expenditures of $466,989 for the conversion from the current Motorola CAD to ProPhoenix Computer Aided Dispatch (CAD) and various maintenance agreements. Switching CAD systems will allow for better information sharing, more data collection, in-car report writing and better Automatic Vehicle Location (AVL) services. In addition, the majority of the suburbs in Milwaukee County use ProPhoenix CAD. Annual maintenance costs will decrease by $215,797 beginning in 2012 due to this switch.

Airport Patrol ***$0***
The charges to the Airport for Sheriff's office patrol is increased by $85,182 from $7,297,221 in 2010 to $7,382,403 in 2011 due to increased personal services costs. In 2011, the Sheriff's Office will provide security at General Mitchell International Airport with funding provided for 50 Deputies, six Sergeants, one Captain, four K9 Officers and one Clerical Assistant. The cost to operate this program is offset by airport revenues.

Capital Investments

The project below is included in the 2011 Capital Improvements Budget for IMSD.

- WO444 – Sheriff/BHD Electronic Medical Records, $500,000

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 74,795,411	$ 72,212,438	$ 71,662,277	$ (550,161)
Employee Fringe Benefits (EFB)	47,244,138	52,954,543	50,628,023	(2,326,520)
Services	11,069,339	11,961,094	13,319,749	1,358,655
Commodities	4,457,802	5,817,264	4,804,866	(1,012,398)
Other Charges	1,212,508	(129,820)	420,743	550,563
Debt & Depreciation	0	0	0	0
Capital Outlay	1,171,252	390,240	263,145	(127,095)
Capital Contra	0	0	0	0
County Service Charges	19,208,788	26,190,725	27,172,163	981,438
Abatements	(19,597,039)	(27,444,969)	(18,520,339)	8,924,630
Total Expenditures	$ 139,562,199	$ 141,951,515	$ 149,750,627	$ 7,799,112
Direct Revenue	9,758,342	10,368,856	10,768,178	399,322
State & Federal Revenue	10,142,744	10,192,840	9,304,763	(888,077)
Indirect Revenue	20,720	30,000	20,000	(10,000)
Total Revenue	$ 19,921,806	$ 20,591,696	$ 20,092,941	$ (498,755)
Direct Total Tax Levy	119,640,393	121,359,819	129,657,686	8,297,867

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**1,438.9**	**1,434.2**	**1,386.7**	**(47.5)**
% of Gross Wages Funded	**92.2**	**94.4**	**93.9**	**(0.5)**
Overtime (Dollars)**	**$ 4,847,536**	**$ 4,565,844**	**$ 3,136,680**	**$ (1,429,164)**
Overtime (Equivalent to Position)	**92.1**	**94.9**	**64.2**	**(30.7)**

* For 2009 Actuals, the Position Equivalent is the budgeted amount. 2010
****** For 2010 and 2011 Budget, overtime figures do not include reductions described in org. 1972. For 2011 this amount equals ($677,715).

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Office of the Sheriff **UNIT NO.** 4000
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Clerical Asst 2 *	00000045	Unfund	0	(2.00)	Trans	$ (73,206)
Health Care Plan Spec 2	00004905	Transfer in	1	1.00	Medical Unit	40,281
Case Mgmt Spec Sheriff	00055305	Abolish upon vacancy	(1)	(1.00)	Psych	(46,650)
Psych Soc Wkr Sheriff	00056990	Create	1	1.00	Psych	54,870
Corr Officer1 *	00058500	Unfund	0	(7.00)	Trans	(278,040)
Corr Officer 1 Sheriff	00058515	Create	50	50.00	CCFC	1,749,300
Deputy Sheriff 1	00061450	Abolish upon vacancy	(50)	(50.00)	CCFC	(2,955,449)
Deputy Sheriff *	00061450	Unfund	0	(15.00)	Trans	(886,634)
Corr Officer Lt	00058610	Create	3	3.00	CCFS	156,354
Deputy Sheriff Lt	00061710	Create	4	4.00	CCFC	271,112
Admin Spec - Sheriff	NEW	Create	1	1.00	CCFS	36,454
Mgmt Asst - Human Res	00000019	Create	1	1.00	CCFS	33,376
					TOTAL	$ (1,898,232)

* Related to the privatization of inmate transportation approved during 2010.

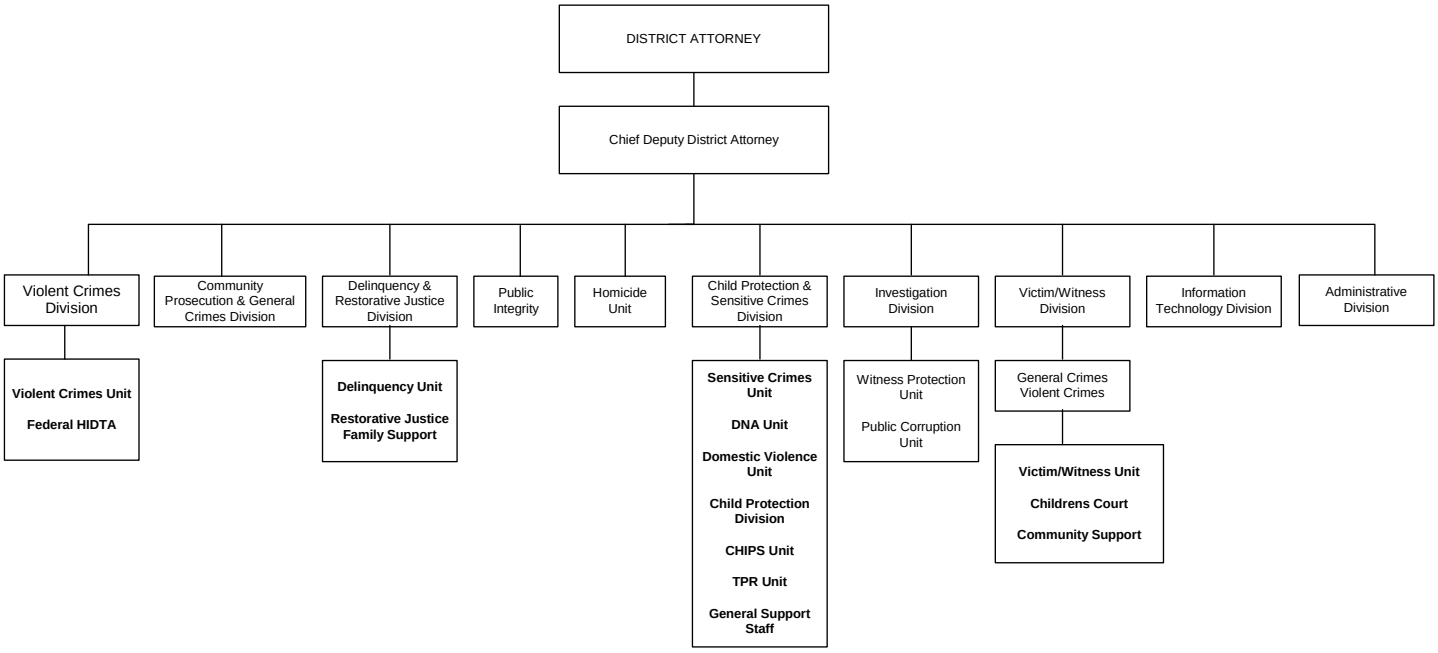
ORGANIZATIONAL COST SUMMARY					
DIVISION		2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Administration	Expenditure	$ 11,403,307	$ 10,576,155	$ 12,351,990	$ 1,775,835
	Revenue	927,617	865,625	941,595	75,970
	Tax Levy	$ 10,475,690	$ 9,710,530	$ 11,410,395	$ 1,699,865
Emergency Management	Expenditure	$ 1,324,556	$ 1,006,380	$ 1,135,382	$ 129,002
	Revenue	838,246	566,060	594,060	28,000
	Tax Levy	$ 486,310	$ 440,320	$ 541,322	$ 101,002
Police Services	Expenditure	$ 19,351,043	$ 19,338,283	$ 19,236,213	$ (102,070)
	Revenue	7,990,056	7,965,593	7,865,650	(99,943)
	Tax Levy	$ 11,360,987	$ 11,372,690	$ 11,370,563	$ (2,127)
Detention	Expenditure	$ 107,349,130	$ 111,030,697	$ 117,027,043	$ 5,996,346
	Revenue	10,031,763	11,194,418	10,691,636	(502,782)
	Tax Levy	$ 97,317,367	$ 99,836,279	$ 106,335,407	$ 6,499,128

**Sheriff's Forfeiture
The Office of the Sheriff maintains a policy of recoding transactions involving Federal Forfeiture funds in the County's accounting system at year-end. The Sheriff receives Federal Forfeiture funds generated primarily by the amount of cash and assets seized by the Sheriff's Drug unit. These funds, which are not reflected in the Sheriff's adopted budget, permit the Sheriff to make expenditures for items such as employee wearing apparel, travel and equipment for the Detective Bureau. The Federal Forfeiture funds are kept in a segregated account and the use of these funds does not require County Board approval.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DISTRICT ATTORNEY

DISTRICT ATTORNEY (4500)



MISSION

The mission of the Milwaukee County District Attorney's Office is to promote public peace and safety by just and vigorous prosecution; to seek and achieve impartial justice by ensuring that the guilty are punished and the innocent go free; to protect the health and welfare of children who are victims of child abuse and neglect; and to safeguard the rule of law and promote citizens' participation in law enforcement by treating all persons who come in contact with the criminal justice system with fairness, dignity and respect.

Budget Summary

	2011	2010/2011 Change
Expenditures	**18,750,526**	**(1,048,362)**
Revenue	**7,123,669**	**(929,195)**
Levy	**11,626,857**	**(119,167)**
FTE's	**145.1**	**(0.4)**

Major Programmatic Changes

- Continue Conversion to an Electronic Records Management System; Enhance IT Resources
- Enhance Forensic Accounting
- Consolidate the Victim/Witness Program

OBJECTIVES

- Target, investigate, successfully prosecute and incarcerate shooters, other illegal gun offenders, and other violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units.
- Reduce crime by coordinating the efforts of the community prosecution, general crimes, and violent crimes units and assigning each general crimes and violent crimes teams to one or more Milwaukee police districts and adjoining suburbs to promote accountability and facilitate investigation and prosecution of criminal gangs and violent offenders.

- Maintain a permanent witness protection unit to ensure that crime victims and witnesses who are threatened or intimidated are able to safely appear and testify in court; and that offenders who threaten, intimidate, or harm crime victims and witnesses are successfully prosecuted and punished.
- Continue to work closely with the courts, the State Public Defender, Justice 2000 and other community organizations to maintain a successful diversion and deferred prosecution program for nonviolent offenders with serious substance abuse and mental health treatment needs.
- Continue the successful operation of the Violent Crimes Courts project, which aims to bring homicide and sexual assault cases to trial within 90 to 120 days of the issuance of criminal charges.
- Continue to carry out the mandate of the crime victims' rights bill to ensure that all victims and witnesses of crime are treated with dignity, respect, courtesy, and sensitivity; and that the rights extended to victims and witnesses of crime are honored and protected no less vigorously than the protections afforded criminal defendants.
- Continue to enhance the prosecution of felony drug cases through the Milwaukee High Intensity Drug Trafficking Area (HIDTA), the Milwaukee Metropolitan Drug Enforcement Group (MMDEG), the community prosecution unit, and the violent crimes unit by targeting, investigating and prosecuting major drug dealers; ridding neighborhoods of drug dealers and nuisance properties; and continuing the successful operation of the Speedy Trial Drug Courts project, which aims to bring drug cases to trial within 120 days of the issuance of criminal charges.
- Continue the successful operation with the state Bureau of Milwaukee Child Welfare of the Termination of Parental Rights (TPR) Speedy Resolution project at the Vel Phillips Juvenile Justice Center to ensure that children do not languish in substitute care for years without realistic prospect of a return home or adoption by a loving family.
- Continue to implement 2005 Wisconsin Act 60, which mandated electronic recording of statements of adults in custodial interrogation, effective January 1, 2007, and requires the district attorney to copy, edit, index, provide discovery, and play in court the electronically recorded statements of defendants in felony cases.

DEPARTMENTAL PROGRAM DESCRIPTION

District Attorney Functions: The district attorney is responsible for the following duties: organization of prosecution of all criminal, juvenile and applicable ordinance violations in Milwaukee County; recruitment and staffing of all professional positions and making major assignments of personnel and cases; coordination and supervision of all department activities; and approval and control over all departmental policies, procedures and activities.

Chief Deputy District Attorney Functions: The chief deputy district attorney is responsible for the following duties: supervision of all division functions and oversight of the implementation of all departmental policies and procedures; supervision of liaisons with other county officials and departments, city, state, federal officials, law enforcement agencies and community groups; serving as office liaison to the legislature and initiation and review of proposals for criminal and juvenile law legislation; supervision of the public integrity unit; extradition of defendants from other states on felony charges; and management of proceedings related to the extradition of uncooperative witnesses on felony cases to or from Milwaukee County.

DA and Chief Deputy DA Program Personnel	
District Attorney	1
Chief Deputy District Attorney	1
County Staff	1
Assistant District Attorneys	4

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS -- FILINGS

Workload Statistics	2007	2008	2009	2008/2009 Change
Felony	6,270	6,437	5,845	(592)
Misdemeanor	9,027	7,648	6,646	(1,002)
Criminal Traffic	6,275	6,397	5,534	(863)
Children in Need of Protective Services (CHIPS)	1,717	1,820	1,533	(287)
Juvenile Delinquency	2,467	2,188	1,818	(370)
TPR (Termination of Parental Rights)	285	395	346	(49)

***General Crimes Division*:** The general crimes division staffs all general felony and misdemeanor courts and presents evidence, argues motions, negotiates cases, and conducts jury and court trials for all general felony, misdemeanor and applicable ordinance violations in Milwaukee County. The division staffs five general felony courts and seven general misdemeanor courts in Milwaukee County circuit court, and strives to ensure application of uniform negotiation policies in general felony, misdemeanor, and ordinance cases, and to develop and maintain systems to ensure the highest quality of prosecution and speedy disposition of general felony, misdemeanor, and ordinance violation cases.

General Crimes Division Personnel	
Deputy District Attorney	1
County Staff	5
Assistant District Attorneys	30

***Administrative and Investigation Divisions*:** The investigation division, which is headed by the chief investigator, supervises district attorney investigators who investigate police shootings of civilians and deaths in police custody, public corruption, major multi-jurisdictional crimes, industrial deaths and injuries, as well as provide post-charging investigation on major crimes, and maintain office security. The division also runs the witness protection program which seeks to insure that witnesses who are threatened or intimidated are able to safely appear and testify in court by focusing enforcement efforts on prosecuting offenders and offering specialized security services to victims and witnesses. The chief investigator assists the deputy district attorney in charge of administration with long range planning, internal management, and the preparation of the county budget.

The administrative division administers the department's state and county budgets and fiscal systems, develops and coordinates grants and revenues, and controls the expenditure of funds. The division supervises internal management, including inventory, purchasing systems and procedures, record management and statistics, as well as organizing, staffing, directing and coordinating clerical functions. The division is responsible for long-range planning, and maintaining liaison with the administrative and fiscal personnel of the State, Milwaukee County, law enforcement agencies and other governmental organizations.

Administrative Division Personnel	
Deputy District Attorney	1
County Staff	23.7
Assistant District Attorneys	0

Investigator Division Personnel	
Chief Investigator	1
County Staff	10

Violent Crimes Division: The violent crimes division staffs the specialized criminal courts for homicide, sexual assault, felony drug, and firearms cases, and presents evidence, argues motions, negotiates cases, and conducts jury and court trials for all felony violations in the specialized Milwaukee County felony courts. The division, which consists of the homicide, sensitive crimes, sensitive crimes victim witness services, violent crimes – drug, and violent crimes – firearms units, staffs seven specialized felony courts in Milwaukee County circuit court and strives to ensure application of uniform negotiation policies in violent crimes cases, and to develop and maintain systems to ensure the highest quality of prosecution and speedy disposition of violent crimes cases.

Violent Crimes Division Personnel	
County Staff	18.5
Assistant District Attorneys	32.75

Juvenile Division: The juvenile division performs the following functions: reviews all referrals for possible delinquency prosecution and orders additional investigation as required; provides legal advice to the Vel Phillips Juvenile Justice Center staff; drafts and files petitions to declare juveniles delinquent or in need of protection and services (CHIPS) under Chapters 48 and 938 of Wisconsin Statutes; prepares and argues waivers of jurisdiction from juvenile court to adult court; prosecutes all delinquency and CHIPS actions in the juvenile court of Milwaukee County; reviews and prosecutes all matters involving termination of parental rights in the juvenile court of Milwaukee County; conducts a continuing education and information program for law enforcement personnel, social services agencies, child protection social workers and citizens on latest developments and practices in juvenile law; and directs the victim/witness services unit of the Vel Phillips Juvenile Justice Center, including the witness notification and subpoena functions.

Juvenile Division Personnel	
Deputy District Attorney	1
County Staff	27
Assistant District Attorneys	30.5

Community Prosecution Division: The community prosecution division supervises the community prosecutors in six Milwaukee police district stations; the domestic violence unit, which prosecutes all domestic violence cases in three specialized courts in Milwaukee County circuit court; the restorative justice and family support unit; and the crisis response unit, which provides services to crime victims after the commission of a crime. The division also supervises the diversion and treatment alternatives to criminal charges program.

Community Prosecution Personnel	
Deputy District Attorney	1
County Staff	18
Assistant District Attorneys	22

Information Technology Division: The information technology division manages the district attorney's computer network downtown and at the Vel Phillips Juvenile Justice Center which is part of the statewide district attorney computer network; manages the database and user accounts for the State DA case management system PROTECT, manages district attorney connections to the county mainframe for the CJIS, JIMS, Advantage, and BRASS applications; trains district attorney staff in office computer applications; prepares courtroom exhibits and presentation equipment and copies, edits and converts electronic media in criminal and juvenile cases; and manages district attorney facilities in the Safety Building and Criminal Justice Facility**.**

Information Technology Personnel	
IT Director	1
County Staff	1

Victim/Witness Division: The victim/witness division provides comprehensive services as required by law to crime victims and witnesses on criminal cases; and includes the Outreach process unit, which serves subpoenas and other process on criminal and juvenile cases.

Victim/Witness Personnel	
Deputy District Attorney	1
County Staff	42

***State Prosecutors and the County Payroll and Benefit System*:** The district attorney's budget includes 8.0 FTE prosecutors who elected to remain in the Milwaukee County Employee Retirement System and retained county fringe benefits when district attorneys became state employees on January 1, 1990. There are also 12.0 FTE prosecutors on the state payroll that retained county fringe benefits when district attorneys became state employees. The budget reflects county payments to prosecutors on the county payroll and state reimbursement for these payments as well as the actual county cost of fringe benefits provided to the 20.0 FTE prosecutors with county fringe benefits. The county is reimbursed biweekly for salary, social security, and retirement benefits and semi-annually for health, dental, and life insurance. Wis. Stat. §§ 978.12 (5) & (6) provide that state reimbursement must be based on actual county fringe benefits' costs or comparable state costs, whichever is less.

CHARGES FROM THE STATE

Charges from the state for state prosecutors decrease $391,856 for the salaries and fringe benefits of 31.5 FTE assistant district attorneys whose positions are offset with federal and state grant revenue. The state fronts the money for the salaries and fringe benefits of these grant-funded prosecutors; the district attorney receives the revenue for these positions in accounts 2299 and 2699 and passes the revenue on to the state through expenditure account 6090. Because the Prosecution '09 Congressional Earmark went directly to the State Office of Prosecution, the state will not be charging the county for the salaries and fringe benefits associated with the district attorneys funded by the Earmark.

CHARGES FROM THE STATE				
Charges from the State	**2011 ADA FTE**	**2010 Budget**	**2011 Budget**	**2010/11 Variance**
Byrne JAG OJA MMDEG Task Force	4.0	$ 329,962	$ 286,810	$ (43,152)
2009 Byrne JAG Local	5.0	388,750	388,750	0
Byrne JAG OJA Prosecution of Drug Crimes	2.0	155,750	158,250	2,500
Byrne JAG Recovery Act	2.0	0	145,400	145,400
Child Support Prosecutor	1.0	81,695	77,946	(3,749)
State CHIPS TPR Grant	8.5	720,112	698,010	(22,102)
State Violence Against Women Act (VAWA)	1.0	70,062	85,979	15,917
High Intensity Drug Trafficking Area (HIDTA)	5.0	388,750	373,430	(15,320)
Prosecution '09 Congressional Earmark	0.0	471,000	0	(471,000)
Federal VAWA Domestic Violence	3.0	234,850	234,500	(350)
TOTAL	31.5	$ 2,840,931	2,449,075	$ (391,856)

Approximately 30 percent of district attorney county personnel costs are state and federal grant-funded.

Revenue from state grants for 2011 is comprised of six programs that are detailed in the following table:

STATE GRANTS			
State Revenue Programs	**2010 Budget**	**2011 Budget**	**2010/11 Variance**
Victim/Witness Program	$ 1,389,100	$ 1,385,000	$ (4,100)
Victim of Crimes Act (VOCA)	309,000	286,000	(23,000)
Special Prosecution Courts' Clerks	319,100	327,100	8,000
CHIPS-Termination of Parental Rights State Contract	1,166,850	1,151,355	(15,495)
State Violence Against Women Act	143,200	162,300	19,100
Org Unit 1972 Revenue Offset	(82,898)	(4,727)	78,171
VAWA Recovery Act	0	7,500	7,500
TOTAL	$ 3,244,352	$ 3,314,528	$ 70,176

The Victim/Witness Program, which provides services to victims and witnesses of crimes will consist of 4.5 FTE victim/witness coordinators, 24.0 FTE victim/witness advocates, one sensitive crimes victim advocate, three investigators in the witness protection unit, and four clerical personnel.

Victims Of Crime Act (VOCA) funding from the Wisconsin Department of Justice, Office of Crime Victim Services (OCVS), will provide funding for two victim/witness advocates assigned to the crisis response unit and three assistant sensitive crimes victim advocates in the sensitive crimes victim services init. OCVS provides 80 percent reimbursement for these positions and operating expenses through VOCA.

The Special Prosecution Courts' Clerks statutory grant provides funding for 4.5 FTE secretarial assistants and 2.0 FTE clerical assistants in the homicide, sensitive crimes, and violent crimes units. The clerk of circuit court collects the grant revenue from a $3.50 fee levied on civil case filings.

The CHIPS-Termination of Parental Rights grant will provide continuing funding for 8.5 FTE assistant district attorneys, four paralegals, and two secretarial assistants under a state contract with the Department of Children and Families.

The State Violence Against Women Act (VAWA) Formula Grant for Domestic Violence and Sexual Assault Prosecutions from the Wisconsin Office of Justice Assistance (OJA) will provide funding for one assistant district attorney and one assistant sensitive crimes victim advocate.

The VAWA Recovery Act Training Grant from OJA will provide training in domestic violence, sexual assault, and child abuse case for district attorney employees and district attorney community partners, such as the Sojourner Family Peace Center and the Alma Center.

Revenue from federal grants for 2011 is comprised of six programs that are detailed in the following table:

FEDERAL GRANTS	2010 Budget	2011 Budget	2010/11 Variance
Bryne JAG OJA Prosecution of Drug Crimes	$ 155,750	$ 158,250	$ 2,500
HIDTA	477,000	452,350	(24,650)
Bryne JAG OJA MMDEG Task Force	643,462	605,525	(37,937)
2009 Bryne JAG Local	388,750	388,750	0
Bryne JAG Recovery Act	0	145,400	145,400
Federal VAWA Domestic Violence	597,575	590,300	(7,275)
Prosecution 2009 Congressional Earmark	471,000	0	(471,000)
TOTAL	$ 2,733,537	$ 2,340,575	$ (392,962)

The Byrne Justice Assistance Grant (JAG) Prosecution of Drug Crimes grant will provide approximately $158,250 from OJA for two assistant district attorneys assigned to drug teams in the Milwaukee Metropolitan Drug Enforcement Group (MMDEG) legal unit.

The Milwaukee High Intensity Drug Trafficking Area (HIDTA) grant will provide 100 percent funding from the federal Office of National Drug Control Policy (ONDCP) for five assistant district attorneys and one clerical specialist and for maintenance of the Phoenix law enforcement reporting system.

The 2009 Byrne JAG Local grant, which is administered by the Sheriff's Office, will provide funding for five assistant district attorneys: the three community prosecutors for Milwaukee police districts two, four, and seven, and the cities of South Milwaukee and West Allis; the juvenile firearms prosecutor; and one prosecutor in the domestic violence unit.

The Byrne JAG OJA MMDEG Task Force provides funding for four assistant district attorneys in the violent crimes – drug unit and payments to the Milwaukee, South Milwaukee, and West Allis police departments for the salaries and fringe benefits of officers assigned to MMDEG.

The Byrne JAG Recovery Act grant from OJA will provide funding for two assistant district attorneys assigned to the Milwaukee Metropolitan Drug Enforcement Group (MMDEG) legal unit, one assigned to a drug team and the second dedicated to drug overdose deaths and pharmaceutical diversion cases.

The Federal VAWA Domestic Violence grant will provide funding for three assistant district attorneys dedicated to domestic violence cases; payments to the project's community partners – the Task Force on Family Violence, Sojourner Truth House, Alma Center, and the state Department of Corrections; and reimbursement for telephone and travel expenses.

Child Support Enforcement

Wis. Stat. § 948.22 provides criminal penalties for failure to support a child. The Department of Child Support Enforcement (CSE) refers the most egregious cases to the district attorney for criminal prosecution. The district attorney cross charges CSE for services of an assistant district attorney on the state payroll and a full-time county paralegal that prosecute criminal child support cases. CSE receives federal reimbursement of 66 percent for the cost of these positions and charges back the remaining 34 percent to the district attorney. The state charges the district attorney for the costs of the assistant district attorney dedicated to child support cases.

Department of Health and Human Services

The costs for one half-time district attorney paralegal assigned to the First Time Offender program in the juvenile division at the Vel Phillips Juvenile Justice Center (VPJJC) are cross charged to the Department of Health and Human Services (DHHS) to recover grant funding that DHHS receives in its budget.

Department	Program	2010 Budget	2011 Budget	2009/10 Change
Child Support	Criminal Child Support Prosecutions	169,288	165,875	(3,413)
Health & Human Serv	First Offender Program	43,796	43,966	170
Health & Human Serv	JAIBG Juvenile Firearms Prosecutions	-	-	-
	TOTAL	213,084	209,841	(3,243)

2011 BUDGET

Approach and Priorities

- Maintain current service levels in both quantity and quality. The district attorney's office is a public safety agency whose duties are mandated by federal and state law. It must meet court-ordered deadlines as well as perform its constitutional and statutory duties in order to enforce criminal and juvenile law to providing for the safety and security of the citizens of Milwaukee County.
- Hold the line in discretionary spending. The district attorney has a consistent record of fiscal discipline, running a surplus for the past 18 years.
- Continue to convert from a paper-based system to an electronic file and report environment to enhance case referral processing, deferred prosecution case monitoring, and investigative report creation and maintenance.

Programmatic Impacts

- Continue realignment of personnel resources within the district attorney's office in order to meet the evolving needs of the community in the most efficient and effective manner possible.
- Convert from a paper-based system to an electronic file and report environment, including a new IT Specialist position. In 2010 grant funds were received to purchase a license for the Pro-Phoenix records management system which will allow the district attorney's office to access electronic copies of police reports and potentially improve the processing of suburban criminal case referrals, improve the quality and monitoring of deferred prosecution cases, and provide the district attorney investigators with the ability to electronically create and maintain investigative reports and records on a par with other law enforcement agencies in the county.
- Enhance forensic accounting analysis which plays a key role in determining the success of the prosecution in many of complex fraud cases. The district attorney currently has a staff accountant with extensive previous criminal investigative and forensic accounting expertise; the addition of the requested Accountant 3 position will allow the allocation of a portion of the current accountant's time to be dedicated to criminal investigations in support of the public corruption unit.
- Continue the Victim/Witness program including $459,000 for a capital project that will allow the consolidation of domestic violence programs and staff. Consolidation will allow greater communication between victims of domestic abuse, victim witness specialists, assistant district attorneys, law enforcement and confidential advocates working for Sojourner Family Peace Center.
- Support the Milwaukee Metropolitan Drug Enforcement Group. The district attorney will receive a new Byrne JAG Recovery Act grant that provides funding for 2.0 FTE assistant district attorneys assigned to the Milwaukee Metropolitan Drug Enforcement Group.

Budget Highlights

Wage and Benefit Modifications ***($458,427)***
This budget includes an expenditure reduction of $511,698 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $53,271 for a total tax levy savings of $458,427.

Vacancy and Turnover ***$21,778***
To better align budget to past year actuals, the base vacancy and turnover rate is decreased slightly to 4% which results in increased expenditure authority of $42,360. This levy impact is partially offset by an increase in Vacancy and Turnover of $20,582 to reflect an April 1, 2011 funding start date for the 2 new positions described below.

Abolish a Clerical Assistant and Transcriptionist Positions ***($110,980)***
To better align staffing with program needs, 1.0 FTE Clerical Assistant 1 position and 1.88 FTE Transcriptionists (hourly) are abolished for a salary and active fringe benefit savings of $110,980. The Clerical and Transcriptionist positions are currently vacant. Savings are used to offset costs associated with the creation of the Accountant III and Network Tech Specialist (see below).

Create an Accountant III Position ***$74,038***
The district attorney continues to investigate complex fraud and other criminal activity. Forensic accounting analysis plays a key role in determining the success of the prosecution. The district attorney currently has a staff accountant with extensive previous criminal investigative and forensic accounting expertise; the addition of the requested Accountant III position will allow the allocation of a portion of the current accountant's time to be dedicated to criminal investigations in support of the public corruption unit. The new accountant will be responsible for the district attorney's accounting program by assisting in the preparation of the state and county budgets, preparing financial reports, monitoring grants, and assisting with office payroll functions. The position funding begins on April 1, 2011. The full year cost of this position is $74,038 including salary and active fringe benefits and is offset by abolishing the clerical and transcriptionist positions (see above).

Create a Network Tech Specialist Position ***$68,958***
There is a need for additional IT support as the district attorney's office continues to convert from a paper-based system to an electronic file report environment. In 2010, grant funds were received to purchase a license for the Pro-Phoenix records management system. The new IT position will help to integrate this software into the existing system as well as assist the district attorney in maintaining the office's computer networks, managing courtroom presentation equipment, prepare complex courtroom exhibits in electronic media, and managing the copying, preservation, indexing and conversion of electronic media to comply with legal requirements in criminal and juvenile cases. The position funding begins on April 1, 2011. The full year cost of this position is $68,958 including salary and active fringe benefits and is offset by abolishing the clerical and transcriptionist positions (see above).

Other Federal and State Grant Revenue ***$78,038***
In 2011, other federal grant revenue is increasing by a net of $78,038. This includes a new Byrne JAG Recovery Act grant from OJA that will cover salaries and benefits of 2.0 FTE assistant district attorneys assigned to the MMEDG legal unit.

Ballistic Vests ***$3,500***
Additional ballistic vests will be acquired at a cost of $3,500.

Capital Investments

- WC070 D.A. Domestic Violence Area Reconstruction, $459,000
- WC071 D.A. Security Card System, $83,000

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: District Attorney **UNIT NO.** 4500
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 8,083,312	$ 7,581,546	$ 7,380,607	$ (200,939)
Employee Fringe Benefits (EFB)	5,331,741	5,840,975	5,563,012	(277,963)
Services	3,419,024	3,993,226	3,616,234	(376,992)
Commodities	158,230	167,819	169,497	1,678
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	66,191	60,700	54,750	(5,950)
Capital Contra	0	0	0	0
County Service Charges	2,205,951	2,367,706	2,176,267	(191,439)
Abatements	(240,209)	(213,084)	(209,841)	3,243
Total Expenditures	$ 19,024,240	$ 19,798,888	$ 18,750,526	$ (1,048,362)
Direct Revenue	62,390	72,106	59,340	(12,766)
State & Federal Revenue	7,810,237	7,980,758	7,064,329	(916,429)
Indirect Revenue	0	0	0	0
Total Revenue	$ 7,872,627	$ 8,052,864	$ 7,123,669	$ (929,195)
Direct Total Tax Levy	11,151,613	11,746,024	11,626,857	(119,167)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**148.8**	**145.5**	**145.1**	**(0.4)**
% of Gross Wages Funded	**96.5**	**96.2**	**95.8**	**(0.4)**
Overtime (Dollars)**	**$ 150,345**	**$ 215,040**	**$ 192,912**	**$ (22,128)**
Overtime (Equivalent to Position)	**3.5**	**5.1**	**4.6**	**(0.5)**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2011 Budget, overtime figures do not include reductions described in Org. Unit 1972 and total ($3,758).

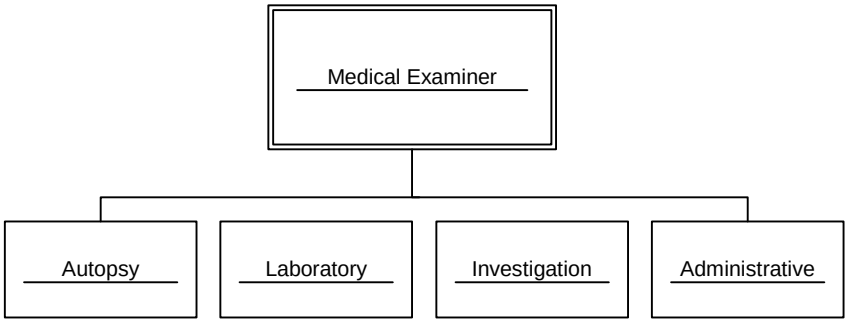
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Clerical Assistant	00042	Abolish	(1)	(1.00)	General	$ (27,818)
Transcriptionist	01693	Abolish	(4)	(1.88)	General	(56,156)
Accountant III*	84140	Create	1	1.00	Administration	43,104
Network Tech Spec DA*	84161	Create	1	1.00	Information Technology	39,220
					TOTAL	$ (1,650)

*Position funding begins April 1, 2011.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

MEDICAL EXAMINER

MEDICAL EXAMINER (4900)



MISSION

The mission of the Milwaukee County Medical Examiner's Office is to promote and maintain the highest professional standards in the field of death investigation; to provide a timely, accurate and legally defensible determination of the cause and manner of death; to enhance public health and safety through reducing the incidence of preventable deaths; to foster public awareness and support the advancement of professional, medical, and legal education; and to protect the interests of deceased individuals, their loved ones, and the communities it serves.

Budget Summary

	2011	2010/2011 Change
Expenditures	**4,577,888**	**(75,190)**
Revenue	**1,659,500**	**249,116**
Levy	**2,918,388**	**(324,306)**
FTE's	**27.5**	**0.3**

Major Programmatic Changes

- Increase cremation permit fee from $225 to $300 to offset increased demand for services.
- Increase death certificate fee from $75 to $125.

OBJECTIVES

- Meet and exceed the public's expectation with respect to accurate, timely, comprehensive, and compassionate death investigations;
- Ensure full and effective cooperation with law enforcement, District Attorney, and other interested parties;
- Continue our role as an impartial participant in the criminal justice process.

DEPARTMENTAL PROGRAM DESCRIPTION

The Milwaukee County Medical Examiner's Office is charged with investigating and determining the cause, circumstances and manner in each case of sudden, unexpected or unusual deaths. The Medical Examiner also provides services in the areas of public health and safety such as:

- Detecting tuberculosis, hepatitis, meningitis and other infectious diseases and taking the proper precautions against the spread of disease;
- Coordinating with other public health and safety organizations and entities to reduce the incidence of preventable deaths;

- Issuing death certificates for deaths investigated by this office;
- Conducting cremation investigations for all Milwaukee County deaths in which cremation is selected as a means of disposition;
- Maintaining a forensic toxicology laboratory for testing blood and body fluid specimens for the presence of drugs, poisons or other toxic agents, and;
- Hosting an annual two-day seminar designed to educate pathologists, coroners, attorneys, law enforcement officers, and other health professionals on a variety of topics relating to forensic science.

2011 BUDGET

Approach and Priorities

- Allocate available financial resources to best meet our statutorily required obligations
- Identify new revenue streams to help maintain continued operations

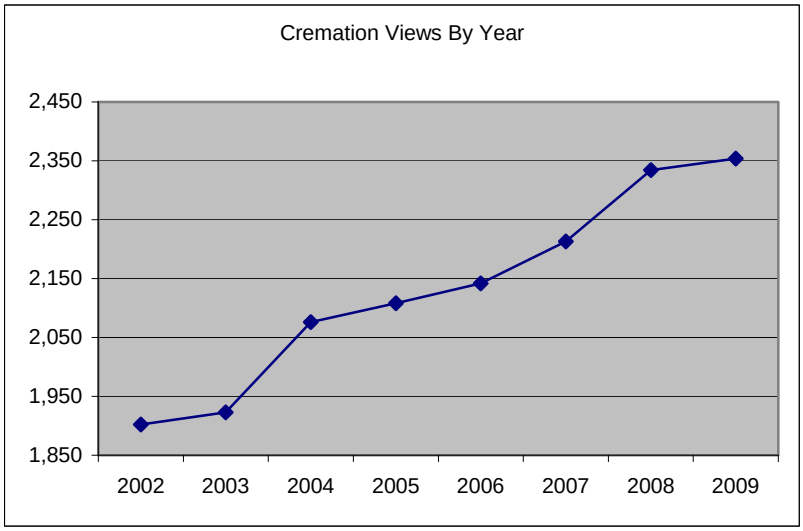
Programmatic Impacts

- This budget raises two service fees (death certificate and cremation permits) in order to maintain existing service levels as demands for services increase**.**

Budget Highlights

Wage and Benefit Modifications ***($166,500)***
This budget includes an expenditure reduction of $166,500 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Increase in Cremation Permit Requests ***($336,540)***
Due to the significant increase in the number of families choosing cremation as a means of final disposition, 1.0 FTE Forensic Investigator position is created for a salary and active fringe benefit cost of $74,038. Per Wisconsin § 979.10, the Medical Examiner's office must examine each corpse before a cremation permit can be issued. This position will be offset by an increase in cremation permit fees. This position is authorized effective April 1, 2011 and $18,516 of savings is budgeted in vacancy and turnover.



To offset rising costs, increasing service demands (see chart above), as well as revenue reductions, the Medical Examiner increases the cremation permit fee from $225 per permit, to $300 per permit. An increase also occurs in the death certificate-signing fee from $75 per certificate, to $125 per certificate. This results in a revenue increase of $392,062.

Direct Revenue Decreases ***$142,946***
Discontinue neuropathology consulting for a decrease of $60,000 per year in revenue. Other revenues related to private autopsies, teaching, testimonials, and autopsies performed for other Counties were decreased $93,746 to reflect past year actuals. Grant revenue increased $10,800 for a net tax levy increase of $142,946.

Forensic Pathology Fellowship ***($221,726)***
The Medical Examiner's Office will expand the contract with the Medical College of Wisconsin Department of Pathology and Medical College of Wisconsin Affiliated Hospitals to maintain a Fellowship program in Forensic Pathology for the entire year of 2011 at a cost of $85,000 an increase of $33,000 from the 2010 Adopted Budget. Due to the expansion of the Forensic Fellowship program to a year round program, 1.0 FTE vacant Assistant Medical Examiner position will be unfunded for a salary and active fringe savings of $254,726.

Light Duty Initiative ***($10,000)***
The Medical Examiner's Office frequently incurs overtime due to the need to contact and respond to hospitals regarding health history of individuals. A light duty initiative will be implemented in 2011 that will allow light duty eligible medical staff from other departments to handle these responsibilities. This will reduce overtime by $10,000 and allow Medical Examiner staff to focus on core job functions.

Forensic Lab Oversight ***$0***
The Medical Examiner's Office is authorized to continue a $75,000 contract with the Medical College of Wisconsin to provide a PhD Forensic Toxicologist to oversee the forensic laboratory as per National Association of Medical Examiner's guidelines.

Capital Outlay ***$45,550***
Capital Outlay expenditures increased by $45,550 due to the purchasing of new chairs and telephone equipment ($25,000), and an increase in grant revenue which is allocated to capital outlay expenditures for forensic equipment ($20,550).

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Medical Examiner **UNIT NO.** 4900
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 2,254,395	$ 2,144,108	$ 2,086,482	$ (57,626)
Employee Fringe Benefits (EFB)	1,164,785	1,283,666	1,199,753	(83,913)
Services	523,219	509,574	583,450	73,876
Commodities	167,279	149,050	170,500	21,450
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	19,450	65,000	45,550
Capital Contra	0	0	0	0
County Service Charges	540,932	547,230	472,703	(74,527)
Abatements	0	0	0	0
Total Expenditures	$ 4,650,610	$ 4,653,078	$ 4,577,888	$ (75,190)
Direct Revenue	1,001,016	1,385,438	1,626,500	241,062
State & Federal Revenue	14,407	24,946	33,000	8,054
Indirect Revenue	0	0	0	0
Total Revenue	$ 1,015,423	$ 1,410,384	$ 1,659,500	$ 249,116
Direct Total Tax Levy	3,635,187	3,242,694	2,918,388	(324,306)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**29.4**	**27.2**	**27.5**	**0.3**
% of Gross Wages Funded	**95.0**	**95.1**	**94.7**	**(0.4)**
Overtime (Dollars)**	**$ 84,237**	**$ 50,148**	**$ 77,172**	**$ 27,024**
Overtime (Equivalent to Position)	**1.2**	**0.7**	**1.0**	**0.4**

***** For 2009 Actuals, the Position Equivalent is a budgeted amount
** For 2010 and 2011, budgeted overtime figures do not include reductions described in org 1972. For 2011, this amount equals ($11,491).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Medexdir-Asstmedexam	80068	Unfund	0	(1.00)	Medical Examiner	$ (181,000)
Forensic Investigator*	64920	Create	1	1.00	Medical Examiner	49,500
					TOTAL	$ (131,500)

* Authorized effective April 1, 2011

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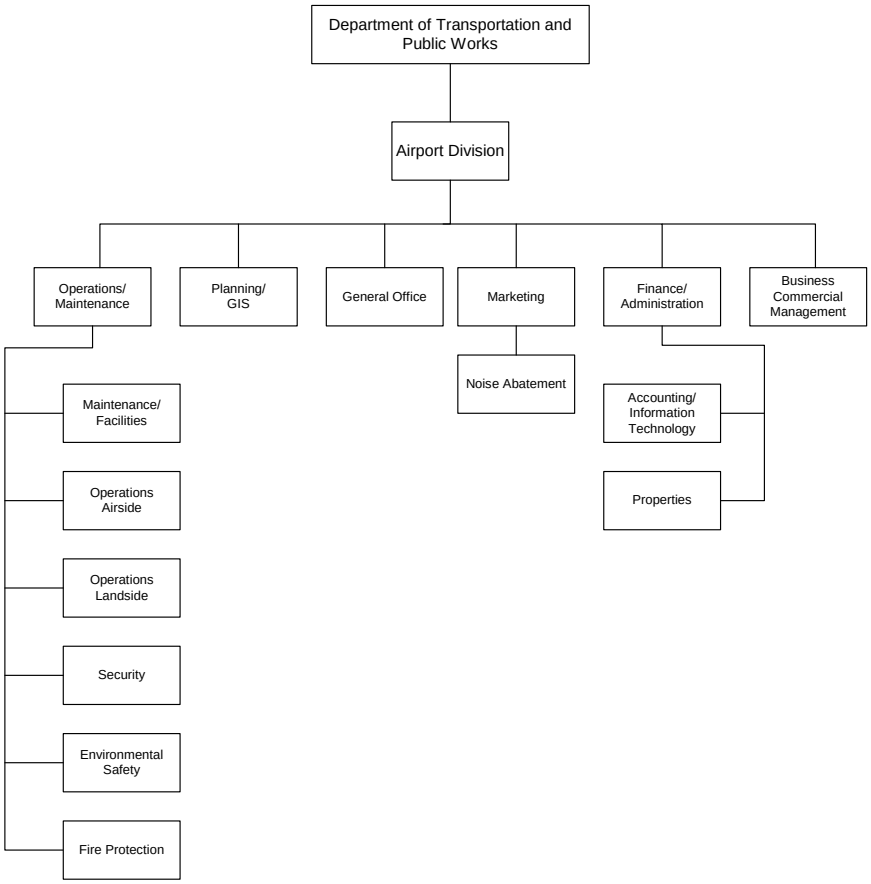
DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - AIRPORT

DTPW-AIRPORT (5040)



MISSION

The Airport Division will plan, enhance, operate and maintain efficient, cost-effective air transportation facilities that meet the current and future needs of the region, airlines and tenants while remaining responsive to the concerns of the Airport's neighboring residents.

Budget Summary

	2011	2010/2011 Change
Expenditures	**80,909,012**	**2,445,938**
Revenue	**80,909,012**	**1,213,906**
Levy	**0**	**1,232,032**
FTE's	**271.7**	**(3.9)**

Major Programmatic Changes

- A new Airport/Airline lease agreement maintains the two airports on a self-supporting zero tax levy basis, and establishes an Airline-approved 5 year capital program.
- Maintain and redevelop the 440th Air Force Reserve Base that is expected to become Airport property in late 2010.
- Add capacity for airport development.

OBJECTIVES

- Operate within established budgets while maximizing the quality and timeliness of services provided.
- Provide an operating environment that meets or exceeds the needs of air carriers and the traveling public.
- Provide high quality services to the Airport's customers and tenants at a reasonable price.
- Increase the use of General Mitchell International Airport by all customers.
- Continue the ongoing implementation of projects within the Capital Improvement Plan.
- Continue planning for the phased implementation of the Master Plan to prepare the Airport for anticipated growth in the region and air transportation industry in future years.
- Develop, maintain and operate the former 440th Air Force Reserve Base for aviation uses and as a business park.

DEPARTMENTAL PROGRAM DESCRIPTION

The Airport Division provides air transportation services for Milwaukee County and the surrounding region and manages all activities necessary for the efficient, day-to-day operation of General Mitchell International Airport (GMIA) and Lawrence J. Timmerman Field (LJT). In support of this program, operations are divided into the following areas of responsibility:

Administration is responsible for general administration, planning, marketing and public relations, accounting, payroll, budget, procurement, and airside and landside business development and operations. Administration of the noise mitigation program and ongoing noise monitoring and abatement activities is also handled in this section.

Parking Operations records the various expenses of operating the parking structure, debt service and associated interest expense on the parking structure addition. This group also oversees all GMIA ground transportation activities including taxi, shuttle, limousine and bus operators providing services to and from GMIA. Parking revenue fees are collected and accounted for by this section.

Maintenance is responsible for the Airport's structures and grounds, including custodial, HVAC and electrical services. Snow plowing and grass cutting are also handled by the maintenance staff.

Environmental and Safety is responsible for activities related to workplace safety, compliance with governmental safety requirements, glycol recovery programs and wastewater treatment programs.

Airside Operations is responsible for keeping the airfield and ramp areas open for business at all times. This area oversees the day-to-day activities of the airport and ensures compliance with Federal Aviation Administration (FAA), and state and local regulations. This section coordinates emergency responses, construction activities, special events and snow removal.

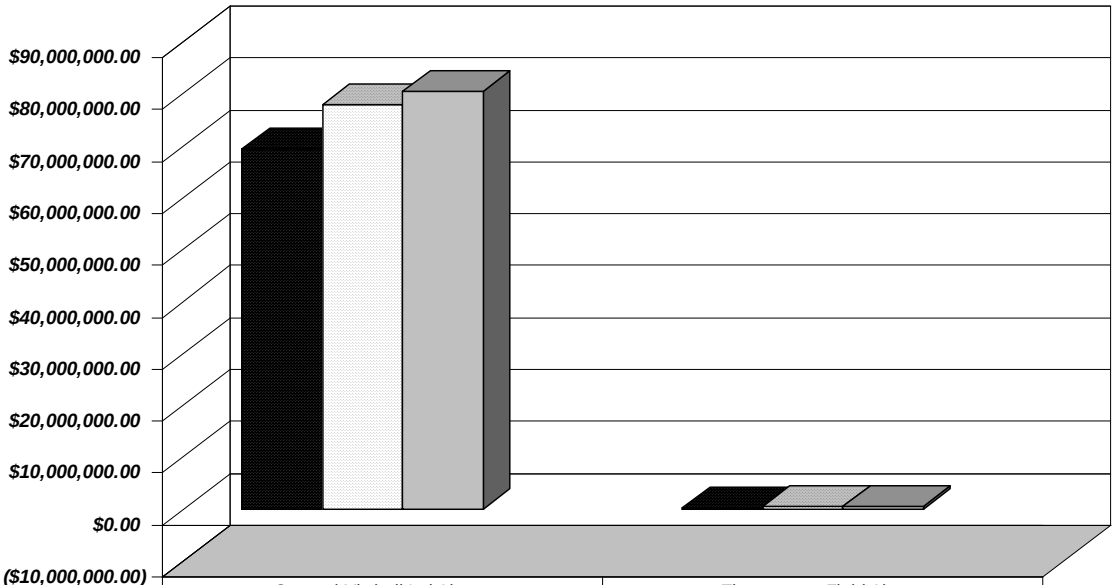
Landside Operations oversees day-to-day terminal operations. This section addresses passenger safety issues and coordinates terminal construction activities, special events, snow removal (on the roadway) and signage issues. This section ensures that ground transportation operators are properly licensed and are in compliance with the standards set forth in Milwaukee County General Ordinances.

Fire Protection maintains round-the-clock staffing to deal with emergency situations on the airfield and within the terminal, parking structure and parking lots. This section responds to emergency needs involving patrons, tenants and airport staff.

Safety and Security is responsible for the safety and security functions within the airfield perimeters, working closely with other agencies and taking necessary actions to keep the Airports in compliance with TSA standards and regulations.

Timmerman (Lawrence J. Timmerman Airport), located on the northwest side of Milwaukee, is the general aviation reliever airport in the County's airport system. Revenues and expenditures associated with the operation of LJT are governed by the terms of the signatory airline long-term lease.

Expenditures



	General Mitchell Intl Airport	Timmerman Field Airport
2009 Actual	$69,496,220.34	$325,823.36
2010 Budget	$77,964,257.00	$498,817.00
2011 Budget	$80,417,061.65	$491,950.40
Percent Change 10-11	3.15%	-1.38%

2011 Budget

Approach and Priorities

- Maintain safe, efficient, effective and economical operations while responding to record passenger activity.

Programmatic Impacts

- 2011 represents the initial year of a new five-year master lease agreement with signatory airlines. In accordance with federal law, this master lease agreement will result in the Airport fully funding its operations through a variety of available revenue sources.

Budget Highlights[1]

Wage and Benefit Modifications ***($1,379,066)***
This budget includes an expenditure reduction of $1,379,066 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is corresponding revenue offset of $1,379,066, for a total tax levy savings of $0.

Increase in Charges to Signatory Airlines ***$2,122,436***
Primarily due to continued increases in passenger activities and according to the terms of the renewed master lease, charges to signatory airlines increase by $2,122,436 over the 2010 Adopted Budget, from $20,362,532 to $22,484,968. Increases include $2,414,468 for landing fees and $204,939 for apron fees, offset by a decrease of $496,971 for terminal space rent.

Increase in Parking Revenues ***$1,919,682***
Parking revenue increases by $1,919,682 over the 2010 Adopted Budget, from $26,945,000 to $28,864,682, primarily due to continued increases in passenger traffic.

Restaurant Concessions ***$1,382,400***
Restaurant concessions revenues increase by $1,382,400 over the 2010 Adopted Budget, from $1,950,000 to $3,332,400 based on higher sales due to increased passenger traffic and expanded food and beverage operations throughout the facility.

Increase in Services Expenditures ***$1,320,191***
Services expenditures, not including costs for operation of the former 440th Air Force Base and advertising (see separate bullets below) increase by $1,320,191 over the 2010 Adopted Budget from $17,603,600 to $18,923,721. The increase includes $557,065 for fees retained by the parking structure operator (revenues increase by $4,555,000), $440,000 for evaluations of the fire suppression system and the parking structure, $213,800 for machinery maintenance to replace a hangar door at Timmerman Airport and for maintenance of baggage claims at the main terminal, $187,175 for maintenance agreements for operating and power distribution component software systems, $120,000 for electrical and hydrant systems studies, and $65,000 for increased bank service fees related to increased passenger activity.

440th Air Force Base ***$429,448***
Services budgeted at the facility increase by $332,000, from $440,000 to $772,000. The increase includes $195,000 for private security, $105,000 for grounds keeping and maintenance duties, and $32,000 for utilities based on updated rates. Revenue decreases by $190,740, primarily due to removing undistributed revenues to portray an accurate net cost to operate the facility. Rental revenue increases by $40,000 to $540,000 to reflect annual rent payments provided by the existing tenant. Personal Services costs are reduced by $92,999 reflecting the transfer of the Airport Business Manager out of the 440th and into Airport Administration.

Increased Marketing Efforts ***$131,000***
Advertising expenditures increase by $106,000 over the 2010 Adopted Budget, from $397,800 to $503,800, reflecting increased marketing efforts in northern Illinois. In addition, $25,000 in funding for VISIT Milwaukee is shifted to the Airport reflecting the value of VISIT Milwaukee activities in attracting visitors to Milwaukee through GMIA.

[1] For purposes of presentation, a change in levy is identified for each budget highlight, however the Airport's actual levy is $0 because as an enterprise fund its net expenses are charged to signatory airlines.

Increase in Commodities Expenditures ***$177,650***
Commodities expenditures increase by $177,650 over the 2010 Adopted budget to $4,672.380. The increase is primarily due to inflationary increases in various commodities used at the airport, especially those needed to keep runways available during snow events.

Deputy Airport Director for Business and Commercial Management ***$117,362***
In order to expand the Airport's capacity to engage in property management (airline leases and rates/charges, retail concessions) and economic development (property and commercial development both in the airport and in the surrounding area), 1.0 FTE Deputy Airport Director for Business and Commercial Management is created, with an active salary and fringe benefit cost of $117,362. The Deputy Director for Business and Commercial Management will partner with the County's Director of Economic Development to pursue opportunities in and around the Airport property, including coordination with the Airport Gateway Business Association (AGBA), which is seeking to develop the Airport Gateway Business Improvement District #40, or Aerotropolis.

Network Technical Specialist – Airport ***$105,422***
In order to effectively maintain the airport's substantial information technology infrastructure, 1.0 FTE Network Technical Specialist – Airport is created with a total active salary and fringe benefit cost of $105,422. This position will support the current compliment of two IT professionals at the airport in the planning, development and maintenance of airport unique systems and applications.

Assistant Public Safety and Security Manager ***$5,104***
To ensure compliance and implementation of safety and security requirements of federal, state, and local agencies and associated regulations, 1.0 FTE Assistant Public Safety and Security Manager is created with an active salary and fringe benefit cost of $87,642. This position will assist the Public Safety and Security Manager. Upon filling this position, 1.0 FTE position of Airport Public Safety Coordinator will be abolished, with a reduction in active salary and fringe benefit costs of $82,538. The total active salary and fringe benefit cost of this position action is $5,104.

Capital Outlay Expenditures ***($19,064)***
Capital outlay expenditures are reduced by $19,064 from the 2010 Adopted Budget to $3,210,300, primarily due to less need for IT equipment replacement.

Capital Investments

$18,491,000 is budgeted in seven capital projects in 2011. Additional details can be found in the 2011 Recommended Capital Improvement Budget. The funded projects include:

- WA042 - GMIA Bag Claim Remodeling: $5,436,000
- WA044 - GMIA In-Line Baggage Screening Phase II: $11,589,000
- WA127 - Terminal Expansion Design Study: $500,000
- WA131 - Part 150 Study – Ramp Electrification Design: $188,500
- WA139 - GMIA Redundant Main Electrical Service Feed: $321,000
- WA141 - GMIA Security Training Facility- Design: $489,000
- WA142 - Lawrence J. Timmerman Runway 15L – 33R Extension: $260,000
- WA161 - Terminal Roadway Signage: $250,000
- WA162 - Cessna Service Apron Reconstruction: $95,000
- WA163 - Perimeter Road Bridge over Howell Avenue: $300,000

In addition, the 2011 Capital Improvements Budget includes $596,400 for airport (including GMIA and Lawrence J. Timmerman) infrastructure improvements that are part of a countywide infrastructure improvement program. See the Department of Transportation and Public Works – Facilities Division budget for additional details.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DTPW-Airport **UNIT NO.** 5040
FUND: Enterprise - 0076

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 11,978,308	$ 13,227,933	$ 13,174,897	$ (53,036)
Employee Fringe Benefits (EFB)	8,389,216	11,729,473	10,920,806	(808,667)
Services	16,350,439	18,441,400	20,199,591	1,758,191
Commodities	4,073,258	4,494,730	4,672,380	177,650
Other Charges	304,774	1,011,200	556,200	(455,000)
Debt & Depreciation	18,676,383	18,884,668	20,459,400	1,574,732
Capital Outlay	2,410,955	3,229,364	3,210,300	(19,064)
Capital Contra	(1,929,711)	(2,649,964)	(2,443,800)	206,164
County Service Charges	9,568,396	10,094,270	10,159,238	64,968
Abatements	0	0	0	0
Total Expenditures	$ 69,822,018	$ 78,463,074	$ 80,909,012	$ 2,445,938
Direct Revenue	71,613,020	79,203,906	80,432,712	1,228,806
State & Federal Revenue	178,867	75,000	75,000	0
Indirect Revenue	329,709	416,200	401,300	(14,900)
Total Revenue	$ 72,121,596	$ 79,695,106	$ 80,909,012	$ 1,213,906
Direct Total Tax Levy	(2,299,578)	(1,232,032)	0	1,232,032

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**269.8**	**275.7**	**271.7**	**(4.0)**
% of Gross Wages Funded	**97.6**	**97.0**	**95.9**	**(1.1)**
Overtime (Dollars)**	**$ 842,192**	**$ 684,768**	**$ 675,384**	**$ (9,384)**
Overtime (Equivalent to Position)	**18.1**	**14.8**	**15.0**	**0.2**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
****** For 2010 and 2011, budgeted overtime figures do not include reductions described in org 1972. For 2011, this amount equals ($194,143)

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Dep. Dir. Of Business & Comm Dev	Z0015	Create	1	1.0	Airport	$ 76,156
Network Technical Specialist-Airport	Z0017	Create	1	1.0	Airport	67,052
Asst Public Safety & Security Mgr.	Z0016	Create	1	1.0	Airport	53,480
Airport Pub Safety & Sec Coordinator	10892	Abolish*	(1)	(1.0)	Airport	(49,584)
					TOTAL	$ 147,104

* This position to be abolished upon vacancy.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DTPW-Airport **UNIT NO.** 5040
FUND: Enterprise - 0076

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
General Mitchell Intl Airport	Expenditure	$ 69,496,220	$ 77,964,257	$ 80,417,062	$ 2,452,805
	Revenue	71,868,323	79,423,578	80,647,234	1,223,656
	Tax Levy	$ (2,372,103)	$ (1,459,321)	$ (230,172)	$ 1,229,149
Timmerman Field Airport	Expenditure	$ 325,823	$ 498,817	$ 491,950	$ (6,867)
	Revenue	253,277	271,528	261,778	(9,750)
	Tax Levy	$ 72,546	$ 227,289	$ 230,172	$ 2,883

Selected Benchmarks		**2009 Actual**	**2010 Budget**	**2011 Budget**
Enplanements		3,987,607	3,600,000	4,700,000
Passengers		7,946,562	7,200,000	9,400,000
Landed Weight	(000 lb unit)	5,562,700	5,800,000	6,300,000

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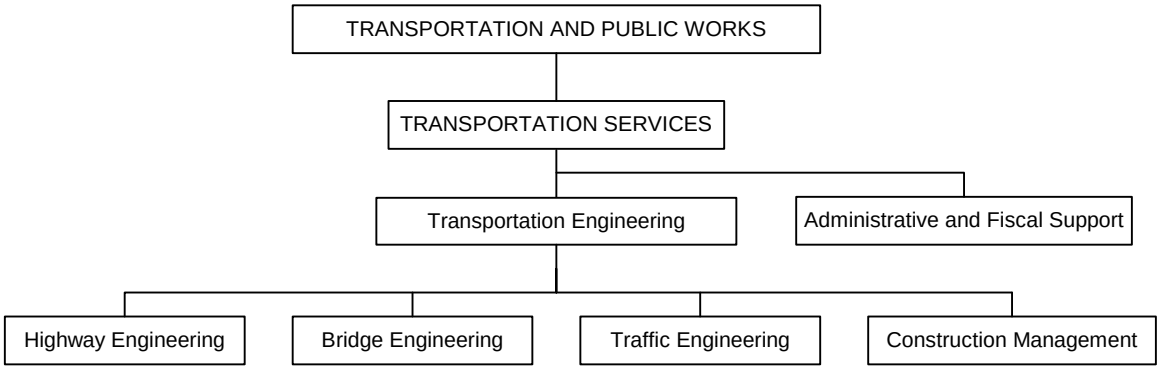
DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - TRANSPORTATION SERVICES

DTPW-TRANSPORTATION SERVICE (5070)



MISSION

The mission of the Department of Transportation and Public Works -Transportation Services is to provide cost-effective planning, design and implementation services necessary to maintain and enhance the safety and efficiency of the County's highways, bridges, and traffic control facilities.

Budget Summary

	2011	2010/2011 Change
Expenditures	**2,358,387**	**39,786**
Revenue	**2,168,982**	**31,990**
Levy	**189,405**	**7,796**
FTE's	**14.5**	**2.7**

Major Programmatic Changes

- Expansion of Construction Management Section to provide oversight on multiple construction projects.
- Replacement of project management software to increase efficiencies.
- Provide 5% of the funding for a traffic signal installation at 13th and Puetz through a cost-sharing agreement with the City of Oak Creek.

OBJECTIVES

- Maintain a safe and effective roadway, bridge and traffic system for the traveling public.
- Review operational procedures and implement cost saving measures to ensure projects are delivered on time and within established budgets.
- Implement upgraded project management software to manage multiple multi-year construction projects.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Transportation and Public Works (DTPW) - Transportation Services provides planning, design, and construction management for capital projects on County trunk highways and County-owned bridges. The division is comprised of five areas: Highway Engineering, Bridge Engineering, Traffic Engineering, Construction Management, and Administrative and Fiscal.

Highway Engineering provides planning and design activities for highway capital improvement projects, County Highway Action Program projects, and Local Road Improvement Projects as required by state law.

Bridge Engineering provides planning, design, and construction oversight of new bridges and for the rehabilitation of existing County-owned bridges. As mandated by state law, Bridge Engineering conducts and oversees biennial bridge inspections of all County-owned bridges and administers the Local Bridge Program for all municipality-owned bridges in Milwaukee County.

Traffic Engineering provides planning, design, and implementation of projects needed to maintain and improve the safety, operational efficiency, and functional integrity of the County's highway network, including projects in the Congestion Mitigation and Air Quality Program and Hazard Elimination Program.

Construction Management is responsible for field inspection, construction engineering, construction management, and contract administration of highway, bridge, and traffic projects. The expansion of this section is included in the 2011 Recommended Budget to manage both county and state let projects.

Administrative and Fiscal provides clerical and fiscal support with the preparation of budget documents, capital project cost monitoring, and billing. Other duties include capital project plan documentation distribution, contract payment, purchasing, and payroll preparation. This area also provides clerical and fiscal support for DTPW-Transit.

2011 BUDGET

Approach and Priorities

- Provide continued capital project planning, design, and construction management for transportation projects.
- Expand the Construction Management section to provide project oversight on both county let and state let projects with project specific positions that are charged to capital projects.
- Provide funding for non-revenue producing functions, such as pavement management, sign and signal inventory, bridge program administration, and constituent concerns.

Budget Highlights

Wage and Benefit Modifications ***($17,996)***

This budget includes an expenditure reduction of $59,986 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $41,990 for a total tax levy savings of $17,996.

Construction Management ***$0***

This budget includes an expansion of the Construction Management Section of the Division. Per requirements of the State of Wisconsin Department of Transportation to use County staff to manage projects, the expansion includes the creation of four Construction Coordinator positions funded for six months, and the creation of three additional unfunded Construction Coordinator positions, or a total of 2.0 FTE funded positions. The creation of the three additional unfunded positions will allow flexibility in staffing multiple projects during the construction season. The positions have a total active salary and fringe benefit cost of $181,712. Mileage reimbursement is increased by $5,592 to $12,092 due to increased construction management activity. The implementation of the expansion is subject to Wisconsin Department of Transportation approval of Milwaukee County Construction Coordinators on State let projects. The positions will only be filled if State approval and funding is received for the use of County staff on specified projects, for no levy impact.

Transportation Analyst ***$0***

The recommended budget abolishes 1.0 FTE vacant position of Secretarial Assistant NR and creates 1.0 FTE position Transportation Analyst, at a net cost for salary and active fringe benefits of $6,310. The position will provide additional staff flexibility, with the ability to perform administrative tasks, track project status, verify projects are within scope, assist in trouble shooting constituent needs (letters, correspondence, follow-up), assist

with DBE compliance, and perform minor accounting and payroll duties. The position will be funded through administrative overhead charges to capital projects for no net levy impact.

Services and Commodities Expenditures ***$35,472***
Services and commodities increase by $35,472 over the 2010 Adopted Budget, from $61,279 to $96,571. The increase mainly reflects an upgrade in the Civil D software package, required by the state to more efficiently share project plans and data, at a cost of $11,500 to purchase and $4,600 for licensing of the software. Funding for transportation interns increases by $7,700 to $28,500, due to contract rate increases, and $4,200 for equipment rental long-term for a new copier/scanner.

Traffic Signal Installation ***$36,400***
Roadway Planning and Construction operating capital funding is included for 5 percent County participation for the installation of traffic signals at S. 13th St and W. Puetz Road. A 2007 a traffic signal warrant study identified two approaches of the intersection as substandard. Five years of crash data indicates that out of the 24 crashes, 16 are correctable by a traffic signal. The proposed improvement is left-turn and through/right-turn lanes with ditches or curb and gutter as needed. Traffic signals, sidewalks and street lighting will be installed. Emergency vehicle preemption will be incorporated into the design of the traffic signals. The City of Oak Creek submitted a project proposal to the Wisconsin Department of Transportation to be included in the 2009 Highway Safety Improvement Program (HSIP) with a written support from Milwaukee County. In February 2010 Oak Creek was notified that the project was selected for inclusion into the HSIP program. The project, estimated to cost $728,000, will receive 90 percent Federal funding ($655,200). The remaining 10 percent ($72,800) the project cost is shared between the City of Oak Creek and Milwaukee County. The County portion is $36,400, on a one-time basis. A maintenance agreement will be signed for the operation of the signals.

Abatements ***$0***
Abatements for professional services increase by $73,179, from $268,501 to $341,680. This abatement offsets an internal crosscharge within the department of the same amount ($341,680). The crosscharge is used to track levy-funded projects through the work authorization process.

Capital Investments

- The Transportation Services Division will continue to design and construct the Highway and Bridge projects included in the 2009 and 2010 budgets.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DTPW-Transportation Service **UNIT NO.** 5070
FUND: Internal Service - 0028

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 672,558	$ 882,959	$ 1,094,189	$ 211,230
Employee Fringe Benefits (EFB)	557,288	780,565	644,517	(136,048)
Services	35,277	47,094	71,597	24,503
Commodities	32,799	14,185	25,154	10,969
Other Charges	0	0	0	0
Debt & Depreciation	4,468	3,410	4,500	1,090
Capital Outlay	140,675	0	36,400	36,400
Capital Contra	(1,369)	0	(36,400)	(36,400)
County Service Charges	854,488	858,889	860,110	1,221
Abatements	(358,194)	(268,501)	(341,680)	(73,179)
Total Expenditures	$ 1,937,990	$ 2,318,601	$ 2,358,387	$ 39,786
Direct Revenue	68,876	95,271	95,300	29
State & Federal Revenue	115,215	13,000	6,110	(6,890)
Indirect Revenue	1,499,139	2,028,721	2,067,572	38,851
Total Revenue	$ 1,683,230	$ 2,136,992	$ 2,168,982	$ 31,990
Direct Total Tax Levy	254,760	181,609	189,405	7,796

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**12.1**	**11.8**	**14.5**	**2.7**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)**	**$ 4,260**	**$ 20,376**	**$ 29,136**	**$ 8,760**
Overtime (Equivalent to Position)	**0.1**	**0.3**	**0.4**	**0.1**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2010 and 2011, budgeted overtime figures do not include reductions described in org 1972. For 2011, there is no overtime reduction in Transportation Services.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Transportation Analyst	Z0029	Create	1	1.00	Trans Services	$ 33,376
Construction Coordinator	35740	Create	7	2.00	Trans Services	111,896
Secretarial Assistant NR	00067	Abolish	(1)	(1.00)	Trans Services	(36,612)
					TOTAL	$ 108,660

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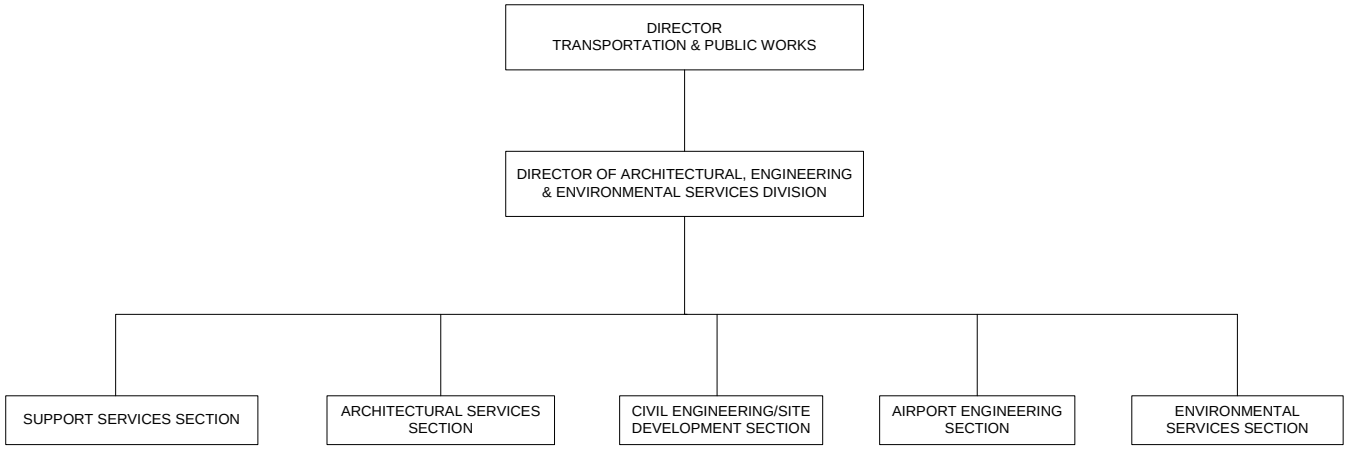
DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - ARCHITECTURAL, ENGINEERING & ENVIORNMENTAL SERVICES DIVISION

DTPW-ARCHITECTURAL, ENGINEERING & ENVIRONMENTAL SERVICES (5080)



MISSION

The mission of the Architectural, Engineering and Environmental Services Division (AE&ES) is to provide technical services to plan, design, construct, manage, operate and preserve Milwaukee County's natural resources and public facilities.

Budget Summary

	2011	2010/2011 Change
Expenditures	**6,606,861**	**(96,514)**
Revenue	**6,041,971**	**(135,451)**
Levy	**564,890**	**38,937**
FTE's	**35.2**	**(1.2)**

Major Programmatic Changes

- Implement an online construction bid document and consultant RFP document notification and distribution process.
- Expand facilities assessment information database.

OBJECTIVES

- Maximize the quality and timeliness of services provided within authorized operating and capital budgets.
- Minimize overhead costs and standardize overhead rates while maximizing cost effective use of County resources in capital project management.
- Continue implementation of the Countywide sanitary sewer monitoring and maintenance program, stormwater management and NR-216 permit administration, and enable transition for maintenance program monitoring to jurisdictional departments.
- Continue application of Guaranteed Energy Savings Performance Contracting (GESPC) to appropriate County buildings and continue implementation of the County's Green Print Initiative.
- Expand, through a 2011 Capital Project, information on the County's inventory of facilities and increase the utilization of this information for maintenance, assessments, and future capital planning.

DEPARTMENTAL PROGRAM DESCRIPTION

The Architectural, Engineering and Environmental Services Division (AE&ES) provides professional and technical services related to the maintenance, construction and rehabilitation of the public infrastructure and preservation of the natural resources of Milwaukee County. The AE&ES Division is comprised of the Architectural Services Section, Civil Engineering/Site Development Section, Airport Engineering Section, Environmental Services Section, Support Services Section and Milwaukee County Automated Land Information System (MCAMLIS).

The **Architectural Services Section** provides technical services in building maintenance, remodeling, additions and new construction for all County departments. Specific tasks performed include: budget development and construction estimation; bid document design, evaluation and contract award; design development; and project management from conception to project completion.

The **Airport Engineering Section** provides planning, design and construction management services for all major maintenance and capital projects at General Mitchell International and Lawrence J. Timmerman Airports. This section coordinates planning and administration of projects with state and federal agencies, and with airlines and other airport tenants.

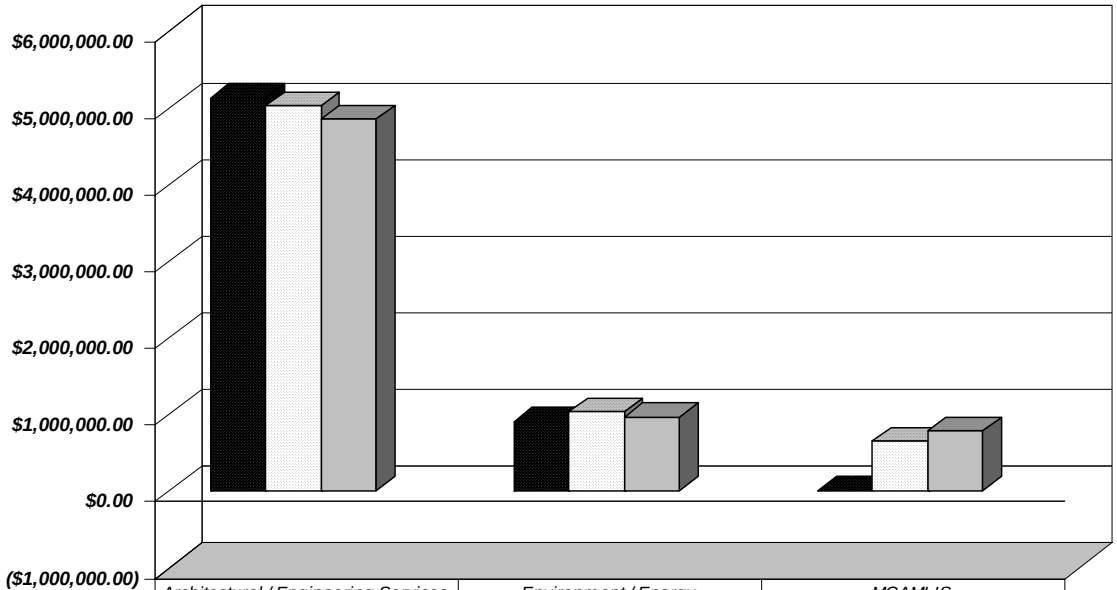
The **Civil Engineering and Site Development Section** provides civil engineering and land surveying services. Specific services include project management; design and preparation of drawings, technical specifications and bidding documents; engineering feasibility studies and needs assessments for County facilities; certified survey maps, site surveys and construction staging.

The **Environmental Services Section** provides technical and managerial services concerning environmental issues including sustainability to all County departments. Environmental issues addressed include the incorporation of green building concepts, environmental due diligence for property acquisition and disposal, procurement of grant funding, implementation of the County's Green Print Initiative, stormwater management and hazardous substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). This section also monitors underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields.

The **Support Services Section** provides records management, facilities assessments and Milwaukee County Automated Mapping and Land Information System (MCAMLIS) administration. Services include the development and maintenance of the property assets inventory; management of asset and project record archives; and assessment of County infrastructure.

The **Milwaukee County Automated Mapping and Land Information System (MCAMLIS)** functions as the County's Land Information Office. Pursuant to Section 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), approved on November 8, 1990, MCAMLIS may design, develop and implement a land information system integrating property and ownership records with U.S. Public Land Survey referenced parcel-identified boundary information; prepare boundary-referenced parcel property maps suitable for producing accurate land title or survey boundary line information; and prepare maps with documented accuracy suitable for local planning. Six dollars out of the $25 recording fee is retained to fund MCAMLIS operations. The $6 surcharge is only available for expenditures related to MCAMLIS operations and may not be used for any other County purpose.

Expenditures



	Architectural / Engineering Services	Environment / Energy	MCAMLIS
2009 Actual	$5,131,467.16	$904,519.79	$0.00
2010 Budget	$5,023,557.80	$1,029,817.20	$650,000.00
2011 Budget	$4,851,317.86	$970,541.44	$785,001.01
Percent Change 10-11	-3.43%	-5.76%	20.77%

2011 BUDGET

Approach and Priorities

- Maintain a high quality level of service that addresses the needs of client departments.
- Provide project management for the condensed 2010 – 2012 capital program so that the County may effectively address its infrastructure needs.

Programmatic Impacts

- Monitoring of the Doyne Landfill transitions from consultants to AE&ES Division staff.
- Complete facilities inspections and manage major maintenance projects.

Budget Highlights

Wage and Benefit Modifications ***($57,583)***

This budget includes an expenditure reduction of $141,608 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $84,025 for a total tax levy savings of $57,583.

Staffing Modifications ***$0***

In 2011, 1.0 FTE Electrical Engineer Airport position is created. This position will provide the electrical engineering resources necessary at General Mitchell International Airport (GMIA). This position action will result in a salary and active fringe benefit increase of $123,072. Of this total, $50,000 is offset in the DTPW-Airport operating budget and the remainder is charged to Airport capital projects.

MCAMLIS Operations ***$0***

Program revenues increase by $175,000 reflecting the increase in recording fees retained, from $4 per document to $6, for MCAMLIS purposes. Total documents recorded declines from 151,250 to 130,000 due to continued weakness of the real estate market. The increased revenues allow for a corresponding increase in professional services contracts for projects approved by the MCAMLIS Steering Committee. All unspent revenues at year-end must be transferred to the MCAMLIS reserve. This change has no tax levy impact.

Capital Investments

The projects below are included in the 2011 Capital Improvements Budget for the Architecture & Engineering Division:

- WO 949 - Facility Assessments (VFA): $1,590,719

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 2,899,933	$ 2,720,514	$ 2,806,451	$ 85,937
Employee Fringe Benefits (EFB)	1,928,982	2,183,421	1,864,378	(319,043)
Services	223,370	545,742	751,485	205,743
Commodities	26,226	49,754	46,155	(3,599)
Other Charges	22,170	25,000	0	(25,000)
Debt & Depreciation	21,924	11,270	18,001	6,731
Capital Outlay	137,787	187,000	187,000	0
Capital Contra	(1,011)	0	0	0
County Service Charges	1,346,320	2,285,908	2,245,692	(40,216)
Abatements	(569,721)	(1,305,234)	(1,312,301)	(7,067)
Total Expenditures	$ 6,035,980	$ 6,703,375	$ 6,606,861	$ (96,514)
Direct Revenue	135,590	780,000	942,500	162,500
State & Federal Revenue	231,953	0	0	0
Indirect Revenue	5,162,789	5,397,422	5,099,471	(297,951)
Total Revenue	$ 5,530,332	$ 6,177,422	$ 6,041,971	$ (135,451)
Direct Total Tax Levy	505,648	525,953	564,890	38,937

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DTPW-Architectural, Engineering & Environmental Services **UNIT NO.** 5080
FUND: General - 0001

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**37.6**	**36.4**	**35.2**	**(1.2)**
% of Gross Wages Funded	**100.0**	**100.0**	**96.2**	**(3.8)**
Overtime (Dollars)**	**$ 142,708**	**$ 97,656**	**$ 46,392**	**$ (51,264)**
Overtime (Equivalent to Position)	**2.0**	**1.4**	**0.7**	**(0.7)**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
****** For 2010 and 2011, budgeted overtime figures do not include reductions described in org 1972. For 2011, there is no reduction in A&E.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Electrical Engineer	Z0014	Create	1	1.0	5081 - Architecture	$ 80,520
					TOTAL	$ 80,520

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Architectural / Engineering Services	Expenditure	$ 5,131,467	$ 5,023,558	$ 4,851,318	$ (172,240)
	Revenue	4,970,290	5,003,122	4,805,433	(197,689)
	Tax Levy	$ 161,177	$ 20,436	$ 45,885	$ 25,449
Environment / Energy	Expenditure	$ 904,520	$ 1,029,817	$ 970,541	$ (59,276)
	Revenue	560,044	524,300	451,538	(72,762)
	Tax Levy	$ 344,476	$ 505,517	$ 519,003	$ 13,486
MCAMLIS	Expenditure	$ 0	$ 650,000	$ 785,001	$ 135,001
	Revenue	0	650,000	785,000	135,000
	Tax Levy	$ 0	$ 0	$ 1	$ 1

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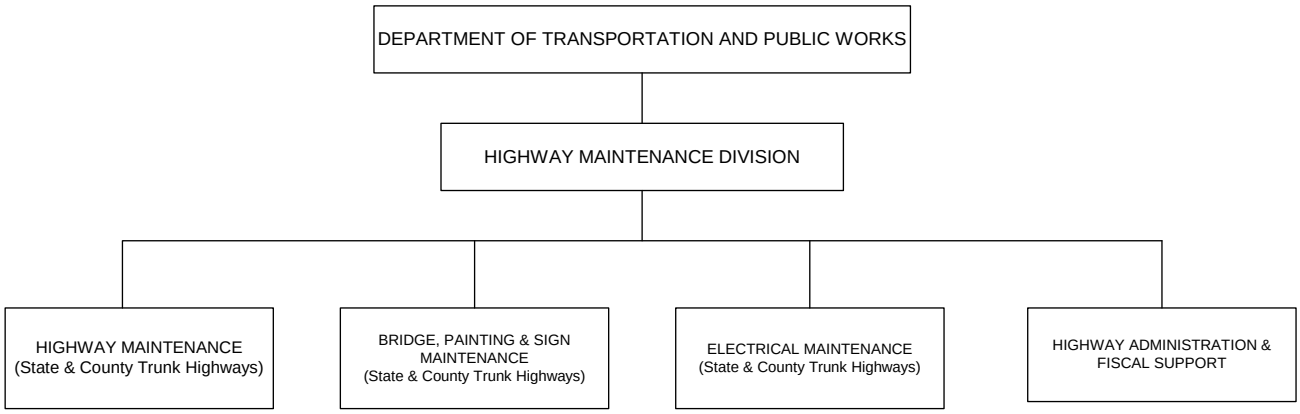
DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - HIGHWAY MAINTENANCE

DTPW-HIGHWAY MAINTENANCE (5100)



MISSION

Highway Maintenance will strive to provide the highest level of service and maintenance on expressways and state and county trunk highways within Milwaukee County so that motorists have access to safe, functional roadways at the lowest possible cost.

Budget Summary

	2011	2010/2011 Change
Expenditures	**18,326,998**	**(149,086)**
Revenue	**17,415,673**	**(167,070)**
Levy	**911,325**	**17,984**
FTE's	**125.1**	**(0.5)**

OBJECTIVES

- Maintain a safe and effective county trunk highway system for the traveling public.
- Operate within established budgets while maximizing the quality and timeliness of services provided.
- Promote cross-training to make better use of resources.
- Implement improved job costing and billing technology.
- Develop effective long-term county trunk highway plans based on the following goals:
    1. Develop an updated computer program to track activity; function and job costs to provide detailed billing information in a format acceptable to WISDOT. This will aid in decreasing the time between when costs are incurred and revenue received, and provide detailed cost analysis of work performed by the Division.
    2. Maximize mowing performance and efficiency on County Trunk Highways, without adding additional costs, through equipment utilization and manpower allocations.
    3. Expand winter operations anti-icing program. Increase treating additional pavement lane miles to include bridge and ramps. Such measures will reduce labor overtime costs and road chemicals.
    4. Train employees on all aspects of operating equipment within the individual's classification as well as to a higher classification. Through continual training the department strives to reduce on the job injuries related to increased costs.
    5. Work with local agencies to explore partnership opportunities to maximize service levels and improve efficiencies and increase revenue.
    6. Implement a sign inventory program.

DEPARTMENTAL PROGRAM DESCRIPTION

State Highway Maintenance provides general and winter maintenance on the expressways and state trunk highways within Milwaukee County. The state reimbursement for this program is based on actual labor, including incidental labor costs, machinery allowances as specified in the current Wisconsin Highway Maintenance Manual's actual cost provision and material purchases authorized by the Wisconsin Department of Transportation. All costs related to state highway maintenance are 100 percent offset by state reimbursement revenue.

County Highway Maintenance provides general and winter maintenance on the Milwaukee County highway system. This includes pavement repair and resurfacing, shoulder maintenance, vegetation control, safety appurtenances, road drainage, litter pickup, bridge maintenance, snow and ice control, traffic signal maintenance, highway signing and pavement marking.

Highway Administration and Fiscal Support provides overall management to the Division. This includes insuring compliance with safety requirements, county, state and federal regulations and coordination of all phases of state and expressway maintenance operations with the Wisconsin Department of Transportation. The Highway Maintenance director also manages the Transportation Services Division. Fiscal Support provides financial monitoring, billing preparation, purchasing, accounts payable, payroll and personnel management.

2011 BUDGET

Approach and Priorities

- Maintain service levels consistent with the 2010 Adopted Budget and assume full state reimbursement for costs related to state trunk highway maintenance.
- Explore alternative procedures for winter maintenance.

Budget Highlights

Wage and Benefit Modifications ***($90,777)***
This budget includes an expenditure reduction of $449,399 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $358,622 for a total tax levy savings of $90,777.

Expanded Collection Efforts ***($19,243)***
With the assistance of Corporation Counsel and the Department of Administrative Services, increased efforts will be made to collect on damage claims to county property. Procedures will be put in place to pursue delinquent invoices. These actions will provide increased revenue collections of $19,243, from $80,757 in 2010 to $100,000 in 2011.

State Funding for Maintenance ***$0***
The 2011 Routine Maintenance Agreement (RMA) from the State will be released in November 2010, and will set forth service levels for state trunk highways. Should the State decide to reduce reimbursable costs, the Highway Maintenance Division will take corrective action and reduce maintenance expenditures on state trunk highways and expressways to match state funding levels.

New Park-Highway Maintenance Worker Position ***$0***
The 2010 Adopted Budget implemented a program that transferred staff from Parks, Recreation and Culture to the Highway Maintenance Division for winter snow and ice control operation. The 2011 Recommended Budget refines this program to create a new permanent position that is shared between Parks and Highway Maintenance. The position classification will create a more seamless transition. The Parks-Highway Maintenance Worker position will account for 15 of the 28 total Highway Maintenance Worker 3 (TA) positions. The position will work 19 weeks in Highway Maintenance (November – March) and 33 weeks of the year in Parks, Recreation and

Culture (April – October). Each department is responsible for all personnel costs, including vacation and unemployment compensation, incurred while the employee is working with each department. Fifteen (15) TA positions with an FTE of 5.40 will be abolished in 2011 and replaced by the new position. 5.40 FTE of the Parks-Highway Maintenance Worker will be budgeted in the Highway Maintenance Division and 9.60 FTE will be budgeted in the Parks Division for 2011.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 6,007,497	$ 5,710,173	$ 6,064,299	$ 354,126
Employee Fringe Benefits (EFB)	3,938,465	4,482,562	4,261,968	(220,594)
Services	334,705	280,970	358,910	77,940
Commodities	1,443,813	1,686,382	1,559,972	(126,410)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	143,471	40,100	29,700	(10,400)
Capital Contra	0	0	0	0
County Service Charges	5,386,770	6,500,766	6,211,974	(288,792)
Abatements	(413,638)	(224,869)	(159,825)	65,044
Total Expenditures	$ 16,841,083	$ 18,476,084	$ 18,326,998	$ (149,086)
Direct Revenue	154,318	98,017	113,100	15,083
State & Federal Revenue	16,447,883	17,471,726	17,289,573	(182,153)
Indirect Revenue	0	13,000	13,000	0
Total Revenue	$ 16,602,201	$ 17,582,743	$ 17,415,673	$ (167,070)
Direct Total Tax Levy	238,882	893,341	911,325	17,984

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**135.7**	**125.6**	**125.1**	**(0.5)**
% of Gross Wages Funded	**96.4**	**97.3**	**97.3**	**0**
Overtime (Dollars)**	**$ 376,099**	**$ 479,808**	**$ 414,324**	**$ (65,484)**
Overtime (Equivalent to Position)	**9.2**	**10.1**	**9.3**	**(0.8)**

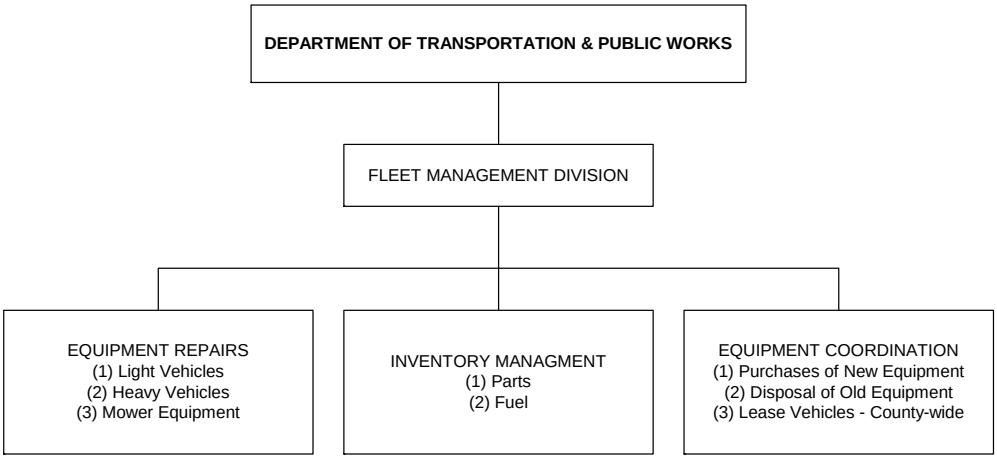
* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2011 Budget, overtime figures do not include reductions described in org. 1972 and total ($65,576).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Hwy Maintnce Wkr 1	32610	Abolish	(15)	(5.40)	Highway Maintenance	$ (160,710)
Parks/Highway Mntce Worker	Z0032	Create	15	5.40	Highway Maintenance	212,754
					TOTAL	$ 52,044

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - FLEET MANAGEMENT

DTPW-FLEET MANAGEMENT (5300)



MISSION

Fleet Management is committed to providing a comprehensive fleet management program, including a structured purchasing and preventive maintenance program that provides cost-effective customer service to all County departments.

Budget Summary

	2011	2010/2011 Change
Expenditures	**8,313,457**	**432,551**
Revenue	**10,068,787**	**125,096**
Levy	**(1,755,330)**	**307,455**
FTE's	**34.6**	**(3.4)**

Major Programmatic Changes

- Continue the new billing process that charges users based on a labor rate and parts cost.
- Continue charging users for actual costs of new vehicle purchases that are commensurate with the debt service on that vehicle.
- Accelerated vehicle replacement schedule to reduce operating and maintenance costs remains in place for 2011.

OBJECTIVES

- Review the composition of the fleet and recommend changes to meet current workloads and increase operational efficiency. This includes capital purchasing and short-term rentals for specialty equipment.
- Maintain, repair and dispose of vehicles in a manner that brings the highest possible return on investment.

- Maintain a service facility, which will provide superior customer service, repair and administrative support to customers.
- Manage the fleet in a manner that ensures the lowest possible operating cost while maintaining consistently high mechanical reliability.

DEPARTMENTAL PROGRAM DESCRIPTION

The Fleet Management Division purchases and maintains vehicles and equipment used by Milwaukee County departments. Keys to this program include minimizing vehicle and equipment downtime, providing a preventative maintenance program and educating users on safe operation and daily maintenance.

Equipment Repairs maintains and manages approximately 2,200 vehicles and pieces of equipment ranging from Fairway mowers and squad cars to wheel loaders and tandem axle patrol trucks.

Inventory Management maintains and manages approximately $440,000 in inventory for all Milwaukee County vehicles. Fleet Management also manages and operates four fueling sites supplying 800,000+ gallons of fuel annually from locations conveniently located throughout Milwaukee County.

Equipment Coordination researches and develops the specifications for purchasing new vehicles and equipment. Fleet Management also works with user departments to ensure the correct piece of equipment is purchased. Fleet Management also hosts and coordinates a semi-annual Public Auction of used equipment for Milwaukee County and also other municipalities in the area.

2011 BUDGET

Approach and Priorities

- Continue to adjust staffing and expenditures as part of the accelerated fleet replacement program. $13M worth of vehicles and equipment have been replaced since October 2009, reducing maintenance costs and increasing operational efficiency throughout County departments.
- The Division's new billing mechanism continues charging departments based on a labor rate and parts costs for repairs and for actual costs of new vehicle purchases that commensurate with the debt service on that vehicle. In addition, the operating cost of fuel continues to be charged to departments.

Programmatic Impacts

- All new vehicles and equipment will be placed on a replacement schedule of either three, five or eight years. After replacement, depreciated vehicles and equipment will be sent to auction and the user department will be credited for the revenue generated. Allowing departments, rather than the Fleet Management Division, to receive auction revenue will promote the proper care and maintenance of vehicles and equipment so that departments can achieve maximum revenue at auction.
- As a result of the new purchasing program, County departments will no longer be provided expenditure authority for new vehicle leases in their operating budgets. Current leases will be terminated upon the contract expiration and depending upon the necessity of the vehicle, may or may not be transferred into the purchasing program.
- The hourly labor rate is formulated so that all net expenditures are fully paid for by billing 38,778 labor hours annually. A parts markup is determined by the percentage of parts department operating costs.
- Fleet Management retains ownership of all County vehicles. Departments may not exceed their 2011 vehicle allotment without approval of the County Board.

Budget Highlights[1]

Wage and Benefit Modifications ***($141,892)***
This budget includes an expenditure reduction of $141,892 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Repair Parts Expenditure Reduction ***($169,055)***
This is the second year of the new purchasing program in which many of the oldest vehicles and equipment that require significant ongoing major maintenance will be replaced. For the second year of the program, an additional savings of $169,055 will realize, lowering the parts budget from $1,121,172 in 2010 to $952,117 in 2011. Fleet anticipates reducing parts expenditures even further in later years by an amount based on experience realized with the new program.

Expenditures Related to Outside Services and Airport Services ***($130,000)***
The Airport Division has responsibility for its own fleet maintenance services. The Airport Division will continue to provide some fleet maintenance services for the Highway Maintenance Division and the Sheriff's Office. The 2011 Budget provides the expenditure authority for the continuation of these services. In addition, Fleet continues to utilize outside vendors for various repairs that are more efficiently and economically accomplished in the private sector. As a result of the new purchasing program, Fleet will realize a reduction of $105,000 for outside services, from $405,000 in 2010 to $300,000 in 2011. In addition, the Division anticipates a reduction of $25,000 for airport services, from $250,000 in 2010 to $225,000 in 2011.

Increase in Auction Revenue ***($111,697)***
Fleet Management anticipates an increase in auction revenue of $111,697, from $168,303 in 2010 to $280,000 in 2011 due to the increased number of vehicles being replaced. As older vehicles are replaced, they are also sold at auction and the sales revenue is kept in Fleet's budget. There are approximately 115 vehicles scheduled to be auctioned in 2011.

Personnel Changes ***($212,316)***
3.0 FTE vacant Auto and Equipment Service Technician positions are abolished in 2011 for a salary, social security, and active fringe benefits savings of $232,782. In addition, 0.50 FTE Ironworker – Seasonal is funded in 2011 for a salary and social security cost of $20,466. The total levy impact of the personnel changes is ($212,316).

Reduction in Heat Costs ***($47,500)***
Heating costs are reduced by $47,500, from $257,500 in 2010 to $210,000 in 2011. This reduction is based on previous year actuals being lower than expected.

State Highway Maintenance Contract ***$0***
In 2011, the Highway Maintenance Division accounts for 46% of Fleet Management's revenues and expenditures. Should the State decide to reduce funding for the Highway Maintenance Division resulting in a corresponding decrease in revenue for the division, Fleet will take corrective action and reduce expenditures on fleet services in order to avoid budget deficits.

Debt Service on Fleet Vehicles ***$1,131,519***
In 2011, the debt service on vehicles increases by $1,131,519, from $1,326,980 in 2010 to $2,458,499 in 2011. The increase reflects the active debt repayment for the new vehicles and equipment purchased as part of the Fall 2009 and March 2010 debt issuances.

[1] For presentation purposes, the levy impact of each budget highlight is shown here. However, since Fleet net expenditures are charged to other departments, the true levy impact is in user department's budgets.

Capital Investments

The project below is included in the 2011 Capital Improvements Budget for the Fleet Management Division.

- WO112 – Fleet Airport Equipment, $375,000

March 2010 Bond Issue (Vehicles to be phased in during 2011)

DESCRIPTION	PURCHASE COST PER VEHICLE	DEPT 4000	DEPT 9000	DEPT 5100	DEPT 9500	DEPT 5700	DEPT 4900	DEPT 5080	DEPT 5070	DEPT 4500	DEPT 8000	DEPT 1100	DEPT 5300
Patrol Truck (single)	$ 166,800.00		4	6		1							
Stake Body	$ 75,000.00		1	2									
Bucket Truck - Lg	$ 250,000.00			1									
Dump Truck (Md)	$ 75,000.00			1									
	SUBTOTAL	0	5	10	0	1	0	0	0	0	0	0	0

October 2010 Bond Issue (Vehicles to be phased in during 2012)

Marked Squad Sedan	$ 27,000.00	22											
Marked Squad Tahoe	$ 39,000.00	16											
4X4 Pickup Utility Box	$ 45,000.00		3	2		1							
4X4 Pickup w/plow	$ 33,000.00		19		1	1							
Sedan	$ 20,000.00	16	3							1		1	
Cushman	$ 20,000.00		7				1	1	6				
Patrol Truck (single)	$ 170,000.00		7	6		1							
Patrol Truck (tandem)	$ 190,000.00			1									
Wheel Loader	$ 194,000.00			2		1							
Street Sweeper	$ 264,000.00		1	2									
Transport Bus	$ 64,000.00		1										
	SUBTOTAL	54	41	13	1	4	1	1	6	1	0	1	0

2011 VEHICLE & EQUIPMENT ALLOTMENT PER DEPARTMENT	
DEPARTMENT	**TOTAL**
Parks Department****	841
Sherriff	180
Highways Division	165
Facilities Management Division	40
Zoo	37
Fleet Management Division***	20
Department of Health and Human Services	18
Behavioral Health Division	14
District Attorney**	10
Architectural Engineering & Environmental Services	5
Information Management Services Division	3
Medical Examiner	3
Transportation Services	3
County Executive	1
Office for Persons with Disabilities	1
House of Correction*	1
TOTAL	**1342**

* The HOC was not included in the purchasing program but may at some time in the future. At this time, the equipment remains under the HOC.

** The District Attorney has an additional ten vehicles that are listed in the system but are not technically county-owned vehicles.

*** Fleet Management also maintains motor pool vehicles.

**** These numbers include all mowing equipment.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DTPW-Fleet Management **UNIT NO.** 5300
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 1,838,342	$ 1,801,405	$ 1,714,275	$ (87,130)
Employee Fringe Benefits (EFB)	1,267,824	1,379,368	1,255,236	(124,132)
Services	839,836	1,024,243	837,654	(186,589)
Commodities	1,486,817	1,203,862	1,031,980	(171,883)
Other Charges	0	0	0	0
Debt & Depreciation	0	1,326,980	2,458,499	1,131,519
Capital Outlay	8,509	0	0	0
Capital Contra	0	0	0	0
County Service Charges	3,596,505	3,389,412	2,910,388	(479,024)
Abatements	(2,462,384)	(2,244,363)	(1,894,574)	349,789
Total Expenditures	$ 6,575,449	$ 7,880,907	$ 8,313,457	$ 432,551
Direct Revenue	115,720	195,303	296,214	100,911
State & Federal Revenue	17,902	20,000	20,000	0
Indirect Revenue	8,904,921	9,728,388	9,752,573	24,185
Total Revenue	$ 9,038,543	$ 9,943,691	$ 10,068,787	$ 125,096
Direct Total Tax Levy	(2,463,094)	(2,062,784)	(1,755,330)	307,455

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**43.3**	**38.0**	**34.6**	**(3.4)**
% of Gross Wages Funded	**99.4**	**96.7**	**96.7**	**0**
Overtime (Dollars)**	**$ 60,520**	**$ 59,064**	**$ 60,720**	**$ 1,656**
Overtime (Equivalent to Position)	**1.3**	**1.3**	**1.3**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** 2011 Budget, overtime figures do not include reductions described in org. 1972 and total ($16,457).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Auto & Eq Sevice Tech (DOT)	27611	Abolish	0	(3.00)	Fleet	$ (137,448)
Ironworker - Seasonal	Z0032	Create	1	0.50	Fleet	20,168
					TOTAL	$ (117,280)

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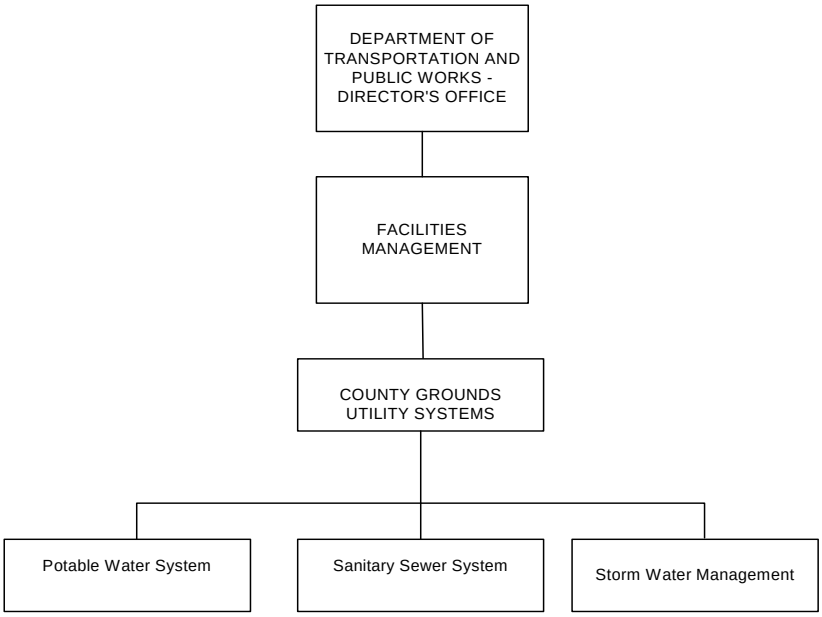
DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - WATER UTILITY

DTPW-WATER UTILITY (5500)



MISSION

Milwaukee County will operate a Water Utility located on the County Grounds that provides its customers with safe, efficient and cost effective service for the distribution of water and collection of sewer and storm-water waste.

Budget Summary

	2011	2010/2011 Change
Expenditures	**2,937,594**	**401,363**
Revenue	**2,937,594**	**401,363**
Levy	**0**	**0**

OBJECTIVES

- Ensure the water distribution, sanitary sewer and storm-water systems comply with all local, state and federal laws and regulations.
- Provide clean & safe water to customers.
- Maintain the water, sanitary sewer and storm-water systems in good operational order.

DEPARTMENTAL PROGRAM DESCRIPTION

The Water Utility consists of the water distribution, sanitary sewer and the storm-water systems located on the County Grounds. These systems provide water, sewer and storm services to County and non-County entities located on the grounds, that include but are not limited to, Fleet Management, Vel R. Phillips Juvenile Justice Center, Department of Parks, Recreation, and Culture, Office for Persons with Disabilities, Froedtert Lutheran Memorial Hospital, Children's Hospital, Ronald McDonald House, Blood Center, Medical College, Behavioral Health Division, Wisconsin Athletic Club, WE Energies. The expenses of the Water Utility are fully funded by revenue from users which are assessed based on each entity's share of total consumption. Consumption is metered for water usage and sewer and storm are functions of that water consumption. For 2011, County entities represented approximately 7% of total water consumption.

2011 BUDGET

Approach and Priorities

- Maintain current service levels with regard to quality and quantity.

Budget Highlights

There are no operational changes being made to this program. In 2011, total expenditures increase by $401,363 or by 16% over 2010. This increase is primarily made up of utilities, depreciation, bond interest & reserve increases. The largest and most significant increase relates to purchasing of water from the City of Milwaukee. The City of Milwaukee anticipates a water rate increase of 66.1% taking effect in late 2010, of which final approval is pending through the Public Service Commission. Water charges increase by $263,178, from $482,816 in 2010 to $745,994 in 2011. The increased cost of operations will be offset by corresponding revenues from the County and non-County users of the water utility.

Negotiated Sale of Water Utility ***$0***

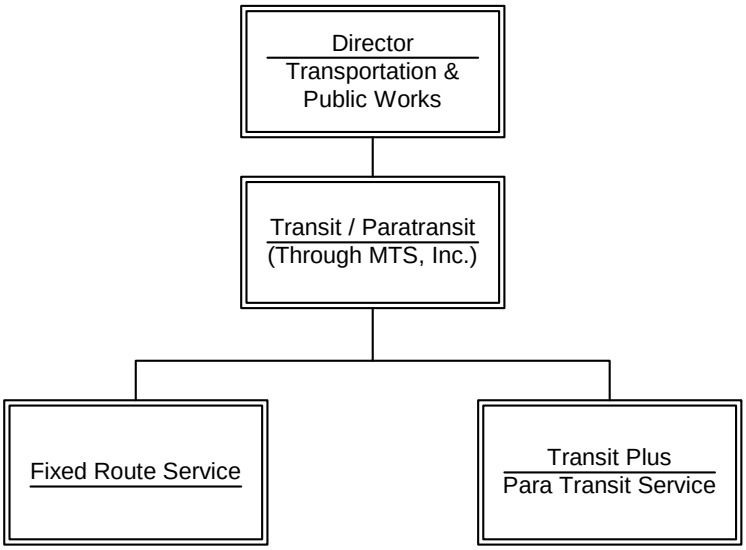
The Director of the Department of Transportation and Public Works is authorized to enter negotiations with the City of Wauwatosa for the purchase of the water utility. The Director will provide regular updates to the Transportation and Public Works Committee and the County Executive.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Employee Fringe Benefits (EFB)	$ 0	$ 0	$ 0	$ 0
Services	965,980	1,054,257	1,345,534	291,277
Commodities	64	4,600	4,600	0
Other Charges	0	104,425	137,424	32,999
Debt & Depreciation	77,105	94,145	111,038	16,893
Capital Outlay	579,913	450,000	450,000	0
Capital Contra	0	0	0	0
County Service Charges	473,466	828,804	888,998	60,194
Abatements	0	0	0	0
Total Expenditures	$ 2,096,528	$ 2,536,231	$ 2,937,594	$ 401,363
Direct Revenue	2,082,998	2,340,617	2,724,569	383,952
State & Federal Revenue	0	0	0	0
Indirect Revenue	160,375	195,614	213,025	17,411
Total Revenue	$ 2,243,373	$ 2,536,231	$ 2,937,594	$ 401,363
Direct Total Tax Levy	(146,845)	0	0	0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

MILWAUKEE COUNTY TRANSIT/PARATRANSIT SYSTEM

MILW CO TRANSIT-PARATRANSIT SYSTEM (5600)



MISSION

The Milwaukee County Transit / Paratransit System exists to provide reliable, convenient and safe public transportation services that efficiently and effectively meet the varied travel needs of the community and contribute to its quality of life.

Budget Summary

	2011	2010/2011 Change
Expenditures	**171,383,458**	**(1,853,517)**
Revenue	**153,877,503**	**(226,546)**
Levy	**17,505,955**	**(1,626,971)**

Major Programmatic Changes

- Paratransit agency rates are increased to eliminate property tax levy subsidy.
- Provide $2 million in additional revenues through the implementation of video advertising.
- Hours of service are reduced to reflect ridership patterns.
- Service frequency is reduced on Saturdays on 13 routes to reflect ridership patterns.
- Festival shuttle costs are offset with additional revenues.
- Design and construct a Bus Rapid Transit line on Fond du Lac and National Avenues.

OBJECTIVES

- Provide a safe and dependable transit system for the traveling public.
- Operate within established budgets while maximizing the quality and timeliness of services provided within core service areas and peak demand times.
- Work with service providers to ensure that high quality paratransit service is provided in the most cost-effective manner while meeting the needs of individuals with disabilities.
- Implement cost control measures while working with executive and legislative bodies toward improved fiscal sustainability.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Transportation & Public Works (DTPW) provides public transit services through the Milwaukee County Transit System (MCTS). Direct management and operation of the transit system, including paratransit services, is provided by Milwaukee Transport Services, Inc. (MTS), a private non-profit corporation under contract to the County. The corporation uses transit facilities and equipment owned and provided by Milwaukee County.

Paratransit operations include the provision of demand responsive transportation and orientation to transportation services. These services provide a complement to the fixed-route services of MCTS and are available to those who are Americans with Disabilities Act (ADA) Paratransit eligible.

The Director's Office of the DTPW provides County oversight as well as conducts various transit related studies, and prepares and administers Federal and State transit grants. Division personnel also facilitate the acquisition of capital equipment, and provide design and construction services for capital facilities.

2011 BUDGET

Approach and Priorities

- The 2011 budget was developed in a manner to ensure the County's transit services continue to provide efficient and reliable transportation options for residents of Milwaukee County, by focusing on core service routes and high demand service hours.
- To ensure the sustainability of the paratransit system, rates charged to Family Care agencies for paratransit services are increased in order to eliminate the property tax subsidy for the program, maximize cost reimbursement from outside revenue sources, and to provide additional incentives to seek lower-cost alternatives.

Programmatic Impacts

- Per County Board adopted resolution 10-267, $2,000,000 in additional revenues through the implementation of video advertising are budgeted.
- Hours of operation are reduced to 4:30 AM to 12:00 AM on weekdays and 6:00 AM to 12:00 AM on weekends (see chart below).
- Service frequency on Saturdays is reduced on 13 routes.
- Costs for festival flyer service are fully offset through increased sponsorship revenues and increasing the roundtrip fare by $0.50.

Budget Highlights

Departmental Operations

Wage and Benefit Modifications ***($14,335)***
This budget includes a crosscharge expenditure reduction of $14,335 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972), for a total tax levy savings of $14,335.

Federal Funding ***$3,200,000***
The 2011 budget reflects the anticipated allocation of capitalized maintenance funding of $15.4 million, a reduction from the 2010 Adopted Budget of $3,200,000.

State Funding ***($1,991,800)***
State operating assistance for MCTS increased by 2.5 percent per the 2009-2011 biennial budget, including anticipated funding for the Job Access and Reverse Commute (JARC) program.

Transit Operations (Fixed Route)

Revenue and Expenditure Overview
Operating expenses total $133,902,002, a decrease of $3,859,831 (-2.9%) from the 2010 Adopted Budget. Passenger revenue (passenger abatement) is estimated at $41,004,878, a decrease of $4,170,412 (-10.2%) from the 2010 Adopted Budget. Included in the passenger revenue decrease from 2010 is a reduction of $3,700,000 based on recent actual collections, and approximately $470,000 related to the service reductions noted below.

Video Advertising Revenue ***($2,000,000)***
In the July 2010 cycle the Board passed a resolution, 10-267, an initiative by the Vice Chair of the Committee on Finance and Audit, that would provide video advertising on buses, with estimated revenues of $2,000,000 annually. Consistent with the Board's intent, $2,000,000 in revenue is budgeted for the implementation of video advertising in accordance with County Board resolution 10-267.

Hours of Service ***($1,837,580)***
Based on low levels of ridership and a tax levy subsidy of $4.33 per ride, hours of operation are reduced on weekdays and weekends as shown in the chart below. This adjustment to service hours reduces gross operating expenditures by $2,223,400, passenger revenue by $385,820, net tax levy support by $1,837,580, and will result in a reduction of approximately 424,000 rides annually, representing one percent of the total number of rides provided annually.

Day	Current Start	Current End	Recommended Start	Recommended End
Weekdays	4:00 AM	2:00 AM	4:30 AM	12:00 AM
Saturdays	4:30 AM	2:00 AM	6:00 AM	12:00 AM
Sundays	4:30 AM	2:00 AM	6:00 AM	12:00 AM

Saturday Service Frequency ***($668,600)***
Based on low ridership and a tax levy subsidy of $6.01 per ride, frequency on 13 routes is reduced on Saturdays to match Sunday service. The affected routes are: 10, 11, 12, 14, 31, 33, 35, 51, 53, 54, 57, 67, and 80. This frequency adjustment reduces gross operating expenditures by $769,860, passenger revenue by $101,260, and net tax levy support by $668,600, and results in a reduction of approximately 111,280 rides annually, representing less than one percent of the total number of rides provided annually.

Advertising Revenues ***($75,000)***
Based on recent annual activity, non-video advertising revenues are increased over the 2010 Adopted Budget by $75,000 to $650,000.

Fuel ***$688,211***
Fuel expenditures increase by $688,211 over the 2010 Adopted Budget, from $8,633,072 to $9,321,283, based on an increase price per gallon from $2.10 to $2.40, offset by reduced volume of 215,815 gallons to the ongoing purchase of new, more fuel efficient buses and related to service reductions noted above.

Bus Repair Materials ***($150,000)***
Based on recent experience and the ongoing replacement of 125 buses (approximately one-quarter of the fleet) over the next two years, bus repair parts are reduced by $150,000, from $3,887,164 in 2010 to $3,737,164.

Festival Service ***($230,960)***
Festival flyer service will be maintained with gross operating costs of $931,500, offset with passenger revenue of $758,518. The round-trip fare for festival service is increased from $6 to $6.50, resulting in increased revenues of $58,378. The Department will pursue sponsorship opportunities to provide additional resources for the remaining cost of the service.

Paratransit Operations

Revenue and Expenditure Overview
Operating expenses total $30,514,571, an increase of $2,387,531 (8.5%) over the 2010 Adopted Budget. Program revenue is budgeted at $16,364,259, an increase of $5,172,060 (46.0%) over 2010. The increase in program revenues is mainly related to an increase in the rate charged to Family Care organizations for client services (see below), and increased cash fare collections due to higher ridership. Combined with an increase in state transit operating assistance ($674,712), the Paratransit program requires no tax levy support in the 2011 recommended budget.

Family Care Agency Contracting and Rate Increase ***($3,778,000)***
Paratransit shall charge managed care organizations $15.80 per van ride, and the full cost per taxi ride (estimated at $13.25 per ride), for paratransit services provided to their clients, an increase over the 2010 Adopted Budget of $5.00 per ride. The increase is estimated to provide an additional $3,828,000 in revenues from Family Care providers, offset by a decrease of approximately $50,000 in Title XIX revenues. Additionally, DTPW-Transit is authorized to enter into contracts with managed care provider agencies, including the Milwaukee County Department of Family Care, Community Care, IRIS, and iCAre, and any other appropriate agencies, regarding the provision of transportation services for eligible clients. DTPW-Transit shall seek to include utilization incentives to further reduce costs in these agreements.

New Freedom Initiative ***$0***
DTPW-Transit will continue to coordinate with the Office for Persons with Disabilities and other County agencies to provide free rides on the fixed route system for eligible persons with disabilities through the Federal New Freedom Initiative, with the goals of expanding mobility and reducing the need for paratransit services.

Capital Investments

$43,060,000 is budgeted for a Bus Rapid Transit (BRT) capital project on Fond du Lac and National Avenues in 2011. Funding includes $36,601,000 in Federal Interstate Cost Estimate (ICE) revenue and $6,459,000 in bond proceeds to be transferred from 2010 Adopted Capital Project WT026 - Bus Replacement Program. The funds transferred from the Bus Replacement capital project will later be replaced with the County's allocation of $10 million of Surface Transportation Program (STP) funding. Additional details can be found in the 2011 Recommended Capital Improvement Budget.

In addition, the 2011 Capital Improvements Budget includes $355,200 for transit infrastructure improvements that are part of a countywide infrastructure improvement program. See the Department of Transportation and Public Works – Facilities Division Budget for additional details.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 0	$ 0	$ 0	$ 0
Employee Fringe Benefits (EFB)	0	0	0	0
Services	413,642	432,204	335,422	(96,782)
Commodities	463,294	460,000	420,000	(40,000)
Transit Operations	136,650,420	140,255,647	136,946,513	(3,309,134)
Other Charges	26,930,556	29,152,417	31,028,864	1,876,447
Capital Outlay	562,093	222,500	222,500	0
County Service Charges	2,734,351	2,714,207	2,430,159	(284,048)
Abatements	0	0	0	0
Total Expenditures	$ 167,754,356	$ 173,236,975	$ 171,383,458	$ (1,853,517)
State & Federal Revenue	89,893,215	92,461,060	90,661,500	(1,799,560)
Other Direct Revenue	7,535,099	7,742,500	12,768,868	5,026,368
Transit Revenue	47,828,287	53,900,489	50,447,135	(3,453,354)
Total Revenue	$ 145,256,601	$ 154,104,049	$ 153,877,503	$ (226,546)
Direct Total Tax Levy	22,497,755	19,132,926	17,505,955	(1,626,971)

FARE STRUCTURE			
Fare Type	Current Fare	2011 Fare	Fare Change
Adult Cash	$2.25	$2.25	$0.00
Adult Ticket	10/$17.50	10/$17.50	$0.00
Premium Cash	$3.25	$3.25	$0.00
Premium Ticket	10/$23.50	10/$23.50	$0.00
All Half fares Cash	$1.10	$1.10	$0.00
All Half Fares Tickets	10/$11.00	10/$11.00	$0.00
Adult Weekly Pass*	$17.50	$17.50	$0.00
Monthly Pass	$64.00	$64.00	$0.00
Student Pass – Special*	$16.50	$16.50	$0.00
U-Pass**	$45.00	$45.00	$0.00
Commuter Value Pass***	$195.00	$195.00	$0.00
Paratransit Fare****	$3.25	$3.25	$0.00

*Per week
**Per School Semester
***Per Quarter
****Per one way trip

ACTIVITY & STATISTICAL SUMMARY			
	2009 Actual	2010 Budget	2011 Budget
Fixed Route Service			
Buses in Fleet	466	483	414
Buses Operated in Peak Service	394	343	335
Annual Bus Miles	17,958,867	17,841,677	16,905,039
Annual Bus Hours	1,346,998	1,327,483	1,267,609
Revenue Passengers	39,405,363	40,175,860	38,117,500
Cost per Mile	$7.51	$7.72	$7.92
Cost per Revenue Passenger	$3.42	$3.43	$3.51
Revenue per Revenue Passenger	$1.05	$1.12	$1.08
Farebox Recovery Ratio	30.57%	32.79%	30.62%
Transit Plus			
Van Trips per Hour	2.13	2.06	2.13
Ridership	1,170,456	1,216,430	1,273,632
Cost per Ride	$22.18	$23.05	$23.90

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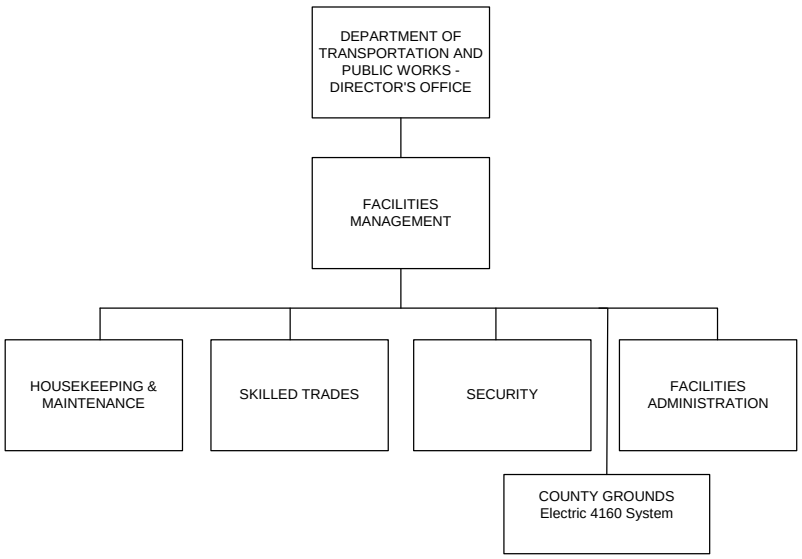
DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - FACILITIES MANAGEMENT

DTPW-FACILITIES MANAGEMENT (5700)



MISSION

To provide services focused on asset management and the preservation of County owned property, and to ensure that all County owned buildings are clean, safe, user-friendly, and meet the needs of all tenants, employees and the general public.

Budget Summary

	2011	2010/2011 Change
Expenditures	**21,235,011**	**(252,292)**
Revenue	**23,557,277**	**(2,786,903)**
Levy	**(2,322,266)**	**2,534,611**
FTE's	**85.0**	**(48.1)***

* FTE reflects the housekeeping positions unfunded in 2010. Because the change was confirmed through veto, the FTE change is captured in 2011.

Major Programmatic Changes

- Maximize County Space Utilization
- Continuation of Space Planning Initiative
- Full Year in Residential Sound Installation Program

OBJECTIVES

- Operate within established budgets while maximizing the quality and timeliness of services provided.
- Maintain core services currently provided to its end users.
- Expand and enhance the use of technology within the Division in order to improve efficiency, communications and responsiveness.
- Identify energy cost savings through energy conservation initiatives.
- Expand and implement the Space Utilization Plan.

DEPARTMENTAL PROGRAM DESCRIPTION

The Facilities Management Division of the Department of Transportation and Public Works (DTPW) provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments. Facilities Management is the steward of such County owned properties as the Courthouse Complex (Courthouse, Safety Building, Criminal Justice Facility, St. Anthony's, Medical Examiner, 6th & State Parking Area and the surface lot located at the former Annex site), County Grounds buildings (Child Adolescent Treatment Center (CATC) and Vel R Phillips Juvenile Justice Center), City Campus, Muirdale Building, Eschweiler Buildings and the electric system on the County Grounds. DTPW – Facilities Management provides services and performs functions in two areas: maintenance operations and property management.

In the 2009 Adopted Budget, the Facilities Management Division was given sole responsibility for establishing and implementing a space allocation standard for all Milwaukee County buildings. This Division continues to work with all departments to ensure that a formalized countywide approach to management of space utilization is employed.

The **Maintenance Operations** Division is responsible for approximately 3.7 million square feet of building space and associated grounds and mechanical systems for all facilities under the stewardship of Facilities Management. The functions include daily custodial for public areas and repair services, grounds care and snow removal, provision of centralized electrical, mechanical and engineering services, security operations, and maintenance of the various utility distribution systems.

The **Management Services** Division is responsible for property management and lease administration functions for Facilities Management. Unit functions include management of land and building leases for the Courthouse, Criminal Justice Facility, Safety Building, St. Anthony's, City Campus, Vel R Phillips Juvenile Justice Center and Child & Adolescent Treatment Center (CATC). In addition, this unit acts as a liaison between the County and major tenants, such as the Milwaukee Regional Medical Center and WE Energies.

Facilities Management is responsible for operating all buildings on a 24/7 basis, especially County facilities (i.e. Criminal Justice Facility, Vel R Phillips Juvenile Justice Center and CATC that have service activity on a constant basis, as these facilities harbor persons in differing modes of custody.

2011 BUDGET

Approach and Priorities

- Maintain and operate buildings and grounds under Facilities Management's purview in a manner consistent with current operations.
- Space planning, utilization, and consolidation will be further reviewed and, where appropriate, implemented to ensure the most efficient and best use of County assets.

Programmatic Impacts

- Space utilization at City Campus is maximized.
- The Residential Sound Installation Program (RSIP) moves to full year operation.
- Space planning continues with the assistance of an outside consultant.

Budget Highlights[1]

Wage and Benefit Modifications ***($385,353)***

This budget includes an expenditure reduction of $385,353 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

[1] For presentation purposes, the levy impact of each budget highlight is shown here. However, since Facilities net expenditures are charged to other departments, the true levy impact is in user department's budgets.

County-Wide Building Space Utilization ***($470,000)***
An initiative to consolidate current county space needs includes the moving of the Department of Aging and the Department of Family Care from private space and into county facilities. Facilities Management anticipates a levy reduction of approximately $470,000. These levy savings are presented here for illustrative purposes. However, they are achieved in departmental budgets through lower space rental cross-charges. With space maximized, Facilities Management will work with the Architectural, Engineering, and Environmental Services Division to perform an energy conservation assessment of buildings for further future operational cost savings.

RSIP Program Oversight ***($205,468)***
The RSIP (Residential Sound Installation Program) is a program for retrofitting houses near the Mitchell International Airport for the purpose of reducing noise within the homes. The first phase of the program focused on single-family housing within designated parcels. The next phase of this project is to perform the same work on other parcels of single-family housing and multi-family units. In the past, Facilities Management staff has provided oversight for contractors and the program's operations. In 2011, Facilities Management anticipates fulfilling the same function and estimates revenues accordingly. The RSIP was initially budgeted in 2010 for partial year operation, this initiative reflects full year estimated revenues.

Space Planning ***$150,000***
Facilities Management will continue efforts with Space Planning in 2011. The purpose of a space planning initiative shall be to assist policymakers in making comprehensive space allocation decisions based on financial, programmatic and long-term facility planning criteria established in the space planning study. To date, a County-wide inventory and space allocation analysis has been prepared by Continuum Architects and Planners, S.C, providing Facilities Management with a tool to make decisions on managing buildings and departmental spaces. Approximately $150,000 is allocated to obtain a consultant to lead space planning efforts in 2011. The consultant will review the inventory and space allocation analysis, develop evaluation criteria, provide appraisals of property inventory, and provide direction for the County in leveraging underutilized property.

Fire Protection at County Grounds ***$65,881***
The County has maintained a contract with the City of Wauwatosa Fire Department for fire protection of all buildings and property owned by the County and the Milwaukee Regional Medical Center at the County Grounds. The contract increases by $65,881, from $1,285,639 in 2010 to $1,351,520 in 2011.

CAPITAL INVESTMENTS

The Department of Transportation & Public Works-Facilities Division is responsible for oversight of Project WO114 Countywide Infrastructure Improvements, which are listed below.

- O'Donnell Park Improvements - $6,560,230
- City Campus Façade & Other Inspections - $260,000
- Museum Façade Repair & Replacement - $1,400,000
- Safety Building Light Court & Penthouse - $750,000
- GMIA & LJT Airport Improvements - $596,400
- Research Park Infrastructure Improvements - $27,600
- Criminal Justice (County Grounds) Improvements - $120,000
- Criminal Justice (Courthouse) Improvements – 996,000
- HOC Infrastructure Improvements - $62,400
- DHHS Infrastructure Improvements - $6,000
- Senior Centers Infrastructure Improvements - $36,000
- Trimborn Farm Infrastructure Improvements - $24,000
- Transit Infrastructure Improvements - $355,200
- Parks Infrastructure Improvements - $466,800
- Zoo Infrastructure Improvements - $234,000

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DTPW-Facilities Management **UNIT NO.** 5700
FUND: General - 0031

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 7,402,055	$ 6,741,294	$ 5,194,994	$ (1,546,300)
Employee Fringe Benefits (EFB)	4,386,327	5,216,066	4,135,286	(1,080,780)
Services	5,876,894	5,922,406	8,268,364	2,345,958
Commodities	520,060	722,259	614,958	(107,301)
Other Charges	1,278,265	1,285,639	1,351,520	65,881
Debt & Depreciation	0	0	0	0
Capital Outlay	317,184	300,175	300,175	0
Capital Contra	0	0	0	0
County Service Charges	18,556,439	18,491,789	15,806,343	(2,685,446)
Abatements	(16,996,085)	(17,192,325)	(14,436,629)	2,755,696
Total Expenditures	$ 21,341,139	$ 21,487,303	$ 21,235,011	$ (252,292)
Direct Revenue	3,467,588	3,507,062	3,644,946	137,884
State & Federal Revenue	0	0	0	0
Indirect Revenue	20,954,480	22,837,118	19,912,331	(2,924,787)
Total Revenue	$ 24,422,068	$ 26,344,180	$ 23,557,277	$ (2,786,903)
Direct Total Tax Levy	(3,080,929)	(4,856,877)	(2,322,266)	2,534,611

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**150.1**	**133.1**	**85.0**	**(48.1)**
% of Gross Wages Funded	**97.7**	**97.7**	**93.3**	**(4.4)**
Overtime (Dollars)	**$ 179,400**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**3.8**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Facil Wrkr Security (HRLY)*	62010	Abolish	(1)	(1.00)	Security	$ (22,168)
RC-Facil Wrkr Security*	62030	Abolish	(1)	(1.00)	Security	(35,144)
Facil Wkr Security*	65040	Abolish	(26)	(26.00)	Security	(766,664)
					TOTAL	$ (823,976)

* Related to 2010 mid-year implementation of security outsourcing.

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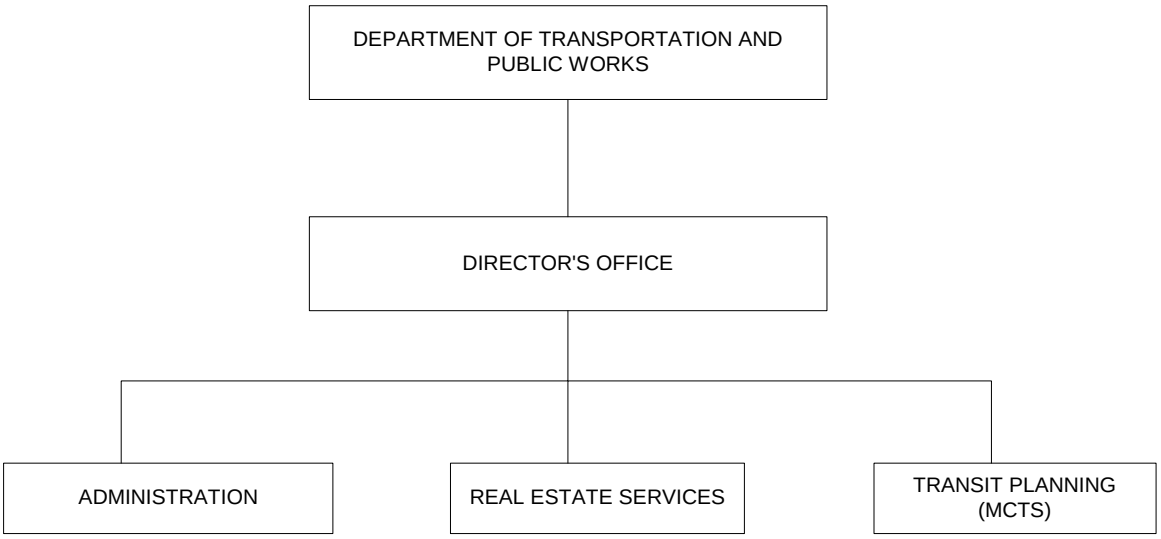
DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - DIRECTOR'S OFFICE

DTPW-DIRECTOR'S OFFICE (5800)



MISSION

The mission of the Department of Transportation and Public Works (DTPW) - Director's Office is to provide essential management and support services to DTPW divisions through oversight, coordination and technical assistance.

Budget Summary

	2011	2010/2011 Change
Expenditures	**1,710,519**	**(4,969)**
Revenue	**2,438,500**	**162,000**
Levy	**(727,981)**	**(166,969)**
FTE's	**11.2**	**(1.8)**

Major Programmatic Changes

- Economic Development staff transferred to the County Executive – Office of Economic Development.
- Creation of a Transportation Training Specialist

OBJECTIVES

- Strive to maintain all core services provided by the divisions within DTPW.
- Enhance the use of technology throughout the department to improve efficiency and responsiveness.
- Achieve fiscal savings through energy conservation initiatives.
- Expand and create new opportunities to increase and/or secure new revenue sources within all areas of operations.
- Review DTPW operational procedures and implement process improvements to eliminate duplication, create efficiencies and maximize resources.

- Develop and implement written policies and procedure manuals, succession planning and cross training for all critical positions in the department.
- Provide fiscal and operational oversight in DTPW divisions to maximize the quality of services provided.
- Consolidate fiscal and administrative staff throughout DTPW to create work distribution efficiencies.

DEPARTMENTAL PROGRAM DESCRIPTION

The DTPW – Director's Office (Director's Office) is responsible for the management of the Department of Transportation and Public Works administrative functions, transportation planning, and real estate services. Administrative functions include establishment and implementation of department policies and procedures, personnel administration, accounting, safety and training and general public information services. The Department of Administrative Services – Fiscal Affairs provides budgeting functions to the department.

The Transportation Planning Section provides technical and professional expertise for multimodal and transit planning and coordination, as well as transit system development and oversight. The Transportation Planning Section aggressively identifies, applies for and professionally manages state and federal grant funds that reduce tax levy support for County transportation projects.

The Real Estate Services Section administers the leasing, acquisition and disposition of a wide variety of buildings and vacant property owned by Milwaukee County. The Real Estate Section is specifically responsible for marketing, negotiation and sale of excess County-owned properties, including the property management and disposition of tax delinquent properties acquired by the Milwaukee County Treasurer through the tax foreclosure process.

The Real Estate Services Section establishes and provides the due diligence procedures and standards, which are the sole responsibility of the departments to follow prior to executing lease agreements.

2011 BUDGET

Approach and Priorities

- The Director's Office will continue responsibility for County lease management including the review and approval of all County leases/lease extensions to protect the financial interest of the County and to ensure that leases are coordinated with the countywide space plan.
- In 2011, all expenditures not related to the Real Estate Section in the Director's Office are fully crosscharged to all DTPW divisions. Thirty-five percent of the Director's Office expenditures are charged to the Transit Division for transit-planning services provided by the Division, and 65 percent are crosscharged to all divisions in the DTPW for administrative and management services.
- Enhance safety and reduce workers' compensation costs by creating a position responsible for department-wide training and safety efforts.
- Focus on core services and programs by transferring the Economic Development staff to the County Executive Office of Economic Development.

Budget Highlights

Wage and Benefit Modifications ***($7,015)***

This budget includes an expenditure reduction of $7,015 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972), for a total tax levy savings of $7,015.

Transportation Training Specialist ***$16,508***

In 2011, 1.0 FTE Public Works Training Specialist will be created. This position is being created to oversee training practices and procedures for current commercial drivers' license holders within the Department of Transportation and Public Works. The position will ensure proper safety practices are in compliance and make sure proper licensure and endorsements are being kept current. In addition, this position will monitor changes to State and Federal requirements related to safe vehicle operation. The position is budgeted with an active salary and fringe benefit cost of $82,538. This position is charged to DTPW divisions as follows: 40 percent of this position is charged to the Airport, 40 percent to highways, and 20 percent to the remaining divisions, for a net levy cost of approximately $16,508.

Economic Development **($255,584)**

The 2011 Recommended Budget includes the creation of the Office of Economic Development within the Office of the County Executive. As a result, 1.0 FTE Economic Development Director, 1.0 FTE Economic Development Specialist, and associated services are transferred from the Director's Office into the Office of Economic Development (see the County Executive – Office of Economic Development narrative for further detail).

Cell Tower Revenue ***($12,000)***

Revenue from cellular tower contracts increases $12,000 from $188,000 to $200,000.

Parking Revenue ***($40,000)***

Total parking revenue increases from $1,500,000 to $1,580,000. The increased revenue is divided evenly with the State of Wisconsin, for a net levy decrease of $40,000.

Towing Revenue ***($70,000)***

The base towing fee is increased from $10 to $20, and revenues are further increased based on recent activity.

BUDGET SUMMARY

Account Summary	2009 Actual	2010 Budget	2011 Budget	2010/2011 Change
Personal Services (w/o EFB)	$ 869,182	$ 983,810	$ 836,272	$ (147,538)
Employee Fringe Benefits (EFB)	332,981	584,676	523,209	(61,467)
Services	846,282	977,444	977,195	(249)
Commodities	2,437	13,100	12,600	(500)
Other Charges	13,858	41,000	51,000	10,000
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	575,439	530,003	424,162	(105,841)
Abatements	(1,454,148)	(1,414,545)	(1,113,919)	300,626
Total Expenditures	$ 1,186,031	$ 1,715,488	$ 1,710,519	$ (4,969)
Direct Revenue	1,970,585	2,276,500	2,438,500	162,000
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 1,970,585	$ 2,276,500	$ 2,438,500	$ 162,000
Direct Total Tax Levy	(784,554)	(561,012)	(727,981)	(166,969)

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DTPW-Director's Office **UNIT NO.** 5800
FUND: General - 0001

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**11.3**	**13.0**	**11.2**	**(1.8)**
% of Gross Wages Funded	**100.0**	**100.0**	**93.7**	**(6.3)**
Overtime (Dollars)	**$ 309**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Economic Development Dir.	80094	Transfer Out	(1)	(1.00)	Director's Office	$ (59,792)
Transp. Training Specialist	Z0003	Create	1	1.00	Director's Office	49,584
Economic Development Spc	07899	Transfer Out	(1)	(1.00)	Director's Office	(49,404)
					TOTAL	$ (59,612)

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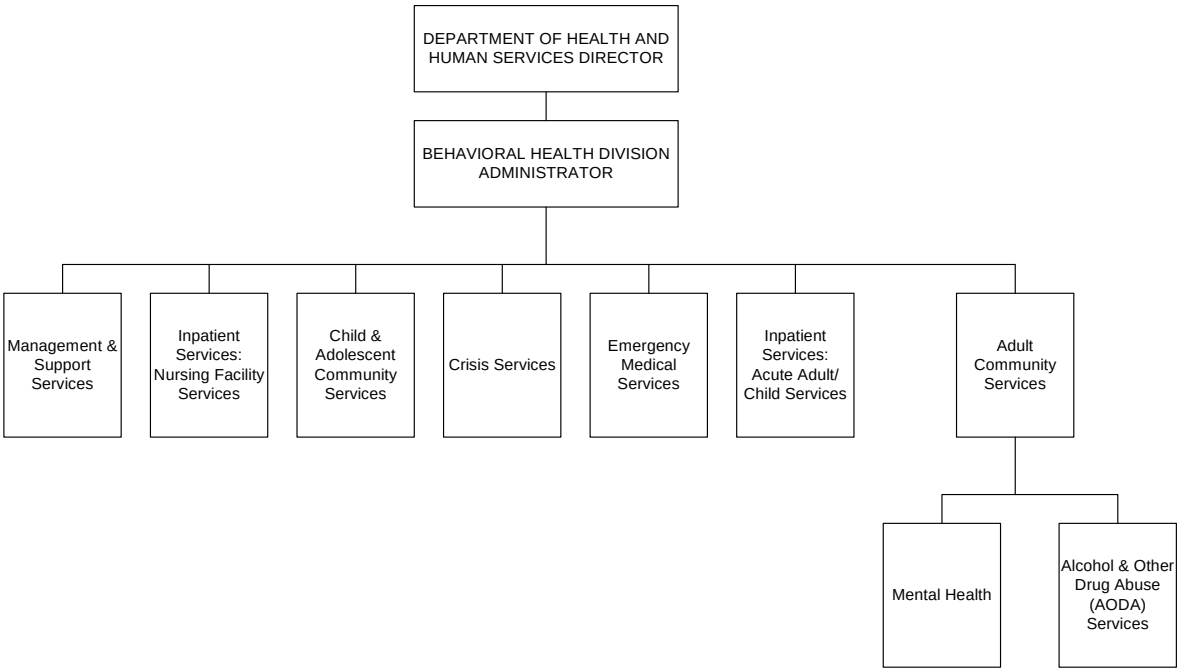
DEPARTMENT OF HEALTH AND HUMAN SERVICES - BEHAVIORAL HEALTH DIVISION

DHHS - BEHAVIORAL HEALTH DIVISION (6300)



MISSION

The Milwaukee County Behavioral Health Division is a public sector system for the integrated treatment and recovery of persons with serious behavioral health disorders.

VISION

The Milwaukee County Behavioral Health Division will be a Center of Excellence for person-centered, quality best practice in collaboration with community partners.

CORE VALUES

- Patient centered care
- Best practice standards and outcomes
- Accountability at all levels
- Recovery support in the least restrictive environment
- Integrated service delivery

Budget Summary

	2011	2010/2011 Change
Expenditures	**186,300,564**	**(88,194)**
Revenue	**130,622,050**	**325,601**
Levy	**55,678,514**	**(413,795)**
FTE's	**844.8**	**17.1**

Major Programmatic Changes

- Address On-going Fiscal Issues Associated with Reduced State Revenues
- Create Additional Resources to Maintain Regulatory Compliance and Increase Clinical Training and Quality Assurance
- Increase Staff to Patient Ratio and Environmental Surveillance Strategies to Enhance Patient Safety
- Increase Funding for Community-Based Services and Trauma Informed Care
- Provide Additional Staff to Enhance Capacity to Manage Finance and Operations

OBJECTIVES

- Continue to work towards The Joint Commission (TJC) Certification.
- Provide care and treatment for Milwaukee County residents with serious behavioral health disorders.
- Promote clinical quality and safety of all patients as the Department's highest priority.
- Increase resources for clinical training and quality assurance.
- Administer and coordinate all county-wide emergency medical services.
- Increase community-based outpatient service capacity.
- Address on-going fiscal issues associated with the loss of state revenues.

DEPARTMENTAL PROGRAM DESCRIPTION

Management/Support Services
Management/Support Services is comprised of centralized programs, services and related costs necessary for the overall operation of the Behavioral Health Division, such as Administration (including Clinical, Medical Staff, Quality Assurance and Utilization Review), Fiscal Management, Patient Accounts and Admissions, Management Information Systems, Dietary, and Medical Records. Management/Support Services has responsibility for management of the environment of care that is composed of maintenance and housekeeping, and other environmental services. Expenditures are allocated to the Inpatient Services/Nursing Facility, Inpatient Services/Acute Adult/Child, Adult Community, AODA, Adult Crisis, Child and Adolescent Programs and Emergency Medical Programs, according to Medicare and Medicaid cost allocation methodologies reflective of services consumed by the programs.

Inpatient Services: Nursing Facility Services
The Nursing Home Facilities are licensed Rehabilitation Centers under HFS132 and HFS134 that provide long-term, non-acute care to patients who have complex medical, rehabilitative, psychosocial needs and developmental disabilities, respectively. The Rehabilitation Center-Central is a 70-bed, Title XIX certified, skilled-care licensed nursing home. The facility consists of three units, which serve individuals with complex and interacting medical, rehabilitative and psychosocial needs that can be effectively treated in a licensed nursing facility. The Rehabilitation Center-Hilltop is a 72-bed Title XIX certified facility for the Persons with Developmental Disabilities. The facility provides active treatment programs and an environment specially designed for residents with dual diagnoses of developmental disability and serious behavioral health conditions.

Inpatient Services: Acute Adult/Child Services
Hospital Inpatient Services are provided in five licensed, 24-bed units. Four units include specialized programs for adults and one unit includes specialized programs for children and adolescents. The acute adult units provide inpatient care to individuals over age 18 who require safe, secure, short-term or occasionally extended hospitalization. A multi-disciplinary team approach of psychiatry, psychology, nursing, social service and rehabilitation therapy provide assessment and treatment designed to stabilize an acute psychiatric need and assist the return of the patient to his or her own community. Admissions to the acute hospital have decreased 7% from 2008 with a total of 2,337 admissions in 2009. Approximately 70-80 percent of the admissions are considered involuntary. Inpatient admission decreases have occurred while Psychiatric Crisis Service admissions have increased 28% from 2000 to 2009.The median length of stay of the adult acute hospital is seven days.

The child and adolescent unit provides inpatient care to individuals age 18 and under that require secure short term or occasionally extended hospitalization. The child and adolescent acute unit continues to provide all emergency detention services for Milwaukee County as well as inpatient screening for Children's Court. In recent years, child and adolescent inpatient admissions have declined with the emphasis on community-based care through the Wraparound Program. In 2009, there were approximately 1,551 admissions to the child and adolescent unit.

Adult Community Services: Mental Health
Adult Community Services is composed of community-based services for persons with serious and persistent mental illness and for persons with substance abuse problems or a substance dependency. The majority of services in the mental health program area are provided through contracts with community agencies. The mental health program area is composed of several major programs for the medical and non-medical care of consumers in the community. These programs include Community Support Programs, Community Residential, Targeted Case Management, Outpatient Treatment and Prevention and Intervention Services. Services are designed to provide for a single mental health delivery system that reduces an individual's time institutionalized, promoting consumer independence and recovery. Community Services provides all services in the least restrictive and most therapeutically appropriate, cost-effective setting.

Adult Community Services: Alcohol and Other Drug Abuse (AODA)
Alcohol and Other Drug Abuse (AODA) Services includes funds for the first year of the "Access to Recovery - 3" (ATR) grant. Along with the TANF, AODA Block Grant and other State & local funds, ATR provides funding for the AODA system, which is now called WIser Choice. The WIser Choice AODA system provides access to a range of services, clinical treatment, recovery support coordination (case management) and recovery support services. The target population consists of: 1) adults seeking assistance in addressing their substance abuse disorder; 2) individuals that are involved with the state correctional system, including Milwaukee County residents returning to the community from the prison system and individuals on probation or parole and facing revocation; and 3) individuals that are involved in the local, Milwaukee County correctional system. Within these three populations are two priority sub-populations: pregnant women and women with children. Remaining purchase of service contracts are specifically for detoxification, prevention, intervention and central intake unit services.

Child and Adolescent Community Services
Child and Adolescent Community Services functions as a purchaser, provider and manager for the mental health services system for Milwaukee County youth and some young adults through the Wraparound Milwaukee Program, Family Intervention and Support Services (FISS) Program and New Healthy Transitions Initiative. Additionally, it provides mental health crisis intervention services to the Milwaukee Public School System, Bureau of Milwaukee Child Welfare and to any Milwaukee County family experiencing a mental health crisis with their child. The Wraparound Milwaukee Program functions as a unique special managed care entity under a contract with Medicaid for youth with serious emotional disturbance (SED) in Milwaukee County. Services are targeted to children and, new in 2011, young adults up to age 23 with severe emotional and mental health needs, involved with two or more child or adult serving systems and who are at risk of residential treatment or other institutional settings.

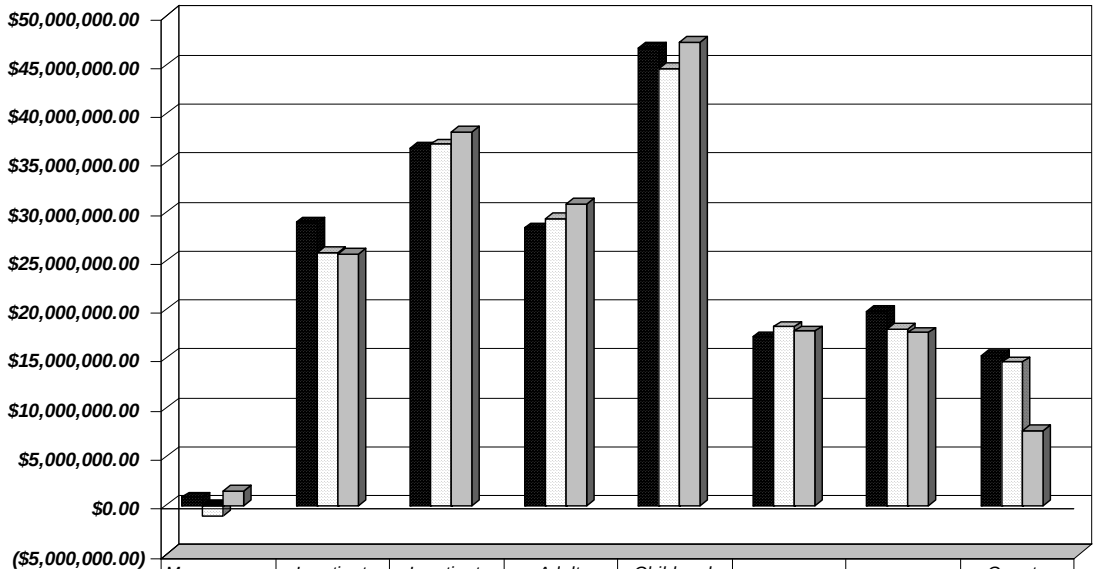
Wraparound Milwaukee consists of four programs with different target groups of SED youth: Regular Wraparound –Child Welfare or Delinquency and Court services referred youth who are court ordered into Wraparound; REACH – mostly referred through the school systems, these are non-court involved SED youth; FOCUS – collaborative program with Delinquency and Court Services for SED youth at risk of juvenile correctional placement; and Healthy Transitions Program (Project O'YEAH) -- for youth, 16-23 with SED who need help obtaining mental health services, housing, employment, education, etc. as they transition to adulthood. Child and Adolescent Community Services also operates the FISS Services Program for adolescents who have a history of truancy, parent/child conflicts and runaway behaviors. FISS Services, which is funded by the Bureau of Milwaukee Child Welfare, provides mental health and supportive services to divert youth from formal court intervention. In 2011, Wraparound Milwaukee will receive increased slots recently approved by the State and Medicaid. These additional slots will serve clients ages 19 and 20, which will help transition youth into adulthood**.**

Crisis Services
Crisis Services is composed of multiple programs that assist individuals in need of immediate mental health intervention to assess their problems and develop mechanisms for stabilization and linkage. The Psychiatric Crisis Service/Admission Center (PCS) serves between 12,000 and 14,000 patients each year. Approximately 65 percent of the persons receiving services are brought in by police on an Emergency Detention. The remaining individuals admitted are Milwaukee County residents who walk in and receive services on a voluntary basis. In

addition to PCS, Crisis Services runs a Mental Health Crisis Walk-In Clinic, an Observation Unit, the Crisis Line, Mobile Crisis Teams, a Geriatric Psychiatry Team and two eight-bed Crisis Respite houses. A multi-disciplinary team of mental health professionals provides these services. In 2009, there were a total of over 50,000 clinical contacts between the various program components.

Emergency Medical Services (EMS)
The Emergency Medical Services (EMS) is a Milwaukee County-managed and sponsored program designed to benefit the entire community. There are seven major components: the Community Support component which provides an allocation to municipalities providing the paramedic transport units serving Milwaukee County; the Education/Training Center for initial and refresher paramedic education and other EMS-related courses; a Quality Assurance program which reviews and monitors service delivery; the Health Information Center which collects, enters and maintains patient care data; the Communication Center which is staffed with emergency medical communicators to coordinate on-line medical control and hospital notification for local and regional emergency calls; the Equipment and Supplies Center which orders and delivers supplies, monitors controlled substances, facilitates equipment repair and maintains compliance with Trans 309; and the AHA Community Training Center (CTC), which provides and coordinates Milwaukee County employee and public education for Cardio-Pulmonary Resuscitation (CPR), Automatic External Defibrillator (AED), Advanced Life Support (ALS) and Pediatric Advanced Life Support (PALS) courses. Medical direction and management for the EMS Division is provided through a professional services contract with the Medical College of Wisconsin (MCW).

Expenditures



	Management / Support Services	Inpatient Services: Nursing	Inpatient Services: Acute Adult /	Adult Community Services	Child and Adolescent Services	Adult Crisis Services	AODA Services	County Health Programs
2009 Actual	$761,213.64	$28,890,608.	$36,489,632.	$28,295,246.	$46,690,613.	$17,177,635.	$19,776,545.	$15,242,864.
2010 Budget	($1,066,421.	$25,840,412.	$36,872,716.	$29,251,358.	$44,628,075.	$18,213,960.	$18,024,161.	$14,624,497.
2011 Budget	$1,440,911.6	$25,675,660.	$38,118,852.	$30,774,430.	$47,317,719.	$17,757,949.	$17,627,126.	$7,587,912.9
Percent Change 10-11	235.12%	-0.64%	3.38%	5.21%	6.03%	-2.50%	-2.20%	-48.12%

2011 BUDGET

Approach and Priorities

- Address on-going fiscal issues created by decreased state revenues.
- Add resources for hiring, training, quality assurance, monitoring and security to maintain and enhance safety and regulatory compliance.
- Add resources for community–based services.
- Enhance capacity for management of finances and operations.
- Address recommendations from the Community Advisory Committee.

Programmatic Impacts

- As Medicaid reimbursements continue to be reduced, increase county tax levy and maximize alternative revenue sources to fund core mental health services.
- Provide additional staff, contract with consultants and purchase training software to maintain regulatory compliance and increase quality assurance.
- Create additional clinical positions and increase the overtime budget to enhance surveillance and fully fund the staffing replacement factor.
- Increase funding for the security professional service contract, hire a national safety expert and purchase additional security cameras and electronic locks to enhance patient safety.
- Support community-based services by sustaining the number of Crisis Respite Beds, increasing the number of slots for outpatient adult mental health services, and increasing the number of slots for the Wraparound program.
- Implement community-based Trauma Informed Care Initiative.
- Work with DHHS to implement the supportive housing initiative known as Empowerment Village-National which will contain 34 units set aside for consumers receiving services from BHD.

Budget Highlights

Wage and Benefit Modifications ***($3,244,241)***

This budget includes an expenditure reduction of $3,403,237 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $158,996 for a total tax levy savings of $3,244,241.

Medicaid Revenue Reduction ***$3,649,349***

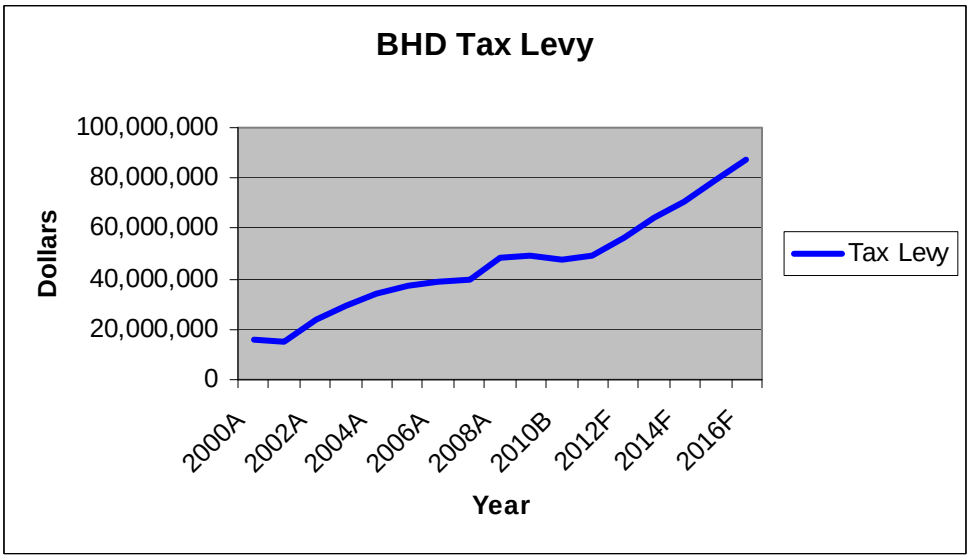
In the 2009-2011 biennial budget, the State of Wisconsin is faced with a $600 million deficit in the Medicaid budget and, in recent years, has changed the reimbursement formula for inpatient stays. This deficit and recent state changes in the reimbursement formula has resulted in continued revenue loss for BHD. Under the previous reimbursement formula, the county received approximately $5,400 per patient/per stay. Average stay was 2-2.5 days. Under the new formula for reimbursement, the county receives approximately $1,200 per day, totaling approximately $3,000 per patient/per stay.

Furthermore, BHD is beginning to see other insurance companies (T-19 HMOs and SSI Managed Care Agencies) change their payment schedule to reflect State Medicaid reductions. The insurance companies have also received decreased state Medicaid payments and are now passing those reductions onto local providers, adversely affecting BHD patient revenue.

In 2011, Medicaid patient care revenues, including decreases in T-19 HMO and SSI Managed Care revenue, are expected to reflect the $3.6 million decline already being experienced in 2010.

While patient revenue from the State and other providers continues to decline, county personnel costs and medical expenditures continue to increase. The county has responded to the resulting structural deficit by rapidly

increasing the annual property tax levy contribution. Between 2000 and 2009, county tax levy for BHD grew from $16 million to $49 million. Based on the County's 5-Year Fiscal Forecast, the tax levy contribution is expected to continue to grow from approximately $49 million in 2009 to approximately $87 million in 2016, assuming the same level of services provided currently are maintained. The 2011 budget includes more than $3.6 million in additional tax levy to make up for the projected reduction in State Medicaid revenues.



Revenue Maximization ***($1,300,000)***
$200,000 is budgeted to retain Cambridge Advisory Group to provide assistance in maximizing revenues received by BHD and streamlining the billing processes and procedures. Preliminary assessment indicates a levy reduction of $1,300,000 is achievable.

GAMP ***($6,800,000)***
The State's 2009-2011 Biennial Budget authorized the State Department of Human Services to bill Milwaukee County for $6.8 million; the amount previously budgeted by the County for the General Assistance Medical Program. The State utilized Milwaukee County's payment to provide matching funds for a federal grant. Milwaukee County is the only county in the State required to make such a payment. The County has met its obligations for the current State Budget with payments made in 2009 and 2010. Funding for continuation of this payment is not included in the 2011 Budget as Intergovernmental Relations Staff should work to ensure this requirement is not included in the next biennial budget.

Destination 2012 – Joint Commission ***$48,830***
BHD continues to work toward The Joint Commission (TJC) Certification with a goal to submit the application in 2012. Various initiatives in the 2011 Budget reflect this goal and BHD's commitment toward meeting TJC by 2012. This includes funding of $48,830 to obtain IT resources and consultation services from TJC to assist BHD leadership in compliance and application development.

Education Services and Quality Assurance Initiative ***$562,076***
BHD continues to work diligently to meet all training, quality assurance, and regulatory requirements. To ensure compliance, additional resources are allocated to enhance training and quality of care and obtain Joint Commission standards. New on-line employee training system will be purchased for a cost of $63,730.

The following six new positions within the Education and Quality Assurance sections are created:
Create 2.0 FTE Program Analysts, 1.0 FTE RN 2 – Staff Development, 1.0 FTE Employee Educator and Trainer, and 2.0 FTE Quality Assurance Coordinators for a salary and active fringe benefit cost of $498,346

Security and Surveillance ***$485,000***
Funding for BHD's security contract is increased by $300,000 to reflect actual utilization. An additional $75,000 is budgeted to hire a nationally recognized, independent expert to provide technical assistance and review efforts that address safety issues. Efforts include the impact of new BHD safety protocols, current practices for assessment and treatment of patients with aggressive behaviors, unit staffing, strategies for reduction and eventual elimination of seclusion and restraints and staff/patient education.

Also, $80,000 is included for a one-time investment of security cameras and $30,000 for electronic card readers.

Enhanced Management Capacity ***$480,310***
In order to provide enhanced capacity to manage finances and operations, the following positions are created:

- 1.0 FTE Deputy BHD Administrative Director
- 1.0 FTE Accountant Manager
- 1.0 FTE Employee Outreach and Community Liaison
- 1.0 FTE Clerical Specialist MHD
- 1.0 FTE Staffing Assistant

Attorney Fees ***$150,000***
In 2011, an appropriation of $150,000 is included for attorney fees based on prior actual utilization.

Major Maintenance ***$500,000***
Funding for major maintenance is increased by $500,000 in order to ensure that adequate funding is available to address facility needs that may arise in 2011. The total budgeted amount for major maintenance capital outlay is $850,000. In addition, there is $895,040 budgeted for work preformed by Facilities Management and 12.0 FTE BHD staff that work specifically on facilities maintenance.

Day Hospital ***($33,519)***
In 2010, BHD began to rent out the majority of the space in the Day Hospital facility to outside agencies to create more synergies for BHD programs and increase revenue. Current tenants are St Charles Youth and Family Services, Willowglen Community Care, and My Home, Your Home, Inc. The 3 current tenants generate approximately $310,000 in rent revenue that helps to offset BHD utility expenses.

Clinical Positions ***$1,929,283***
BHD is focused on providing consistent staffing, redeployment of clinical staff, increased surveillance within clinical areas, and accounting for sick leave, vacation, FMLA and other time off in a more consistent manner. To that end, BHD has begun a new staffing model called "Environmental Surveillance Zones." This method of staffing and surveillance includes an increase in clinical staff to patient ratio within the Adult Acute Hospital. This increase will create additional surveillance capacity with the intended result of increased patient care and decreased incidents.

To implement the new surveillance zones and provide consistent staffing, the following clinical positions changes are made: Create 53.5 FTE Clinical Positions of which 46.5 FTE Clinical Positions are funded; and Abolish 4.0 FTE Nursing Coordinator and 1.0 FTE Nurse Prescriber Positions.

Approximately two-thirds of the new nursing positions are Nursing Assistants and approximately one-third are Registered Nurses. Of the new clinical positions, 30 FTEs are located in Acute Adult/Child Inpatient Services, 14.5 FTEs are located in the Inpatient Nursing Home Facilities and 9.0 FTEs are located in Adult Crisis Services. The detailed position changes are as follows:

Nursing Facility Services:
- Create: 7.0 FTE Nursing Assistant 1 MH, 1.0 FTE Psych LPN and 1.0 FTE RN 3 MH
- Fund: 1.0 FTE RN 3 MH

- Create – Unfunded: 4.0 FTE Nursing Assistant 1 MH
- Abolish Upon Vacancy: 1.0 FTE Nursing Program Coordinator

Acute Adult Services:
- Create: 18.0 FTE Nursing Assistant 1 MH, 1.0 FTE Unit Clerk, 1.0 FTE Nursing Program Supervisor and 3.0 FTE RN 3 MH
- Fund: 1.0 FTE RN 3 MH
- Create – Unfunded: 7.0 FTE Nursing Assistant 1 MH
- Abolish Upon Vacancy: 2.0 FTE Nursing Program Coordinators

Crisis Services:
- Create: 5.0 FTE Nursing Assistant 1 MH, 1.0 FTE Unit Clerk and 1.0 FTE RN 3 MH, 1.0 FTE Staff Psychiatrist (Note: the Staff Psychiatrist position is funded at .55 FTE reflected in a V&T increase for a savings of $92,064).
- Fund: 1.0 FTE RN 3 MH
- Abolish Upon Vacancy: 1.0 FTE Nursing Program Coordinator and 1.0 FTE Adv Prac Nursing Prescriber

Community Services:
- Unfund: 1.0 FTE vacant Psychiatric Social Worker
- Fund: 1.0 FTE Clinical Psychologist 3

Position Reconciliation ***($333,630)***
As part of an on-going initiative to reconcile positions within the human resources and budget systems, the following position actions are included in 2011: Abolish 1.0 FTE Community Nurse Specialist, .5 FTE Occupational Therapist 2, 1.0 FTE Music Therapy Program Coordinator, .5 FTE Pysch Social Worker, 1.0 FTE BH Emergency Service Clinician (RN) and 1.5 FTE BH Emergency Service Clinician. Fund 1.0 FTE RN 2 – Utilization Review and create 1.0 FTE RN 1 (Pool) for a total cost savings of $333,630 for salaries and active fringe benefits. All abolished positions are vacant and not needed by the department.

Overtime Reconciliation ***$675,075***
As part of an on-going effort to align budgeted expenditures with actual experience, overtime is increased in 2011. The majority of overtime is used to provide staffing associated with coverage for sick leave, vacation, FMLA use and other time off on patient care units. This increase in overtime is based on 2008, 2009 and 2010 actual experience.

State Mental Health Institute ***$0***
Revenues and expenditures are maintained at the 2010 levels for all children and adult patients placed in the State Mental Health Institutes.

Child & Adolescent Community Services ***$0***
The 2011 Budget authorizes $46,830,110 in expenditures for Wraparound Milwaukee including $2,147,218 of increased revenues and corresponding expenditure authority to support the following programs:
- Wraparound Milwaukee will serve a projected average daily enrollment of 1,000 children in 2011 in all of its programs, which includes a new program with 100 slots for children over 18 years of age in the new Youth in Transition grant-funded program.
- The FOCUS program will serve up to 47 youth who would otherwise be committed to Juvenile Corrections.
- The FISS program will serve approximately 65 families per month.
- The Wraparound Milwaukee REACH program will serve approximately 225 youth. BHD plans to request an additional 100 slots for REACH in 2011.

Community AODA Contracts ***$0***

Appropriations for purchase of service contracts within the Adult Community Services AODA network are increased by over $500,000 in 2011 primarily due to the award of three new grants in early 2010. Increased contractual expenditures are completely offset with increased revenues.

An appropriation of $5,000 is maintained at the 2010 Budget level for the Safe Ride of Milwaukee County program, whose other sponsors include the Tavern League of Wisconsin and Business Against Drunk Driving.

In 2011, Potawatomi revenue is maintained at 2010 Budget level of $887,203, with $500,000 dedicated to AODA Services and $337,203 to support client services within the community.

Access to Recovery ***$0***

Access to Recovery 3 is a continuing federal grant, passed through the State of Wisconsin to Milwaukee County, BHD, Adult Community Services. The Access to Recovery 2 was a 3-year grant from the state to the county totaling $14.4 million or $4.8 million/year. Based upon a preliminary notification, Milwaukee County will receive a total of $13.1 million over the 4 federal fiscal years 9/30/10-09/29/2014. The annual allocation is approximately $3.3 million/year. As a result of the decrease in grant funding, 1.0 FTE Quality Assurance Specialist AODA position is unfunded and other expenditures are reduced to fully offset the revenue loss.

Realign Detox Services ***($500,000)***

The Detox program will utilize a nationally recognized patient placement model for care. Current Detox services are provided through a purchase of services contract. The contractor is reimbursed by the county based on the type of bed that is provided to a patient. Medical beds are reimbursed at $299/day and social beds are reimbursed at $50/day. Social beds can only be used for patients that are experiencing alcohol-only and/or sedative intoxication. Utilizing current admission standards, a contractor may assign a walk–in or police-delivered intoxicated individual to a medical bed even if they may be appropriately placed in a social bed.

New admission criteria based on nationally recognized standards of care clarify the intent of each type of bed resulting in more appropriate assignments. Utilizing the updated admission criteria, BHD will adjust its contract with the provider to request more social Detox beds while reducing the number of medical Detox beds, providing more appropriate levels of patient services. No reduction in the total number of beds available will result from this modification to the county's contract.

Revenue Associated with Section 1915(i) of the Social Security Act ***$0***

1915(i) is a continuing federal revenue source from the Center for Medicare and Medicaid Services. States apply to be eligible providers under their regular State Medicaid Plans and choose the needs-based criteria used to establish the thresholds of program eligibility. The State has determined that Milwaukee County will pay 100% of the required local match. Since service may only be limited by the eligibility criteria, not budget controls, it is critical that the State define eligibility criteria in a manner that is fiscally sustainable for Milwaukee County.

During the State's application process, BHD Adult Community Services management used eligibility criteria to identify the number of individuals who would be eligible for services in Milwaukee County. Because the county is required to pay a 40% match to the federal funds, BHD utilized adjusted needs based enrollment criteria that would result in a number of program participants that would not exceed the level of county funds available to pay the local match component.

Shortly after receiving notice of 1915(i) certification in 2010, the Patient Protection and Affordable Care Act (PPACA) was passed by Congress. There were two significant changes of the PPACA that will impact 1915(i) effective October 1, 2010; namely that (1) States will no longer be able to limit the number of 1915(i) clients except through the functional eligibility criteria, making this a true "entitlement", and (2) 1915(i) services must now be provided statewide. Federal law prohibits waiting lists for this program since it is an entitlement for eligible individuals.

Under broad eligibility requirements the potential number of individuals in Milwaukee County would greatly exceed the amount of funds available to pay the required county match. Milwaukee County has asked the State to adjust the functional eligibility criteria. Using more restrictive criteria already embedded into the current eligibility formula and limiting the qualifying diagnosis to those associated with severe and persistent mental illness would target services to those with the greatest need and allow the county to mitigate its financial exposure.

The 2011 Budget includes $1.5 million in 1915(i) revenue based on utilizing the more restrictive eligibility criteria. If the county implements 1915(i) using the broader functional eligibility and qualifying diagnosis than the State currently has in place (COP Level D), the county, over time, will be obligated to significantly increase tax levy due to the volume of individuals that would be eligible for services.

BHD is only authorized to utilize these funds if the State provides funding to fully offset the 40% local match or adjusts the functional eligibility criteria to a more restrictive level to cover those individuals most in need of 1915(i) services without significantly affecting Milwaukee County's ability to manage its financial obligation**.**

Trauma Informed Care Training ***$150,000***
The 2011 Budget includes $150,000 to expand clinical training for Trauma Informed Care (TIC). All 3 shifts of clinical staff within the Acute Inpatient Hospital will receive annual TIC training.

BHD will contract with a community service provider to take the lead for the coordination of the TIC Training including assessing training needs of BHD staff and conducting clinical staff training to develop core competencies on TIC. Existing peer support specialists and discharge planners in the Adult Acute Hospital will also be trained in TIC to enhance discharge.

In June 2011, BHD will collect and analyze data to determine the clinical and cost effectiveness of the TIC training on patient outcomes.

Additional Outpatient and Community Care Services ***$360,000***
BHD Adult Community Services will contract in the community on a fee for service basis for psychotherapy services and trauma counseling sessions by a licensed therapist for an additional 250 patients, each could receive a prior authorization for up to 12 therapy sessions and the related medication costs annually.

BHD along with the Community Advisory Council will establish a sub-group to develop a plan, training, and a cost analysis to expand the use of peer support-specialists in the Community Support Program (CPS) and Targeted Case Management (TCM) programs. This sub-group will provide a recommendation to the Advisory Council for consideration. During contract renewals, BHD will incorporate language in the Community Support Program and Targeted Case Management contracts that addresses the use of Peer Specialists trained in trauma informed care.

Crisis Resource Center ***$50,000***
The Crisis Resource Center (CRC) was established with the partnership and support of the Milwaukee Mental Health Task Force, BHD Adult Community Services, Greater Milwaukee Foundation, Robert Wood Johnson Foundation and other community partners. The CRC provides short-term intervention, peer support, helps link individuals to ongoing community support and services, and serves as a diversion to costly inpatient services. The county provides $200,000 annually to support the CRC. As initial grant funding comes to an end, Milwaukee County will be providing an additional $50,000 of tax levy in 2011 to continue this important community-based service.

Crisis Respite Beds ***$500,000***
In 2005/2006, BHD entered into a contract for 16 Crisis Respite Beds in two community residential buildings. Each building is staffed by community providers, which include mostly non-medical staff. The beds are used for patients whose level of acuity has subsided but not to a point where they are ready to be released from care. The

beds were created as a way to reduce the waiting for those who needed acute county beds and private emergency rooms. They also serve as a way to decrease the amount of time patients spend institutionalized.

In 2011, BHD will use $500,000 of tax levy for costs associated with 16 crisis respite beds in the Adult Crisis Services area to replace grant funding that has been eliminated. The availability of these crisis resources has allowed BHD to effectively manage the census on the adult inpatient hospital units, which in turn, has alleviated delays in transferring individuals in psychiatric crisis from local general hospital emergency departments to BHD Psychiatric Crisis Services.

Emergency Medical Services (EMS) ***$22,568***

All EMS functions are maintained at the 2010 Budget level of approximately $6,900,000 for the communication center, training facility, and financial support to municipalities. To provide more flexibility for EMS staff trainings, .6 FTE Paramedic Trainer (Hourly) is created for a total cost of $22,568. All EMS fees remain at the 2010 level for 2011.

AHA Courses Offered by the Community Training Center				
Service		2010 Fee	2011 Fee	2010/2011 Change
Basic Life Support (CPR) Health Care Provider		$75	$75	$0
Basic Life Support (CPR) Health Care Provider (skill testing only)*		$55	$55	$0
Basic Life Support (CPR) in conjunction with ACLS		$50	$50	$0
Advanced Cardiac Life Support (per person)		$250	$250	$0
Advanced Cardiac Life Support (per person) (Skill testing only)*		$125	$125	$0
Pediatric Advanced Life Support (per person)		$280	$280	$0
Advanced Life Support Instructor (per person)		$175	$175	$0
Pediatric Advanced Life Support Instructor/Person		$175	$175	$0
Basic Life Support (CPR) Instructor/Person		$125	$125	$0
Automatic Electronic Defibrillator (per person)		$50	$50	$0
Heartsaver CPR		$50	$50	$0
Children and Infant CPR		$50	$50	$0
Heartsaver/First Aid		$65	$65	$0
EMS Courses Offered by the Education Center Service				
Service		2010 Fee	2011 Fee	2010/2011 Change
Paramedic Course (per person)		$8,000	$8,000	$0
Paramedic Refresher Course (8 Hour Block)		$125	$125	$0
EMT/B mini Refresher Course (6 Hour Block)		$50	$50	$0
Paramedic Continuing Education Units per person (per hr)		$35	$35	$0
National Registry Exam				
Practical only		$300	$300	$0
Practical Retakes per station		$40	$40	$0
Basic IV Tech Course		$500	$500	$0
Basic IV Refresher Course		$125	$125	$0
First Responder Course		$325	$325	$0
First Responder Refresher Course		$200	$200	$0
Observational Ride along/8 hour day**		$75	$75	$0

Other Services Offered by the Emergency Medical Department				
Service		2010 Fee	2011 Fee	2010/2011 Change
Quality Assurance-fee is based on every 1,000 runs in system		$2,700	$2,700	$0
Data Management-fee is based on every 1,000 runs in system		$6,000	$6,000	$0
Medical Director-fee is based on every 1,000 runs in system		$9,000	$9,000	$0
Administrative Fee-system charged at 20% of total system run fees above		20%	20%	$0

* Offered to the public as well as EMS providers.

** Activities offered by Emergency Medical Services (EMS)

Capital Investments

WO444 Electronic Medical Record System $500,000 (for the first year of implementation costs for both the Sheriff and Behavioral Health Departments).

EXPENDABLE TRUST ACCOUNTS

The following, for informational purposes, are expendable trust accounts, which may be utilized only for purposes which are legally mandated or where a formal trust relationship exists. The expenditures from these organizational units are limited to the purpose specifically designated by the donor. These trusts are not included as part of the BHD operating budget.

Org. Unit	Description of Expendable Trust		Projected Balances as of 12/31/10
701	BHD – Research Fund		$206,000
	Referred to as the Frieda Brunn Mental Health Research Fund, this fund was created in 1970 for the purpose of supporting mental health research. Expenditure recommendations from this fund are made by the Research Committee at BHD.		
	Expenditure	Revenue	
	$25,000	$25,000	
702	BHD – Patient Activities and Special Events		$137,500
	This fund is comprised of various trusts, which stipulate the expenditures should be made to provide for patient activities and special events.		
	Expenditure	Revenue	
	$10,100	$10,100	

DEPT: DHHS - Behavioral Health Division **UNIT NO. 6300**
FUND: General - 0077

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 50,063,236	$ 44,040,807	$ 46,056,955	$ 2,016,148
Employee Fringe Benefits (EFB)	28,855,790	31,240,737	29,384,882	(1,855,855)
Services	14,584,396	19,297,355	22,161,675	2,864,320
Commodities	10,520,526	6,206,972	7,192,724	985,752
Other Charges	83,115,361	79,528,596	74,787,830	(4,740,766)
Debt & Depreciation	0	0	0	0
Capital Outlay	87,128	209,700	850,000	640,300
Capital Contra	0	0	0	0
County Service Charges	39,069,173	43,021,655	44,860,860	1,839,205
Abatements	(32,971,362)	(37,157,064)	(38,994,362)	(1,837,298)
Total Expenditures	$ 193,324,248	$ 186,388,758	$ 186,300,564	$ (88,194)
Direct Revenue	62,355,883	60,786,083	60,851,235	65,152
State & Federal Revenue	59,687,027	59,366,026	59,845,225	479,199
Indirect Revenue	8,958,794	10,144,340	9,925,590	(218,750)
Total Revenue	$ 131,001,704	$ 130,296,449	$ 130,622,050	$ 325,601
Direct Total Tax Levy	62,322,544	56,092,309	55,678,514	(413,795)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**893.2**	**827.7**	**844.8**	**17.1**
% of Gross Wages Funded	**93.2**	**92.9**	**92.7**	**(0.2)**
Overtime (Dollars)**	**$ 4,312,085**	**$ 2,393,964**	**$ 3,073,299**	**$ 679,335**
Overtime (Equivalent to Position)**	**86.7**	**46.4**	**59.6**	**13.2**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2010 and 2011, budgeted overtime figures do not include reductions described in Org 1972. For 2011, this amount equals ($499,504).

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DHHS - Behavioral Health Division **UNIT NO. 6300**

FUND: General - 0077

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Position Reconciliation						
Community Nurse Specialist	44560	Abolish	(1)	(1.00)	Adult Community	$ (55,883)
OT 2	53410	Abolish	(1)	(0.50)	Acute Adult	(28,530)
Music Therapy Prog Coord	53910	Abolish	(1)	(1.00)	Acute Adult	(47,656)
Psych Social Worker	56900	Abolish	(1)	(0.50)	Adult Crisis	(23,877)
BH Emer Svc Clinician (RN)	44606	Abolish	(1)	(1.00)	Adult Crisis	(55,079)
BH Emer Service Clinician	59025	Abolish	(2)	(1.50)	Adult Crisis	(71,632)
RN 2 - Util Review	44760	Fund	0	1.00	Adult Crisis	55,079
RN 1 Pool	44510	Create	1	0.50	Adult Community	40,500
Ed. Svcs. And QA Positions						
RN2 - Staff Development	44700	Create	1	1.00	Management Svcs	$ 55,079
Program Analyst	08421	Create	2	2.00	Management Svcs	78,438
Employee Educator & Trainer	TBD	Create	1	1.00	Management Svcs	55,883
Quality Assurance Coord	58026	Create	2	2.00	Management Svcs	110,506
Clinical Position						
Nursing Asst. 1 MH	43840	Create	7	7.00	Nursing Services	$ 165,816
Nursing Asst. 1 MH	43840	Create - Unfunded	4	0.00	Nursing Services	0
Psych LPN	43890	Create	1	1.00	Nursing Services	36,902
RN 3 MH	44570	Fund	0	1.00	Nursing Services	55,883
RN 3 MH	44570	Create	1	1.00	Nursing Services	55,883
Nursing Program Coord*	45110	Abolish	(1)	(1.00)	Nursing Services	(77,351)
Unit Clerk	02000	Create	1	1.00	Acute Adult	26,242
Nursing Asst. 1 MH	43840	Create	18	18.00	Acute Adult	448,332
Nursing Asst. 1 MH	43840	Create - Unfunded	7	0.00	Acute Adult	0
RN 3 MH	44570	Fund	0	1.00	Acute Adult	55,883
RN 3 MH	44570	Create	3	3.00	Acute Adult	167,649
Nursing Program Supervisor	TBD	Create	1	1.00	Acute Adult	55,883
Nursing Program Coord*	45110	Abolish	(2)	(2.00)	Acute Adult	(154,703)
Unit Clerk	02000	Create	1	1.00	Adult Crisis	26,242
Nursing Asst. 1 MH	43840	Create	5	5.00	Adult Crisis	118,440
RN 3 MH	44570	Fund	1	1.00	Adult Crisis	55,883
RN 3 MH	44570	Create	1	1.00	Adult Crisis	55,883
Nursing Program Coord*	45110	Abolish	(1)	(1.00)	Adult Crisis	(77,351)
Staff Psychiatrist	50770	Create	1	1.00	Adult Crisis	142,728
Adv Prac Nurse Prescriber*	45760	Abolish	(1)	(1.00)	Adult Crisis	(71,352)
Non-Clinical Positions						
Staffing Assistant	51615	Create	2	1.00	Management Svcs	$ 33,371
Clerical Specialist MHD	01293	Create	1	1.00	Management Svcs	32,008
Accounting Manager	04605	Create	1	1.00	Management Svcs	62,130
					Subtotal Page 1	**$ 1,327,229**

***Abolish Upon Vacancy**

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: DHHS - Behavioral Health Division **UNIT NO. 6300**

FUND: General - 0077

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Deputy BHD Administrator	Z0027	Create	1	1.00	Management Svcs	95,000
Employee Outreach and Comm Liaison	TBD	Create	1	1.00	Management Svcs	59,789
Psych Social Worker	56900	Unfund	0	(1.00)	Adult Community	(47,755)
Clinical Psychologist 3	57021	Fund	1	1.00	Adult Community	63,517
Paramedic Trainer (Hourly)	54810	Create	1	0.60	EMS	22,242
QualityAssurance Specialist	58030	Unfund	0	(1.00)	AODA	(33,428)
					Subtotal Page 2	**$ 159,365**
					Subtotal Page 1	**$ 1,327,229**
					Total	**$ 1,486,594**

*** Abolish Upon Vacancy**

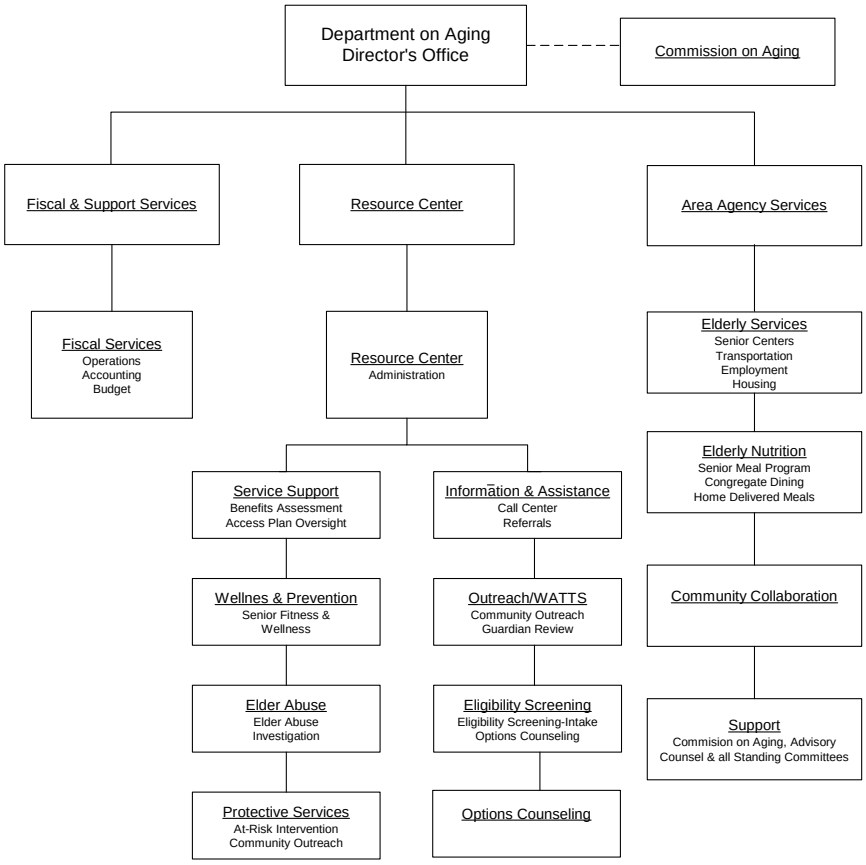
ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Management / Support Services	Expenditure	$ 761,214	$ (1,066,421)	$ 1,440,912	$ 2,507,333
	Revenue	1,144,825	1,455,179	2,855,123	1,399,944
	Tax Levy	$ (383,611)	$ (2,521,600)	$ (1,414,211)	$ 1,107,389
Inpatient Services: Nursing Facility Services	Expenditure	$ 28,890,609	$ 25,840,412	$ 25,675,661	$ (164,751)
	Revenue	10,444,978	8,868,138	9,317,835	449,697
	Tax Levy	$ 18,445,631	$ 16,972,274	$ 16,357,826	$ (614,448)
Inpatient Services: Acute Adult / Child Services	Expenditure	$ 36,489,632	$ 36,872,716	$ 38,118,853	$ 1,246,137
	Revenue	13,339,952	15,741,897	13,654,373	(2,087,524)
	Tax Levy	$ 23,149,680	$ 21,130,819	$ 24,464,480	$ 3,333,661
Adult Community Services	Expenditure	$ 28,295,246	$ 29,251,358	$ 30,774,430	$ 1,523,072
	Revenue	32,227,151	28,945,861	27,927,368	(1,018,493)
	Tax Levy	$ (3,931,905)	$ 305,497	$ 2,847,062	$ 2,541,565
Child and Adolescent Services	Expenditure	$ 46,690,613	$ 44,628,075	$ 47,317,719	$ 2,689,644
	Revenue	46,577,368	45,487,832	47,555,595	2,067,763
	Tax Levy	$ 113,245	$ (859,757)	$ (237,876)	$ 621,881
Adult Crisis Services	Expenditure	$ 17,177,635	$ 18,213,960	$ 17,757,950	$ (456,010)
	Revenue	7,931,045	11,937,422	12,002,522	65,100
	Tax Levy	$ 9,246,590	$ 6,276,538	$ 5,755,428	$ (521,110)
AODA Services	Expenditure	$ 19,776,545	$ 18,024,161	$ 17,627,127	$ (397,034)
	Revenue	17,124,766	16,504,120	16,381,589	(122,531)
	Tax Levy	$ 2,651,779	$ 1,520,041	$ 1,245,538	$ (274,503)
County Health Programs	Expenditure	$ 15,242,864	$ 14,624,497	$ 7,587,913	$ (7,036,584)
	Revenue	2,211,635	1,356,000	927,645	(428,355)
	Tax Levy	$ 13,031,229	$ 13,268,497	$ 6,660,268	$ (6,608,229)

* The 2009 Actuals for Emergency Medical Services reflect all County Health Program financials.

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT ON AGING

DEPARTMENT ON AGING (7900)



MISSION

The mission of the Milwaukee County Department on Aging (MCDA) is to affirm the dignity and value of older adults of this County by supporting their choices for living in and giving to our community.

Budget Summary

	2011	2010/2011 Change
Expenditures	**18,402,826**	**1,019,941**
Revenue	**16,755,225**	**966,786**
Levy	**1,647,601**	**53,155**
FTE's	**77.0**	**(2.6)**

Major Programmatic Changes

- Separation of the Department on Aging and the Department of Family Care, formerly known as the Care Management Organization (CMO).
- Expanded funding for Adult Protective Services.
- Restoration of funding for the Alzheimer's Family and Caregiver Support Program (AFCSP).

OBJECTIVES

- A 2010-2012 Area Plan will be executed by the MCDA and monitored by the Commission on Aging.
- Continue automation initiative to provide access to information and forms on the Internet for potential vendors for the Area Agency Services 2011 Request for Proposal process. Provide a similar secure Internet access area for continuing vendors eligible for a 2011 contract extension.
- Provide access to Healthy Living programs including supervised fitness programs, (at five senior fitness centers) physical therapy services and Chronic Disease Self Management in collaboration with University of Wisconsin, Milwaukee College of Health Sciences and Therapy Plus Wisconsin. Physical therapy services will be available at Washington, Wilson, Rose and OASIS centers.
- MCDA will improve meal site efficiency and consumer satisfaction changes by determining the best place to have the meal sites, the number of participants at each site, minimizing meal transportation costs, and marketing the importance of donations to help offset funding reductions.
- With the support of the business community, the department will continue to promote, advocate, and celebrate senior residents' contributions to Milwaukee County communities through the Senior Hall of Fame, Senior Statesman, Nutrition Volunteer Recognition and Golden Idol.

DEPARTMENTAL PROGRAM DESCRIPTION

The MCDA was created in 1991 to serve as Milwaukee County's designated Area Agency on Aging under the Older Americans Act and as the County's designated unit to administer aging programs. The Department plans for and services the growing needs of Milwaukee County's large and diverse older adult population.
The Department integrates several Federal and State revenue streams involving the Older Americans Act, the Senior Community Services Program, and Specialized Transportation Assistance Program for Counties (S85.21), Base Community Aids (BCA) and Family Care.

The Department is the designated Aging Resource Center (RC) for older people in Milwaukee County under the State of Wisconsin's Family Care initiative.

The 16 member Commission on Aging is the lead county citizen board with the following responsibilities: assessing the major aging issues and needs concerning the age 60 and over population; reviewing the planning and service efforts of organizations and institutions in the county and its aging network; and making recommendations. The Commission on Aging functions through three standing committees: Advocacy, Resource Center Oversight, and Service Delivery. The Advisory Council to the Commission on Aging is made up of 30 persons representing the diversity of Milwaukee County. The Commission on Aging has also created a permanent Intergenerational Council and Wellness Council, which include members that represent the entire County of Milwaukee. MCDA serves as the administrative arm of the Commission on Aging.

The Department on Aging consists of three service areas:

Administration includes the Director's Office and the Fiscal and Support Services Division. The major functions of the Fiscal and Support Services Division include budget development and management, accounting, and personnel administration. The Division monitors departmental expenditures and revenues; reviews audits; reports service utilization and expenditures to County and State agencies; projects revenues and expenditures; and monitors compliance with funding source requirements. This Division also develops the Department's fiscal policies and assesses operations for effectiveness and efficiency.

Area Agency Services provides a comprehensive network of support services through community based agencies that assist older adults to remain independent in their homes. These programs are funded through the Older Americans Act and State revenue earmarked for elderly services. County tax levy funding is provided for program operation and maintenance of five county-owned senior center buildings. The Division is responsible for planning, research, and program development. In addition, unit staff solicits, monitors, evaluates and administers

contracts for a variety of services in the community. Staff assists with contract development and coordinates the Request for Proposal process with other County departments.

The Area Agency Services Division provides staff support to the Milwaukee County Commission on Aging, its standing committees and the Advisory Council. Division staff assists the Commission in conducting public hearings and needs assessments as required under Federal statute, provides technical assistance and serves as a resource for businesses, universities and volunteer organizations interested in meeting the needs of older adults in the community.

The Senior Meal Program, part of the Area Agency Services Division, is funded under Titles III-C-1 and 111-C-2 of the Older Americans Act, as well as other State and Federal funds received from the State of Wisconsin Bureau on Aging and Long Term Care Resources. The program also receives reimbursement for eligible elderly meals from the United States Department of Agriculture (USDA).

The purpose of the Senior Meal Program is:

- To provide older persons, particularly those with low income, low-cost, nutritionally sound meals in strategically located congregate sites. The program also seeks to reduce the social isolation of participants by providing supportive services including recreation, transportation, education and information about other programs and services available to older adults.

- To provide home-delivered meals five to seven days a week to eligible frail, homebound, older adults. The program assists older adults in remaining independent and living in their own homes and provides limited gap-filling services in addition to meals. The gap-filling services that are provided are:

    - Home visits made by Human Service Workers to assess the needs of the elderly and make referrals based on their needs;
    - Provide information related to what services and programs are offered at the senior centers for home-bound clients; and
    - Distribute literature that includes information such as emergency preparedness and vaccines (i.e. flu shots and H1N1).

The Aging Resource Center acts as the point of entry for the Department's Family Care and all other long-term care programs and is responsible for arranging short-term assistance for older adults with immediate or pressing needs. It is the primary source of quality information and assistive services on issues affecting persons 60 years of age and older and their family support networks.

As a major component of the State of Wisconsin Family Care initiative, this Division has six primary functions:

- To provide Milwaukee County's older adults, their caregivers and the general public one central number to call for information about programs and services 24 hours a day;

- To provide pre-admission counseling to elders seeking residential placements;

- To determine eligibility for Family Care and other Long Term Care Programs;

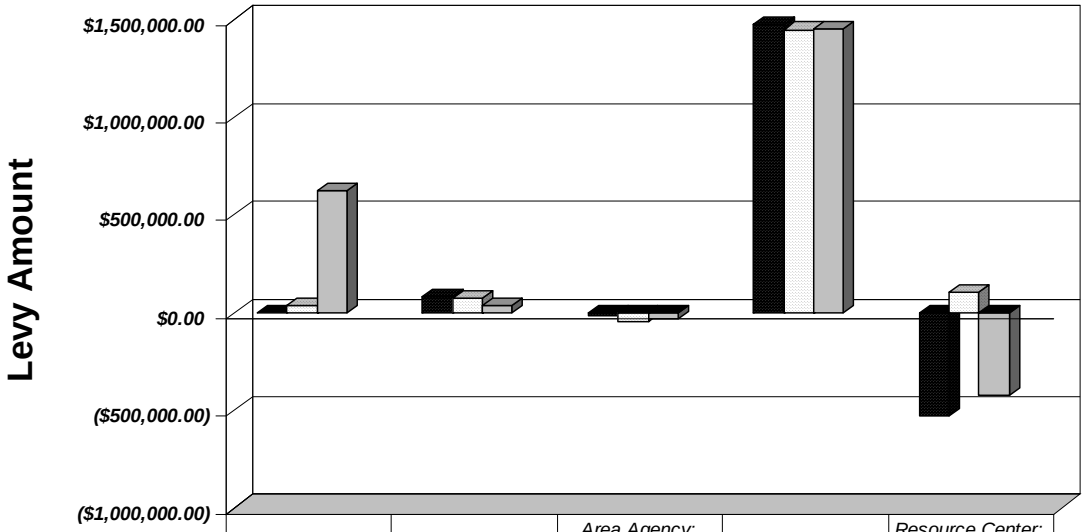
- To provide community education to older adults, their families, and caregivers on a broad range of subjects, including wellness and prevention of functional decline;

- Options counseling for any resident age 60 and over; and

- Investigating allegations of elder abuse and providing protective services, guardianships and protective placement services to vulnerable older adults

Another integral function of the Resource Center is to coordinate daily with the State Income Maintenance staff (formerly Economic Support Division - Milwaukee County Department of Health and Human Services) to assure Medicaid eligibility compliance for persons choosing the Family Care benefit.

Organizational Levy Summary



	Administration	Area Agency: Elderly Services	Area Agency: Senior Meal Program	Area Agency: Senior Centers	Resource Center: Community Alternatives &
2009 Actual	($3,387.00)	$79,663.00	($13,816.00)	$1,475,410.00	($529,124.00)
2010 Budget	$36,596.00	$73,885.00	($50,278.00)	$1,447,601.00	$105,288.00
2011 Budget	$621,447.00	$34,860.00	($33,079.00)	$1,451,688.00	($424,306.00)
Percent Change 10-11	1598.13%	-52.82%	34.21%	0.28%	-503.00%

2011 BUDGET

Approach and Priorities

- Redistribute State allocation of Adult Protective Services (APS) funding within Milwaukee County's Aging and Disability Resource Centers.
- Maintain existing congregate and home delivered meal programs and senior center operations.
- Adjust personnel to realign responsibilities due to the separation of the Department of Family Care.
- Utilize contract services to administer the Alzheimer's Family and Caregiver Support Program.

Programmatic Impacts

- Separation of the MCDA and the Department of Family Care in 2010 resulting in the loss of crossscharge revenue for MCDA.
- With an increase in funding for Adult Protective Services, the department will increase staff to this area to perform additional protective service functions.
- Restore funding for AFCSP and increase participation.

Budget Highlights

Wage and Benefit Modifications ***($222,987)***

This budget includes an expenditure reduction of $295,755 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $72,768 for a total tax levy savings of $222,987.

Corporate Guardianship ***($150,000)***

Milwaukee County is responsible for "court ordered" corporate guardian services. DFC has agreed to pay for Family Care clients that were appointed corporate guardians by the courts prior to November 1, 2009, which is a total of 50 guardians at $250 per month for a total of $150,000. Any new guardians appointed thereafter will be paid for by MCDA.

The MCDA Resource Center will work to reduce tax levy by monitoring and reducing errors of non-county petitioners ordering corporate guardianships, therefore eliminating payment to guardians that were not appointed by the courts. The Resource Center will also reduce spending through better coordination of benefits on court ordered guardianships and an initiative to identify and engage volunteers to be guardians. In some volunteer cases, Corporate Guardians are awarded a small monthly stipend to offset expenses, thus reducing cost.

Staffing Adjustment ***($88,540)***

The department is recommending the abolishment of 1.0 FTE Program Coordinator (RC) for a salary and active fringe benefit savings of $88,540. This position is currently vacant and is no longer needed by the department.

State Purchased Laptops and Scanners for Application, Eligibility and Screening ***$15,000***

The state purchased laptops and portable scanners for the Application, Eligibility and Screening section of the Resource Center to be used in client homes for on-line entry of the functional screens and applications. With the expansion of Family Care, the recertification workload has increased and automation is needed to expand capacity. The automation of applications will reduce the state's income maintenance workload and also help to speed up the financial review process, once again aiding in the Family Care expansion demands on the Income Maintenance Division. An air card is needed to access online applications to assist clients in applying for Family Care. This annual cost is $15,000.

Department of Family Care separation from MCDA ***($182,345)***

The State requires separation of DFC from the Aging and Disabilities Resource Center leadership. As part of this separation, the following positions will transfer to DFC for a cost including salary and active fringe benefits of $235,534:

- 1.0 FTE Accountant 1
- 1.0 FTE Clerical Asst 1
- 1.00 FTE Human Resource Coord Aging

However, MCDA will continue to use the Human Resource Coord Aging, so they will be crosscharged by DFC for the salary and active fringe benefits of this position, for a cost of $53,189.

Relocation to Coggs Building ***$0***

Upon expiration of the lease at the Reuss building at the end of December 2010, MCDA will be relocating to the Coggs Building. There will be no levy impact for MCDA associated with this move, as the rent payment remains at $418,782 in 2011. However, the impact on the Department of Health and Human Services can be seen in its departmental budget.

100% Time Reporting Initiative ***($69,896)***

MCDA continues its staff development and training efforts in regards to timely staff reporting to more accurately reflect tasks in the State reimbursement module. More accurate and timely reporting of Resource Center (RC) staff time spent on services such as Medicaid and Medicare enables MCDA to continue to obtain more Federal reimbursement revenue.

Aging Resource Center- Adult Protective Services (APS) Funding Increase ***($460,474)***

The State allocation of Adult Protective Service funding was designated for the MCDA-Aging Resource Center and the Disabilities Resource Center in the Disabilities Services Division of the Department of Health and Human Services (DSD-DHHS). In 2010, the Disabilities Resource Center received 100% of this funding. However, in 2011, MCDA and DSD have agreed to a 60/40 split with MCDA receiving 60% and DSD-DHHS receiving 40% of the funding. This will be a permanent increase for Aging and the corresponding reduction can be seen in the DHHS budget.

The Aging Resource Center Elder Abuse/Protective Service unit will fund 2.0 FTE Human Service worker positions to perform elder abuse investigations, emergency requests and protective services for a cost including salary and active fringe benefits of $175,460, to be offset with the increased revenue for this program.

State Revenue ***($137,998)***

MCDA continues an agreement with the Wisconsin Department of Health Services to assume financial responsibility for infrastructure costs for both Income Maintenance Family Care, Mental Health and Nursing Home staff co-located with the Resource Center in the Coggs Building. In 2011, infrastructure expenditure reallocations are based on FTE to reflect costs more equitably, including Information Management Services Division (IMSD) system support of $196,802, building and space rental of $138,380, phones of $17,840 and office related supplies of $19,629. The agreement allows for revenue reimbursement under the Medicaid system of 50% of infrastructure costs incurred by MCDA for IM staff, resulting in an increase of reimbursement revenue of $65,637 from $120,691 in 2010 to $186,328 in 2011.

In addition, the Department will receive $72,361 in State revenue to provide access to Healthy Living Programs including supervised fitness programs, physical therapy services and Chronic Disease Self Management (CDSMP) in collaboration with the University of Milwaukee, Milwaukee College of Health Sciences and Therapy Plus Wisconsin. The Department on Aging will focus on outreach to the aging population and referral sources for elders, Care Management Unit (CMU) doctors, churches, and housing. This funding will allow the department to increase participation over the next two years from 281 to approximately 331 participants. Physical therapy services will be available at Washington, Wilson, Clinton Rose and Oasis senior centers. The tax levy impact from the receipt of these revenues is a levy savings of $137,998.

Nutrition Donations ***($244,593)***

The Nutrition Program Coordinator will work with site supervisors and volunteers to increase donations by $29,755 in 2011. With the great discrepancy in donations per site, education and information will help to encourage donation participation to help maintain the meal sites. In addition to this increase in revenue, there is also an increase of $214,838 over the 2010 budget related to donations that were carried over from 2010. This is the first year that the department has budgeted carryover donations resulting in a total increase of $244,593 from $467,097 in 2010 to $711,690 in 2011.

In accordance to the Older Americans Act, eligible participants in the Senior Meal Program shall be provided an opportunity to voluntarily contribute to the cost of services. Such voluntary contributions must be used to provide supportive services directly related to nutrition services.

Senior Meal Program			
	2010 Budget	**2011 Budget**	**change**
Number of Meal Sites Open	31	31	-
Meals Served at Meal Sites	323,128	306,772	(16,356)
Home Delivered Meals	246,650	262,201	15,551
Total Meals Served	**569,778**	**568,973**	(805)

Although the number of meal sites that are open has not changed, there has been a decrease in the number of meals served at meal sites, while more clients are participating in the home delivered meals program.

Alzheimer's Family and Caregiver Support Program (AFCSP) funding ***$0***

In the 2010 budget, the State eliminated funding for the AFCSP. Effective January 1, 2010, the State restored funding for this program to Milwaukee County. Milwaukee County's AFCSP senior population will continue to receive outreach support and monetary support for adult day-care, respite care and other long term care services. Approximately 75 families will receive respite care and other support services. The Department on Aging will continue to provide $50,000 for the Alzheimer's Association of Southeastern Wisconsin. In 2011 the Department on Aging will contract with Interfaith to administer $172,000 of the AFCSP funding to eligible Milwaukee County residents.

CAPITAL IMPROVEMENTS

The 2011 Capital Improvements Budget includes $36,000 for the Department on Aging's infrastructure improvements that are part of a countywide infrastructure improvement program. See the Department of Transportation & Public Works - Facilities Division Budget for additional details.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Department on Aging **UNIT NO.** 7900
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 4,402,682	$ 4,301,426	$ 4,341,151	$ 39,725
Employee Fringe Benefits (EFB)	3,009,038	3,327,269	3,110,466	(216,803)
Services	784,699	775,040	279,197	(495,843)
Commodities	1,276,115	1,281,519	1,334,415	52,896
Other Charges	6,504,490	6,409,036	6,438,866	29,830
Debt & Depreciation	0	0	0	0
Capital Outlay	137,059	100,000	100,000	0
Capital Contra	0	0	0	0
County Service Charges	3,680,577	3,397,931	3,827,924	429,993
Abatements	(2,766,381)	(2,209,336)	(1,029,193)	1,180,143
Total Expenditures	$ 17,028,279	$ 17,382,885	$ 18,402,826	$ 1,019,941
Direct Revenue	1,233,819	1,136,416	1,396,176	259,760
State & Federal Revenue	14,785,739	14,652,023	15,359,049	707,026
Indirect Revenue	0	0	0	0
Total Revenue	$ 16,019,558	$ 15,788,439	$ 16,755,225	$ 966,786
Direct Total Tax Levy	1,008,721	1,594,446	1,647,601	53,155

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**83.8**	**79.6**	**77.0**	**(2.6)**
% of Gross Wages Funded	**97.0**	**99.0**	**98.1**	**(1.1)**
Overtime (Dollars)**	**$ 7,982**	**$ 21,276**	**$ 26,112**	**$ 4,836**
Overtime (Equivalent to Position)	**0.1**	**0.4**	**0.5**	**0.1**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
****** For 2010 and 2011, budgeted overtime figures do not include reductions described in org 1972. For 2011, this amount equals ($692).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Human Resources Coord-Aging	65850	Transfer Out	(-1)	(0.50)	Administration	$ (33,889)
Program Coordinator (RC)*	57340	Abolish	(1)	(1.00)	Resource Center	(54,170)
Accountant 1	04100	Transfer Out	(1)	(1.00)	Administration	(38,052)
Clerical Assistant 1	00042	Transfer Out	(1)	(1.00)	Resource Center	(33,714)
Human Service Worker - Aging**	56160	Fund	0	2.00	Resource Center	107,088
					TOTAL	$ (52,737)

*The Program Coordinator (RC) position is currently vacant.
** The 2 Human Service Worker - Aging positions are currently unfunded.

COUNTY EXECUTIVE'S 2011 BUDGET

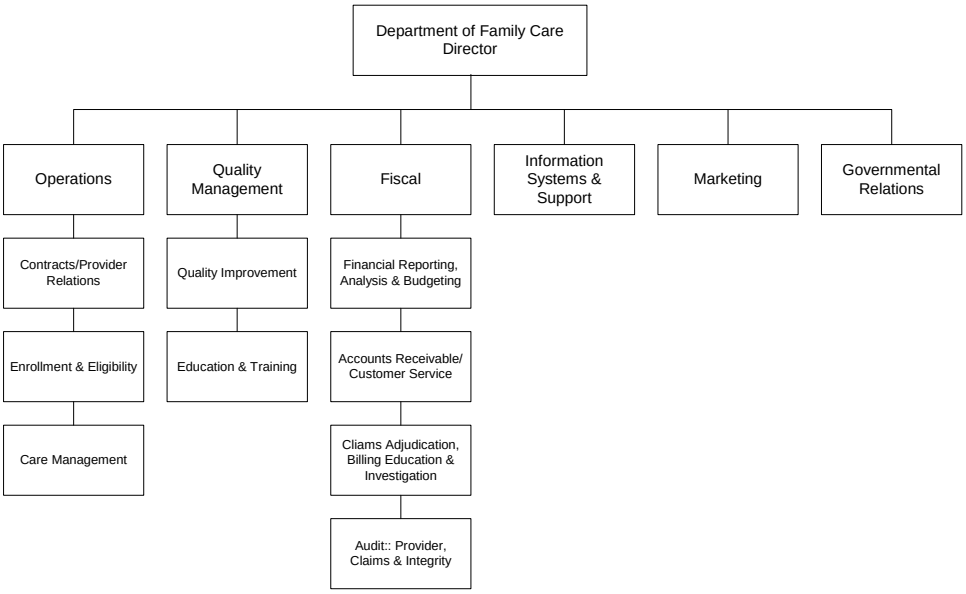
DEPT: Department on Aging **UNIT NO.** 7900
FUND: General - 0001

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Administration	Expenditure	$ (2,329)	$ 36,596	$ 621,447	$ 584,851
	Revenue	1,058	0	0	0
	Tax Levy	$ (3,387)	$ 36,596	$ 621,447	$ 584,851
Area Agency: Elderly Services	Expenditure	$ 3,164,132	$ 3,154,618	$ 3,377,827	$ 223,209
	Revenue	3,084,469	3,080,733	3,342,967	262,234
	Tax Levy	$ 79,663	$ 73,885	$ 34,860	$ (39,025)
Area Agency: Senior Meal Program	Expenditure	$ 4,853,300	$ 4,949,865	$ 4,950,331	$ 466
	Revenue	4,867,116	5,000,143	4,983,410	(16,733)
	Tax Levy	$ (13,816)	$ (50,278)	$ (33,079)	$ 17,199
Area Agency: Senior Centers	Expenditure	$ 1,475,410	$ 1,447,601	$ 1,451,688	$ 4,087
	Revenue	0	0	0	0
	Tax Levy	$ 1,475,410	$ 1,447,601	$ 1,451,688	$ 4,087
Resource Center: Community Alternatives & Intervention Services	Expenditure	$ 7,353,196	$ 7,761,301	$ 7,932,181	$ 170,880
	Revenue	7,882,320	7,656,013	8,356,487	700,474
	Tax Levy	$ (529,124)	$ 105,288	$ (424,306)	$ (529,594)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF FAMILY CARE

DEPARTMENT OF FAMILY CARE (7990)



MISSION

Milwaukee County's Department of Family Care respects the dignity and personal autonomy of each member by honoring choice and promoting the member's continued participation in the life of their community, by providing a continuum of quality cost-effective long-term care to its members, and by supporting their families and caregivers. As a comprehensive and flexible long-term care service delivery system, Family Care strives to foster an individual's independence and quality of life while recognizing the need for interdependence and support.

Budget Summary

	2011	2010/2011 Change
Expenditures	**263,346,134**	**6,277,894**
Revenue	**263,346,134**	**6,277,894**
Levy	**0**	**0**
FTE's	**79.1**	**(11.0)**

Major Programmatic Changes

- Separation of the Department of Family Care from Milwaukee County's Department on Aging.
- Continue to expand the program to serve individuals with disabilities ages 18-59 years old.
- Continue to compete with other Managed Care Organizations in Milwaukee County.
- Increase cost for transportation services while managing utilization and the cost-of-service.

OBJECTIVES

- Provide high quality, cost-effective long-term care services to eligible adults and eliminate waiting lists for individuals with physical and developmental disabilities age 18 to 59 by 2012.
- Enhance administrative infrastructure and improve quality of care management while maintaining solvency.
- Continue to improve the Self-Directed Supports option that is available within the Family Care benefit.
- Enhance Care Management Unit education and training curriculum.
- Insure marketing and communication initiatives address the creation of the new Department.

DEPARTMENTAL PROGRAM DESCRIPTION

The Milwaukee County Department of Family Care (DFC) was originally created in 2000 as the Milwaukee County Department on Aging- Care Management Organization to operate a Family Care Program for people age 60 and older. Under Milwaukee County's existing contract with the State Department of Health Services (DHS), DFC must operate separately from both the Aging Resource Center and the Disability Resource Center. Since it is the responsibility of the resource center to objectively inform persons in need of long-term care about the options available to them if choosing a managed care organization that can best address their needs, DHS considers the organizational separation of the two functions an essential element in administration of the Family Care benefit, resulting in the creation of the Department of Family Care.

The Department administers the Family Care benefit for both the aging (over age 60) and disabled populations (ages 18-59), who are determined to be eligible by a resource center. DFC is responsible for creating a comprehensive plan of care for each client; contracting with a wide range of service providers; and monitoring the quality of services that clients receive. DFC has and continues to deliver member-centered, community-based, outcome-focused, managed long-term care services and member-centered care planning for all Family Care members. The department has successfully served more than 15,000 members during the past ten years by embracing a set of core values and a philosophy that is the foundation of the Family Care program.

DFC currently meets all statutory requirements for a Family Care Governing Board (the Board), s.46.284 (6), including having a board that reflects the ethnic and economic diversity of the geographic area served. The membership of the Board is required to include representation by at least five people or their family members, guardians, or other advocates who are representative of the membership. The remaining Board membership must consist of people residing in Milwaukee County with recognized ability and demonstrated interest in long-term care and managed care and up to three members of the Milwaukee County Board of Supervisors or other elected officials. The 16 member Governing Board is responsible for providing DFC with guidance and oversight in carrying out it's mission under the Family Care program to include policy recommendations and other actions meeting improvements in operations, fiscal accountability and reporting, and quality assurance.

DFC consists of the following six divisions:

The **Operations Division** includes Contract/Provider Relations, Enrollment & Eligibility, and Care Management. This division is responsible for developing provider networks, determining eligibility for potential Family Care clients, and ensuring that clients receive the best care management services by assigning them to an Interdisciplinary Team (IDT) upon enrollment. These teams are responsible for identifying member outcomes, developing a comprehensive care plan, authorizing services from the provider network, coordinating the member's health care and monitoring the member's plan of care.

The **Quality Management Division** of DFC includes the Best Practice Team, Training and Education, Member rights, and Grievance and Appeals. This division is responsible for ensuring the best possible care is provided to members by engaging in a process of continuous quality improvement activities such as improvement initiatives, on the ground support to the care management teams, training and education for staff new to the Family Care model, and quality evaluations. The Best Practice Team, a unit of elite social workers and nurses, provides

ongoing support to the interdisciplinary care management teams. This team also conducts regular quality audits of member records. If quality issues are identified, the Best Practice Team and the Training and Education Unit collaborate to ensure that teams have immediate access to the information they need to improve. Additionally, the Training and Education Unit develops and implements a comprehensive multidimensional training program for all of the interdisciplinary care management teams that includes demonstration of competency in the Family Care - Care Management model. Finally this division conducts and coordinates a variety of quality evaluations. The results of these evaluations and audits assess the relative success of current quality improvement initiatives and identify opportunities for further improving the quality of the Family Care program.

The **Fiscal Division** is responsible for providing oversight and managing the fiscal operations and staff while assisting with the integration of financial services with operations to support the strategic plan and insure cost effectiveness and that financial solvency is maintained. The major functions of this division are budget preparation, financial accounting and reporting, accounts receivable and customer service to members, provider education and training on billing, monitoring departmental expenditures and revenues, reviewing audits and insuring that the program remains in compliance with the Health and Community Supports Contract.

The **Information Systems & Support Division** manages the departments web-based information system, Member Information Documentation and Authorization System (MIDAS) specific to operating the Family Care Program. This system houses each members information such as, assessments, case notes, team care plan, eligibility information, level of care information, service authorizations, medication information, advance directives, placement information, support contacts, diagnosis information, wellness information, immunization information, member obligation payment history, state capitation payments received, provider rates and demographics, and cost history.

The **Marketing Division** oversees all Community Outreach and provides information on Family Care benefits and the Department of Family Care. In addition, the DFC Marketing Division develops all print and electronic materials. The Marketing Coordinator also coordinates advertising, meetings, and conferences for the Department and oversees member contact and retention.

The **Governmental Relations Division** serves as the Departmental liaison to other County Departments, the Board of Supervisors, and the Wisconsin Family Care Association Public Policy Workgroup. In addition, Governmental Relations coordinates responses to requests for information from the public and other governmental agencies and coordinates all requests for legal assistance such as petitions for guardianships and protective placements for members.

2011 BUDGET

Approach and Priorities

- Maintain a solvent, high quality, outcome-based program;
- Budget to expand the Family Care benefit in Milwaukee County to individuals with disabilities between the ages of 18 to 59 who are currently on a waitlist;
- Implement new organizational structure that is a separate entity from MCDA as required by the Wisconsin Department of Health Services (DHS);
- Continue to work towards getting care under management through improved service delivery systems and efficient utilization of services.

Programmatic Impacts

- Separation of the Department of Family Care from MCDA resulting in several staffing transitions.
- Continue to expand the program to serve individuals with disabilities ages 18-59 years old. An additional 480 clients who are on the waitlist are estimated to be served in 2011 due to Family Care Expansion.

- Decrease in current enrollment of over age 60 population of 6.65% (approximately 430 members) due to the many long-term care options available as well as another managed care organization that also offers Family Care in the Milwaukee County Service Area.
- Implementation of a new residential rate methodology designed by the State's Department of Health Services in 2011.
- Increase cost for paratransit rides from $10.80 in 2010 to $15.80 in 2011.
- Increase funds for advertising and marketing to compete with the other MCO in Milwaukee County.

Budget Highlights

Wage and Benefit Modifications ***$0***

This budget includes an expenditure reduction of $311,264 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $311,264 for a total tax levy impact of $0.

Expanding Family Care ***$0***

From November 2009 through May 31st 2010, the Milwaukee County Department of Family Care (DFC) has enrolled a total of 1,219 new members ages 18 to 59 with physical and developmental disabilities. In 2009, the department also contracted with three new care management agencies (Advocates for Retarded Citizens (ARC); Easter Seals; and Creative Community Living Services (CCLS)) to work specifically with this new population. Many other existing Care Management Agencies have also begun serving younger adults with disabilities. DFC currently serves 7,565 members.

Beginning in November 2009 and continuing through 2010, Milwaukee County has brought an additional 165 providers into the network expanding the DFC network to more than 900 service providers. The department has done so to maintain continuity of care for members, to provide a full range of culturally diverse options for individuals and to maximize our network capacity as we prepare to serve a large portion of individuals who had been on the Disability Services Division waiting list.

As a result of this expansion, expenditures have increased $6,277,894 from $257,068,240 in 2010 to $263,346,134 in 2011.

Decreased Enrollments Resulting in Fewer Staff ***$0***

Family Care expansion was initially planned for a single managed care organization within Milwaukee County with a start date of April 1, 2009. The State delayed expansion until November 1, 2009 and allowed DFC and a private organization, Community Care Incorporated, to run competing managed care organizations. Due to the presence of a second managed care organization, DFC anticipates serving fewer members thus requiring less staff. As a result DFC is requesting to abolish the following positions for a savings of salary and active fringe benefits of $1,379,331:

- 7.50 FTE Human Service Worker
- 1.0 FTE Health Care Plan Specialist 1
- 3.0 FTE RN-2 Department on Aging
- 1.0 FTE Health Care Plan Specialist Supervisor
- 1.0 FTE Performance Evaluator (CMO)
- 1.0 FTE Unit Supervisor – LTS
- 1.0 FTE Service Provider Training Specialist
- 1.0 FTE Program Coord – ASD
- 1.0 FTE Human Service Worker Aging
- 1.0 FTE Health Care Plan Specialist II.
- .25 FTE RN 2 – Adult Services Division

Quality Care Improvements ***$0***
To improve the quality of the Family Care program, DFC is creating the following positions at a cost including salary and active fringe benefits of $401,543:

- 1.0 FTE Quality Improvement Coord. (CMO)
- 1.0 FTE Clinical Program Coord.
- 1.0 FTE Quality Manager.
- 1.0 FTE Quality Practice Worker

Position Actions ***$0***
In previous years, DFC crosscharged the Sheriff for 1.0 FTE Health Care Plan Specialist 2 that was budgeted in DFC but performed work in the Sheriff's Office. In 2011, the crosscharge from DFC is eliminated and the position is transferred to the Office of the Sheriff, resulting in no levy impact. In addition the department is funding 1.0 FTE Fiscal Asst 2 for a cost including salary and active fringe benefits of $61,984 that is offset by revenue.

Corporate Guardianship ***$0***
Milwaukee County is responsible for "court ordered" corporate guardian services. DFC has agreed to pay for Family Care clients that were appointed corporate guardians by the courts prior to November 1, 2009, which is a total of 50 guardians at $250 per month for a total of $150,000. The Department on Aging will pay for any new guardians appointed thereafter.

Increase in Advertising Expenses ***$0***
Due to continued competition for members and providers, the department has increased advertising expenditures from $103,010 in 2010 to $225,000 in 2011. The department will work to increase the number of enrollees by effective advertising and marketing which includes, printing and distributing brochures, regular newsletters, information sharing, and sponsoring events for the aging and disabled population.

Department of Family Care Separation from the Department on Aging ***$0***
The State requires separation of DFC from the Aging and Disabilities Resource Center leadership. As part of this separation, the following positions will transfer to the department for a cost including salary and active fringe benefits of $235,537:

- 1.0 FTE Accountant 1
- 1.0 FTE Clerical Asst 1
- 1.0 FTE Human Resource Coord Aging

However, the Department on Aging will continue to use the Human Resource Coord. Aging, so the Department of Family Care will crosscharge the Department on Aging and abate the cost of the position for a cost including salary and active fringe benefits of $53,189.

Transportation Services ***$0***
In 2011, the para-transit co-pay for DFC increases from $10.80 in 2010 to $15.80 in 2011 for all Para-Transit van rides. This remains below the actual cost of a Para-Transit ride, which exceeds $26. For taxi transportation services, the rate increases from $10.80 in 2010 to $13.25 in 2011. These co-pay increases result in an approximate annual expenditure increase of $2,800,000.

In an effort to assist the Para-Transit program in reducing costs for 2010 the Milwaukee County Department of Family Care has focused its efforts to improve service utilization and estimates an annual cost savings to Para – Transit of approximately $700,000 due to improved utilization and service delivery. In 2011, the Department will continue to improve service delivery and utilization in this area. In addition, the CMO will continue to focus on the use of "New Freedom Passes" to more effectively control utilization of Para-transit services. The New Freedom bus pass is a County program that allows unlimited transportation on County buses and fixed routes for conditionally eligible paratransit users at no charge. The Department is identifying all Family Care members who

are conditionally eligible for Para-transit services and will insure all Interdisciplinary team staff for those members are aware of the resource and consider it as an option when determining transportation services necessary to meet member outcomes. Further, the Department is working with all Interdisciplinary teams to right-size transportation authorizations and maximize natural supports to meet members.

Residential Rate Increase ***$0***

In January 2011, the State expects to implement a standardized residential rate. As a result, DFC has assumed a rate increase of 2% increasing the current residential rate by $17.00 per member per month from $2,689.44 in 2010 to $2,706.44 in 2011. However, the rate has not yet been set so any increase above 2% will have a detrimental impact on the department's budget.

Relocation to Courthouse Complex ***$0***

Upon the expiration of the lease at the Reuss building at the end of December 2010, MCDA will be relocating to the Courthouse Complex, resulting in a decrease in rental expenditures of $91,003 from $341,217 in 2010 to $250,214 in 2011.

Transfer From Reserves ***$0***

Due to the assumed decrease in enrollment resulting from a competing managed care organization, a residential rate increase mandated by the State and increased transportation costs, a transfer of $923,935 is made from the reserves to cover a revenue shortfall. However, reserves remain over $10 million. In addition, no capitated rate increase is assumed in 2011.

Over the past seven years, the capitated rate increases have resulted in an average increase of 6.3%. Assuming the average current enrollment continues, a 6.3% increase would provide enough additional funding to replenish reserves. Should a rate increase be granted, the reserves must first be replenished before additional expenditure authority is granted. The DFC remains a sustainable, cost-effective and high quality managed care organization.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Department of Family Care **UNIT NO.** 7990
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 3,714,382	$ 5,117,108	$ 4,830,091	$ (287,017)
Employee Fringe Benefits (EFB)	2,209,131	3,668,652	3,284,332	(384,320)
Services	4,181,510	5,204,000	5,235,867	31,867
Commodities	54,392	114,693	108,466	(6,227)
Other Charges	206,730,099	240,723,935	248,505,859	7,781,924
Debt & Depreciation	0	0	0	0
Capital Outlay	43,689	78,752	37,000	(41,752)
Capital Contra	0	0	0	0
County Service Charges	1,778,542	2,246,580	1,397,708	(848,872)
Abatements	0	(85,480)	(53,189)	32,291
Total Expenditures	$ 218,711,745	$ 257,068,240	$ 263,346,134	$ 6,277,894
Direct Revenue	218,923,011	257,068,240	263,346,134	6,277,894
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 218,923,011	$ 257,068,240	$ 263,346,134	$ 6,277,894
Direct Total Tax Levy	(211,266)	0	0	0

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**91.4**	**90.1**	**79.1**	**(11.1)**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)**	**$ 0**	**$ 46,272**	**$ 46,056**	**$ (216)**
Overtime (Equivalent to Position)	**0.0**	**0.9**	**0.9**	**0.0**

* For 2009 actuals, the Position Equivalent is the budgeted amount.
** For 2010 and 2011, budgeted overtime figures do not include reductions described in org. 1972. For 2011, this amount equals ($2,619).

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Department of Family Care **UNIT NO.** 7990
FUND: General - 0001

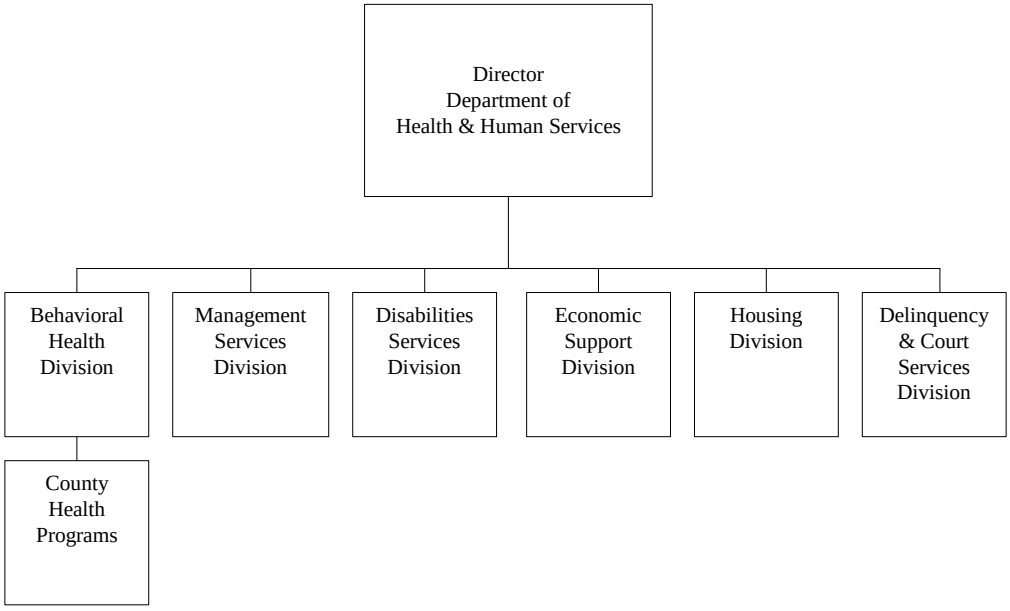
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Health Care Plan Specialist I	04910	Abolish	(1)	(1.00)	CMO	$ (33,910)
Health Care Plan Sp Supv.	04905	Abolish	(1)	(1.00)	CMO	(45,898)
Performance Evaluator (CMO)	12261	Abolish	(1)	(1.00)	CMO	(47,660)
RN2 - Dept on Aging	44890	Abolish	(3)	(3.00)	CMO	(181,986)
Unit Supervisor - LTS	56690	Abolish	(1)	(1.00)	CMO	(49,404)
Health Care Plan Specialist II	04950	Abolish	(1)	(1.00)	CMO	(40,326)
Program Co ord - ASD	56561	Abolish	(1)	(1.00)	CMO	(54,170)
Human Service Worker Aging	56160	Abolish	(1)	(1.00)	CMO	(33,428)
Service Provider Training Spec.	12261	Abolish	(1)	(1.00)	CMO	(46,650)
Quality Impvt. Coord (CMO)	58011	Create	1	1.00	CMO	55,248
Clinical Program Co ord	Z0023	Create	1	1.00	CMO	78,702
Quality Manger	Z0024	Create	1	1.00	CMO	77,378
Accountant I *	00041	Transfer In	1	1.00	CMO	38,052
Clerical Asst. I *	00042	Transfer In	1	1.00	CMO	35,674
Human Res. Coord Aging *	06585	Transfer In	1	1.00	CMO	67,778
RN 2 Adult Svs Div**	44720	Abolish	(1)	(0.25)	CMO	(17,214)
Human Service Worker**	56300	Abolish	(8)	(7.50)	CMO	(250,710)
Fiscal Asst 2	04041	Fund	0	1.00	CMO	33,898
Quality Practice Worker	Z0034	Create	1	1.00	CMO	41,494
Health Care Plan Spec 2	04950	Transfer Out	(1)	(1.00)	CMO	(40,324)
					TOTAL	$ (413,456)

* These positions were transferred from MCDA to CMO
** These positions were transferred from DSD to CMO

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DEPARTMENT ON HEALTH AND HUMAN SERVICES (DHHS) (8000)



MISSION

The mission of the Milwaukee County Department of Health and Human Services (DHHS) is to secure human services for individuals and families who need assistance in living a healthy, independent life in our community.

Budget Summary

	2011	2010/2011 Change
Expenditures	**130,759,776**	**(20,371,100)**
Revenue	**102,931,287**	**(20,149,562)**
Levy	**27,828,489**	**(221,538)**
FTE's	**663.1**	**(9.0)**

Major Programmatic Changes

- Expansion of the Children's Long-Term Support Program in the Disabilities Services Division.
- Implementation of the State's Third Party Administrator initiative.
- Full Implementation of the Disabilities Resource Center & Continued Transition to Family Care.

OBJECTIVES

- Through the Children's Long-Term Support Program in the Disabilities Services Division, the department will expand services available to families and children with physical, sensory and developmental disabilities and severe emotional disturbance.
- DHHS will Continue to implement an expansion of the Family Care Program to serve persons with developmental and physical disabilities under the age of 60, including further refinement of the Resource Center business plan.

- The department will operate the Marcia P. Coggs Center as the location for the State's Child Care and Income Maintenance programs as well as the other DHHS divisions housed in the Coggs Center.
- The department will maintain sufficient staffing levels in the Department's 24-hour institutional operations to reduce overtime significantly in those areas compared to 2010 actual and 2011 projected levels.
- The department will continue to expand collaborative efforts between the Delinquency and Court Services Division, Behavioral Health Division, the Division of Juvenile Corrections, other youth serving systems, community-based providers and the courts to improve service access and outcomes.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Health and Human Services (DHHS) includes the following seven divisions: Director's Office Economic Support, Delinquency and Court Services, Disabilities Services, Housing, Management Services, Behavioral Health. The Behavioral Health Division (6300) appears as a separate organizational unit in the County Budget.

The **Director's Office** provides guidance, support and administrative direction to all DHHS divisions.

The **Economic Support Division (ESD)** is responsible for administering the Wisconsin Home Energy Assistance, Interim Disability Assistance and general assistance burials programs. It also provides funding for the 211 IMPACT helpline, which connects disadvantaged residents to social services in Milwaukee County.

In 2009, the Wisconsin Legislature adopted Wisconsin Act 15 authorizing the State to assume the administration of public assistance programs in Milwaukee County. These programs were formerly administered by ESD and include Food Share (Food Stamps), Medical Assistance (Title 19/Badger Care Plus), Care Taker Supplement and Child Day Care. Although these programs are staffed by represented County positions within the division, the positions are now supervised by the State.

The **Delinquency and Court Services Division (DCSD)** has responsibility to provide the juvenile court with intake and disposition services for youth referred for delinquency and juveniles in need of protection and services. The Division administers a variety of services and programs intended to divert youth from court and responsibly provide youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most homelike environment that is consistent with public safety. A number of service options target youth that in the past would have been placed in State correctional facilities.

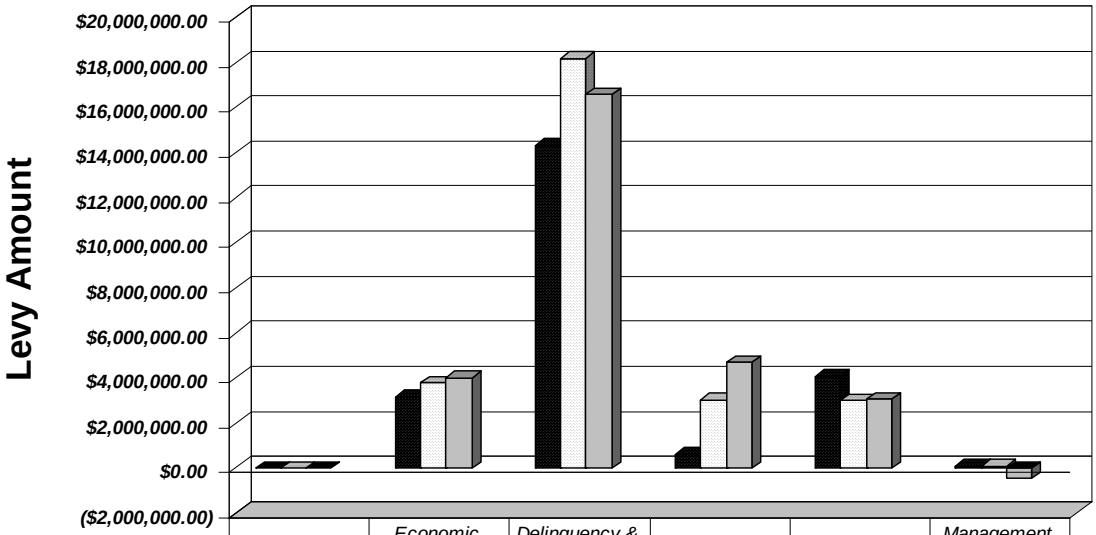
Additionally, DCSD administers a 120-bed Juvenile Detention Center, juvenile court intake services, custody intake and probation services, and support staff for the operation of the Children's Court. The Juvenile Detention Center operation is a 24/7 secure correctional facility, which primarily houses juveniles who present a safety risk to the community and are being held pending court proceedings. Custody Intake staff screen and assume custody of youth that are released to the Juvenile Detention Center by law enforcement for continued custodial determination. Court Intake staff prepares case reports and histories for the Children's Court pursuant to Wisconsin State Statutes Chapter 938. Probation staff supervises youth adjudicated for delinquent behavior in the community under court ordered supervision.

The **Disabilities Services Division** provides supportive services to adults and children with physical and developmental disabilities enabling them to maintain and achieve their maximum independence in the community. A wide-variety of services is provided including services provided by the Disability Resource Center, which entails information and assistance, service access and prevention, disability benefits counseling and access to publicly funded long term care. Children's services include early intervention and Birth to Three, Family Support and Children's Long-Term Support Waiver programs. Many of these services enable persons to live in the community and avoid institutional placement. The Division also conducts investigations for vulnerable adults at risk for abuse and neglect and provides other court-related services.

The **Housing Division** administers the federal Department of Housing and Urban Development (HUD) funded Special Needs, Housing Choice Voucher (Rent Assistance), HOME/Home Repair, and Community Development Block Grant (CDBG) programs. The Division also manages the County Special Needs Housing Trust Fund and the Inclusive Housing Fund, and administers contracts providing general operational support to community emergency shelter providers.

The **Management Services Division** provides contract administration and quality assurance, accounting, business office, collections, building operations and procurement services to the Director's Office, Delinquency and Court Services, Economic Support, Housing and Disabilities divisions. In addition, this division provides mail delivery to the above entities as well as to the Behavioral Health Division and provides payroll services to the County Health Programs Division. The division also includes the costs for county-wide services such as Risk Management, Audit, payroll and other functions. Budgeting and Human Resources are provided in cooperation with the Department of Administrative Services (DAS).

Organizational Levy Summary



	Director's Office	Economic Support Division	Delinquency & Court Services Division	Disabilities Services	Housing Division	Management Services Division
2009 Actual	($42,319.00)	$3,141,917.00	$14,329,393.00	$604,655.00	$4,075,050.00	$99,239.00
2010 Budget	$756.00	$3,783,169.00	$18,180,458.00	$3,020,795.00	$2,981,993.00	$82,856.00
2011 Budget	($1,593.00)	$3,992,987.00	$16,582,670.00	$4,688,915.00	$3,044,365.00	($478,856.00)
Percent Change 10-11	-310.71%	5.55%	-8.79%	55.22%	2.09%	-677.94%

2011 BUDGET

Approach and Priorities

- Expand services available to families and children with physical, sensory and developmental disabilities and severe emotional disturbance through the Children's Long-Term Support Program
- Maintain statutorily-required County tax levy funding for the Income Maintenance/Child Care programs
- Operate the Marcia P. Coggs Center as the location for the State's Child Care and Income Maintenance programs as well as DHHS divisions housed in the Coggs Center

- Maintain and continue to develop strategic partnerships for the provision of delinquency services to maintain public safety and reduce more costly State institutional placement

Programmatic Impacts

- Enroll 130 new children in the Children's Long-Term Support (CLTS) program and 150 new youth in the youth transition program and enroll 1,560 individuals into publicly-funded long-term care in the Disabilities Resource Center within the Disabilities Services Division
- Implement a long-term lease with the State of Wisconsin for the Marcia P. Coggs Center and coordinate building improvements as requested by the State of Wisconsin Department of Health Services.

Budget Highlights

Wage and Benefit Modifications ***($1,141,561)***
This budget includes an expenditure reduction of $2,293,907 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972). There is a corresponding revenue offset of $1,152,346 for a total tax levy savings of $1,141,561.

ECONOMIC SUPPORT DIVISION (ESD)

State Takeover of Income Maintenance & Child Care Functions ***$298,973***
As of January 1, 2010, the State of Wisconsin Department of Health Services assumed control over the FoodShare (food stamps), Medical Assistance, Care Taker Supplement, State Wisconsin Works/Supplemental Security Income (SSI) burials and Child Care programs from Milwaukee County. The transition impacted a total of 344.5 FTE budgeted positions and was authorized by Wisconsin Act 15 adopted by the Legislature in 2009 and a Memorandum of Understanding between the State and District Council 48. The takeover did not impact the Energy Assistance Program, IDAP or County Burial Program.

- The State Department of Children and Families (DCF) has designated revenue to fund an additional 16 FTEs for the Child Care program in 2011. This includes 12.0 FTE Child Care Program Specialist, 3.0 FTE Economic Support Training Assistant and 1.0 FTE Staff Development Assistant positions. These were previously authorized but unfunded positions in ESD. This increases the total FTE count under state management to 344.5 from 328.5.
- Act 15 also requires a minimum County contribution toward the operation of Income Maintenance programs. Per Act 15, the County's unreimbursed, required minimum expenditure increases annually by the percentage increase in annual wage and benefit costs paid to County employees performing Income Maintenance duties. The estimated payment contained in the 2011 Budget is $3,282,474. This amount reflects an increase of $298,973 over 2010 due to projected increases in salaries and fringe. The statutorily required starting base contribution of $2,700,000 was paid in 2009.
- With the transition of Income Maintenance and Child Care to the State, the majority of the management positions within Economic Support Division were abolished in 2010. However, 3.5 FTE were maintained for the first three to six months of 2010 to ensure a smooth transition. These positions are abolished in 2011 and are identified on the Personnel Changes table.

General Assistance Burials ***($5,958)***
General Assistance Burials will continue to be funded at 2010 services levels with a slight levy reduction of $5,958 due to a reduction in crosscharges. Eligibility for the program is determined by a county employee managed by the State.

211-IMPACT ***$0***

The 2011 Budget maintains funding for the 211-IMPACT helpline in the amount of $380,000, of which $41,838 is designated for and budgeted in the Energy Program. The 211 Impact helpline is used to connect disadvantaged residents to social services in Milwaukee County.

Interim Disability Assistance Program (IDAP) ***$0***

The IDAP loan program continues in 2011. Starting January 1, 2010, eligibility will be determined by a State supervised Economic Support Specialist (ESS), and is governed through a contractual agreement with the State. Milwaukee County will also continue its contract with Community Advocates to help with the Supplemental Security Income (SSI) appeals process. Overall, this initiative includes $345,000 in expenditures, $229,134 in revenue, and an $115,866 tax levy commitment. In 2009, the program served an average of 18 cases.

Operation of the Energy Assistance Program ***$0***

The State Department of Administration administers the Wisconsin Home Energy Assistance Program through a contract with Milwaukee County. Beginning in 2008, the County subcontracted with the Social Development Commission (SDC) to operate the program at various sites throughout Milwaukee County. This arrangement continues in the 2011 Budget and is funded by anticipated revenue of $3 million from the State. The 2011 revenue reflects the 2010 base contract amount.

The energy season typically runs from October through May. In previous years, the County energy workers would return to DHHS and supplement staffing for various units within Income Maintenance. Due to the State transition, these staff are no longer be assigned to that area. Therefore, county Energy staff will be laid off for two months (July and August) and return to SDC in September. This results in the abolishment of .33 FTE Energy Assistant Program Specialist and .33 FTE Energy Assistant Program Interviewer. As these positions become vacant, they will be abolished and the department will work with SDC to modify the contract to include the full positions.

DELINQUENCY & COURT SERVICES DIVISION (DCSD)

Maintain Support for Existing Programming ***$111,842***

Over the past several years the Delinquency and Court Services Division has invested considerable time, effort, and financial resources to developing smart and responsible alternatives to the more restrictive responses to youth adjudicated delinquent. Building partnerships with other youth serving agencies and systems has been a key component. The cost of a full year placement in one of the State secure facilities exceeded $100,000 beginning July 1, 2010. Moreover, recent studies suggest that youth sentenced to juvenile facilities are no less likely to re-offend than youth supervised in the community and that the realignment of limited resources toward community-based interventions is more cost-effective while maintaining public safety. Initiatives that aim to reduce the number of placements in State correctional facilities, while maintaining community safety and accountability are supported from both fiscally and programmatic perspective. In addition, the Division is sensitive to current State considerations that may result in the consolidation of existing male secure institutions. Traditional systems involving more restrictive institutionalization, supervision without services, and systems lacking a continuum of graduated responses are challenged by sustainability and desired outcomes. The tax levy increases by $111,842 and maintains all existing programmatic service levels. The responsible alternatives identified below remain a priority and are continued as a forward-looking strategy in 2011.

Maintain All Programmatic Service Levels Consistent with Needs ***($86,209)***

The 2011 Budget allows all expense-based contracts for services to remain at 2010 funding levels. The budget allows the Division to continue to purchase and provide existing service levels including the Wraparound program serving youth with mental health issues; programs targeting high risk offenders such as youth found in possession of a firearm and chronic offenders; and alternatives to State corrections through the FOCUS program, a full continuum of care program partnership. In addition, the Division continues funding for the engagement of siblings and the continuation of supportive services for youth assigned to targeted monitoring programs in order to prevent further strain on an already overburdened juvenile and adult system. Funding allocations supporting fee-for-

services are reduced by $86,209. This reduction is expected to be manageable without service disruption based on current referral trends and anticipated service needs.

The 2011 Budget maintains funding for the Safe Alternatives for Youth (SAY) in the amount of $100,000. The Division intends to work with the SAY Advisory Committee, led by Dr. Joan Prince, to identify opportunities to reach youth involved in the juvenile justice system.

Reentry Support, Responsible Alternatives, and Program Coordination ***$0***

The Division will continue efforts commenced in 2009 in the area of supportive reentry of youth in the community and will continue to pursue alternatives to corrections such as the Alternatives to Corrections through Education program (ACE). The Division has re-engaged the reentry planning process for youth returning from State secure placements, in part, through the current Bureau of Justice Assistance collaboration planning and implementation grant received in late 2009. A balance of $650,294 remains to support the above activities and services deemed further necessary in light of anticipated State facility consolidation.

The 2011 Budget reflects the abolishment of 1.0 FTE Office Support Assistant 2 and the creation of 1.0 FTE Administrative Coordinator position. Consolidations in the area of reception services and reductions in clerical support needs allow for this personnel reduction. As the Division continues to expand service options and partner with other youth serving agencies, the coordination and integration of services becomes increasingly necessary. In addition, as the Division continues to address emerging issues such as deinstitutionalization of status offenders, disproportionate minority contact, and institutional reentry, the addition of this position is necessary to ensure proper planning, implementation and fidelity. The budget reflects a $23,048 increase for this personnel change which is offset by a decrease in service expenditures of $13,048 and a $10,000 increase in revenue related to a Year 1 grant the department anticipates receiving in 2011.

Increase in Revenues ***($724,898)***

Overall revenues are increased by $724,898 primarily due to an increase in Youth Aids of $2,029,545 that is partially offset by a reduction in prior year revenue of $1,200,000.

DISABILITIES SERVICES DIVISION (DSD)

Family Care Expansion ***$1,668,120***

The budget reflects the continued implementation of Family Care expansion for persons with disabilities ages 18 through 59 and the full implementation of the Disabilities Resource Center (DRC) within DSD. In 2010, it is anticipated that the DRC will complete the conversion of the 2,500 existing clients in the Long-Term Support Waiver programs by October 2010. These individuals will transition into one of five State-funded options for publicly funded long-term care. The Milwaukee County Department of Family Care operates one of these Managed Care Organizations. The process of enrolling the 3,000-waitlist clients began November 2009 with 23 individuals being enrolled for the first 12 months while at least 115 per month will be enrolled effective November 1, 2010 for the next 24 months.

With this expansion, the Division estimated that there would be significant levy increases from 2008-2011 due to the loss of revenue dollars associated with the elimination of the waiver program. As a result of this continued expansion, expenditures have decreased by $27,942,665 from $55,507,714 to $27,565,049, and revenues decrease $29,610,785 from $52,486,919 to $22,876,134 for a net tax levy increase of $1,668,120. Although levy continues to increase in this division, they have been able to implement this transition with $2.5 million less levy than originally projected.

As noted in the 2010 Budget, Family Care expansion resulted in a decreased need for staff as functions were transferred to the new Family Care agencies. Consequently, DSD is reducing support staff who provide various supportive functions including paying agency invoices for consumers receiving Medicaid services, billing for Medical Assistance Personal Care (MAPC) and tracking data. The recommended reductions to staff include the abolishment of the following positions for a cost including salary and active fringe benefits of $259,188:

- 2.0 FTE Clerical Assistant 1
- 2.0 FTE Fiscal Assistant 2

Children's Long-Term Support Initiative ***$300,440***

In 2010, the Disabilities Services Division (DSD) began implementation of a Children's Long-Term Support (CLTS) Medicaid Waiver program expansion and redesign. This State-wide initiative was included in the 2009-2011 State of Wisconsin Department of Health Services biennial budget and calls for a significant funding increase available to children with disabilities and their families. The number of funded slots for eligible children has been increased to help reduce the waitlist for services and to provide transitional funding for youth about to turn age 18 and who become eligible for Family Care. This expansion will significantly reduce the waiting list of over 500 children and families in DSD.

It is anticipated that DSD will add 130 new children and their families to the CLTS waiver program beginning in 2010 and continuing during 2011. In addition, DSD is also expected to add approximately 150 new youth transition slots beginning 2010 and continuing during 2011. The revenues associated with these initiatives will provide support for additional staff including 4.0 FTE Human Service Workers to provide the required case management/coordination services associated with the program. A 1.0 FTE Children's Program Manager is created as an unfunded position and will be filled based upon need and available revenue.

CLTS expenditures increase $4,929,955 and revenues increase $4,629,515, resulting in a net tax levy increase of $300,440. The following positions are created as a result of the CLTS expansion for a cost including salary and active fringe benefits of $275,824:

- 4.0 FTE Human Service Worker
- 1.0 FTE Children's Program Manager (unfunded)

Third-Party Administrator (TPA) Initiative ***($257,144)***

The State Department of Health Services (DHS) is implementing a new payment system for children's programs during 2010 and 2011. The State will require the use of a third-party administrator agency in place of County staff, to process payments for all services funded by DHS. The third party administrator is expected to perform claims processing and reporting thereby alleviating the claims processing workload handled by counties.

As a result of this new requirement by DHS, DSD can no longer support staffing for these functions and recommends unfunding the following positions until implementation of this project is complete, when these positions will be abolished.

- Unfund 3.0 FTE Fiscal Assistant 2
- Unfund 1.0 FTE Admin Assistant NR

The total levy savings from unfunding these positions including salary and active fringe benefits is $257,144.

Disabilities Resource Center (DRC) ***($377,174)***

The Disabilities Resource Center began operation in August 2009. For 2011, DRC expenditures increase $400,483 from $4,020,952 to $4,421,435, and revenues increase $777,657, from $3,419,388 to $4,197,045 for a net tax levy savings of $377,174.

The DRC budget is funded by $2,074,756 in State GPR funding, $2,122,289 in 48 percent federal Medicaid revenue (MA match), which is matched by tax levy of $224,390. The 2010 Budget assumed a 35 percent MA match reimbursement for the DRC. However, 2010 actual monthly time reporting submitted by DRC staff justifies a match rate closer to 48 percent.

The DRC's budget reflects the creation of 0.58 FTE Service Support Specialist for a total cost including salary and active fringe benefits of $33,304.

New Management Initiative ***($21,490)***

The 2011 Budget reflects several staff changes in order to respond to the new needs of the Birth to Three program, Disabilities Resource Center and Children's Long-Term Support program. The five new Disabilities Coordinator positions would be created to support each of these programs. One of the Disability Services Coordinator positions would be created as an unfunded position and would only be funded assuming additional revenue became available. The net savings related to this initiative including salary and active fringe benefits is $21,490.

- Abolish 2.0 FTE Disabilities Services Specialist (upon vacancy)
- Create 5.0 FTE Disabilities Services Coordinator (1.0 FTE unfunded)
- Abolish 1.0 FTE Unit Supervisor Child Contract Services
- Abolish .50 FTE Unit Supervisor LTS (upon vacancy)
- Abolish 1.0 FTE Secretarial Assistant NR
- Abolish 1.0 FTE QA Specialist ASD

HOUSING DIVISION

Supportive Housing Development Initiatives ***$230,000***

An additional $230,000 in purchase of service contract expenditures is associated with housing-related services in three new developments. Two of the contracts will be with Our Space to fund on-site supportive services for their two Empowerment Village developments. Empowerment Village-National will be ready for occupancy January 1, 2011, and will have 34 units set aside for consumers receiving services from the Behavioral Health Division. This will also be the new location for the Our Space drop-in center. Empowerment Village-Lincoln will be ready for occupancy August 1, 2011 and funds will be used to fund services for the last five months of 2011. The third contract involves the expansion of the existing Mercy Housing contract that began in 2010.

Purchase of Service Contracts ***$0***

The Housing Division is requesting authority to enter into the following Purchase of Service Contracts in 2011. They are included in this budget for County Board approval in lieu of separate review and approval during the budget year. These contracts are with an identified vendor.

Contract Amount	Description	Provider
$75,000	Transitional Housing Program - Hillview	Community Advocates
$45,000	Coordinated Community Housing	Community Advocates
$15,353	Domestic Abuse Counseling	Community Advocates
$17,982	Emergency Shelter Care	Community Advocates
$50,000	Housing Assistance for Homeless	Continuum of Care
$46,000	Emergency Shelter Care	Guest House
$49,000	Housing Development Support Svcs.	Guest House/Heartland
$72,500	On-Site Staff	Hillview
$20,482	Emergency Shelter Care	Hope House
$23,540	Supported Apts	Mercy Housing
$97,154	Peer Support- Supported Apartments	Our Space
$110,000	Housing Development Support Svcs.	Our Space/UCC/Cardinal Capital
$50,000	Transitional Housing Program	Red Cross
$54,406	Emergency Shelter Care	Salvation Army
$52,994	Emergency Shelter Care	Social Development Commission (SDC)
$87,072	Supported Apts	Social Rehabilitation and Residential Resources
$52,017	Emergency Shelter Care	Sojourner Truth House
$25,000	Supportive Housing	Supporting Housing Development Commission
$15,000	Domestic Abuse Counseling	Task Force on Family Violence
$175,000	Emergency Shelter Care	The Cathedral Center
$103,716	Operation of Supported Apartments- Main St.	Transitional Living Services
$73,557	Operation of Supported Apartments-Okalahoma Ave.	Transitional Living Services

Increased Revenue ***($1,575,909)***
The division is requesting an increase in revenues of $1,575,909 from $18,682,841 in 2010 to $20,258,750 in 2011. The largest increase is due to an increase of $1,148,270 in Housing and Urban Development (HUD) funds related to anticipated funds for the Housing Choice Voucher Program. The division is also requesting an increase in revenue of $66,639 related to the Safe Haven and Shelter Care Plus Programs as well as an increase of $361,000 related to HUD Prior Year Revenue. The HUD Prior Year Revenue amount is determined by HUD who calculates a utilization rate for its Housing program agencies based on how much funding they've spent on HUD related programs. If an organization has spent a significant amount of its funds and has funds remaining, they are allowed to carryover into the next year. However, if a Housing agency has not spent a significant portion of their funds, HUD will retract these funds and reallocate them to agencies that have a high utilization rate. Milwaukee County currently has a utilization rate of 97%, resulting in increased revenue for 2011.

MANAGEMENT SERVICES DIVISION (MSD)

Coggs Center Space Plans ***($201,859)***
The Department of Health and Human Services is currently negotiating a long-term lease with the State of Wisconsin for the use of the Marcia P. Coggs Center to house both the State's Milwaukee Enrollment Center (MILES) and Milwaukee Early Care Administration **(**MECA) – the new bureaus in charge of the Income Maintenance and Child Care functions.

The 2011 Budget reflects anticipated expenses and revenue related to this arrangement with approximately 94,000 square feet allocated to the State for its operations. However, this square footage and related costs and revenues are subject to change since lease negotiations are currently underway as of late spring 2010. Any costs for building modifications will be borne to the State or incorporated into the State's lease payments. Once completed, the improvements are expected to improve customer traffic flow and accessibility. As a result of the increase in the amount of space that the State is requesting to occupy, revenue has increased $201,859 from $1,363,747 to $1,565,606.

Staffing Adjustments ***$0***
The division is requesting to abolish 1.0 FTE Securities Agent and to create 1.0 FTE Accountant 3. As the departments programs continue to expand, there is the need for an additional Accountant position to assist with the support of these programs. This position would be responsible for filing State reports, working with Advantage, preparing financial reports and analyses for various programs throughout DHHS. The unfunding of a vacant Securities Agent position would completely offset the cost of creating this position.

Increase in Capital-Outlay Expenditures ***$188,380***
The department is requesting an increase in Capital Outlay expenditures of $188,380 from $93,563 in 2010 to $281,943 in 2011. This increase is primarily due to an increase in Performance Contracting Operating Lease costs that are budgeted to more accurately reflect actual spending. Also included in this increase is $58,000 in the Delinquency and Court Services Division for the purchase of two combi-ovens to replace the existing ovens. These ovens were installed in 1995 and are used for final on-site food preparation at the detention facility.

Capital Investments

The 2011 Capital Improvements Budget includes $6,000 for the Department of Health and Human Services infrastructure improvements that are part of a countywide infrastructure improvement program. See the Department of Transportation & Public Works- Facilities Division Budget for additional details.

DEPT: Department on Health and Human Services (DHHS) **UNIT NO.** 8000
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 32,388,920	$ 29,562,646	$ 29,813,706	$ 251,060
Employee Fringe Benefits (EFB)	22,712,052	26,641,451	24,664,868	(1,976,583)
Services	9,974,810	2,813,392	9,060,504	6,247,112
Commodities	562,873	453,161	430,970	(22,191)
Other Charges	148,728,315	87,559,048	61,710,290	(25,848,758)
Debt & Depreciation	0	0	0	0
Capital Outlay	430,067	93,563	281,943	188,380
Capital Contra	0	0	0	0
County Service Charges	17,213,446	15,067,159	15,423,017	355,858
Abatements	(10,780,452)	(11,059,544)	(10,625,522)	434,022
Total Expenditures	$ 221,230,031	$ 151,130,876	$ 130,759,776	$ (20,371,100)
Direct Revenue	11,532,812	4,878,642	3,644,312	(1,234,330)
State & Federal Revenue	186,797,874	117,439,175	98,538,943	(18,900,232)
Indirect Revenue	691,510	763,032	748,032	(15,000)
Total Revenue	$ 199,022,196	$ 123,080,849	$ 102,931,287	$ (20,149,562)
Direct Total Tax Levy	22,207,835	28,050,027	27,828,489	(221,538)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**682.3**	**672.1**	**663.1**	**(9.0)**
% of Gross Wages Funded	**94.4**	**97.3**	**97.4**	**0.1**
Overtime (Dollars)**	**$ 1,937,701**	**$ 464,616**	**$ 451,920**	**$ (12,696)**
Overtime (Equivalent to Position)	**15.1**	**10.1**	**10.7**	**0.6**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
** For 2010 and 2011, budgeted overtime figures do not include reductions described in org. 1972. For 2011, this amount equals ($154,189).

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Department on Health and Human Services (DHHS) **UNIT NO.** 8000
FUND: General - 0001

PERSONNEL CHANGES

Job Title/Classification	Title Code	Action	# of Positions	Total FTE		Division	Cost of Positions (Salary Only)
Accountant 4-NR	00004350	Abolish	0	(0.25)	1	MSD	$ (11,910)
Human Service Worker	00056300	Create	4	4.00		DSD	156,880
Admin Assistant NR	00000040	Unfund	0	(1.00)		DSD	(33,376)
Clerical Asst 1	00000042	Abolish	(2)	(2.00)		DSD	(71,352)
Fiscal Asst 2	00004041	Abolish	(2)	(2.00)		DSD	(72,832)
Fiscal Asst 2	00004041	Unfund	0	(3.00)		DSD	(109,248)
Securities Agent	00005231	Abolish	0	(1.00)		MSD	(43,104)
Secretarial Asst NR	00000067	Abolish	(1)	(1.00)		DSD	(36,610)
Service Supp Spec	00055440	Create	0	0.58		DSD	17,650
Children's Program Manager	Z0025	Create	1	0.00	2	DSD	0
Disabilities Serv Spec	00055740	Abolish	(2)	(2.00)	3	DSD	(111,272)
Disabilities Serv Coord	Z0007	Create	4	4.00	7	DSD	227,008
Disabilities Serv Coord	Z0007	Create	1	0.00	2	DSD	0
RN2 Adult Svs Div	00044720	Abolish	0	(3.75)	6	DSD	(265,168)
Human Service Worker	00056300	Abolish	0	(7.50)	6	DSD	(365,728)
Unit Supv Child Contract Svcs.	00057130	Abolish	0	(1.00)		DSD	(56,752)
Unit Supv LTS	00056690	Abolish	(1)	(1.00)	3	DSD	(56,752)
Unit Supv LTS	00056690	Fund	0	0.50		DSD	24,702
QA Specialist ASD	00058045	Abolish	(1)	0.00	4	DSD	0
Food Stamp Payt Mgr	00055495	Abolish	0	(0.25)	1	ESD	(13,544)
Econ Supp Supv Span	00055750	Abolish	0	(0.25)	1	ESD	(9,428)
Econ Supp Supv	00055760	Abolish	0	(0.25)	1	ESD	(9,428)
Office Support Asst 2	00000007	Abolish	(1)	(1.00)		DCSD	(33,572)
Admin Coordinator	00011050	Create	1	1.00		DCSD	51,156
Child Care Prog Supv	00055790	Abolish	0	(0.25)	1	ESD	(11,480)
Child Care Prog Spec	00055795	Fund	0	12.00		ESD	497,928
Energy Asst Prog Int	00055800	Abolish	0	(0.33)	5	ESD	(13,170)
Energy Asst Prog Spec	00055810	Abolish	0	(0.33)	5	ESD	(13,170)
Econ Supp Training Asst	00056101	Fund	0	3.00		ESD	124,482
Staff Dev Asst	00056471	Fund	0	1.00		ESD	51,402
Staff Dev Asst FSC	00057190	Abolish	0	(0.50)	1	ESD	(24,702)
Adm Coord D/C Enforc	00057600	Abolish	0	(0.50)	1	ESD	(25,584)
Sect Mgr Bur FCMB	00078820	Abolish	0	(0.50)	1	ESD	(24,092)
Sect Mgr Fin FCMB	00078840	Abolish	0	(0.50)	1	ESD	(24,092)
Exdir2-Div Admin FinAsst	00080058	Abolish	0	(0.50)	1	ESD	(38,078)
Accountant 3	00000043	Fund	0	1.00		MSD	43,104
						TOTAL	$ (280,132)

1 Clean up of residual FTEs from positions abolished in 2010 budget.
2 This position is created as an unfunded full-time equivalent position. If approved in September 2010, will be a 2010 Current year action.
3 Abolish upon vacancy- If approved in September 2010, will be a 2010 Current year action.
4 This position was unfunded in a prior budget and is now abolished as an unfunded position with no expenditure reduction.

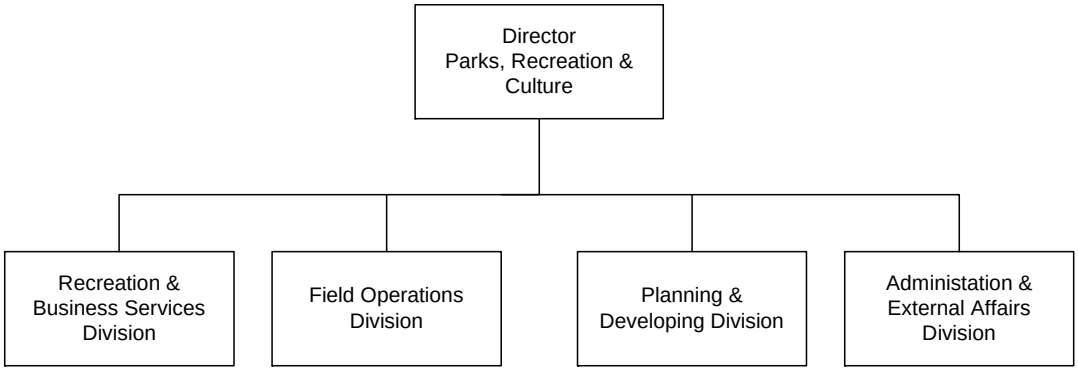
[5] Budgeted hours should be reduced to 1,740 hours annually.
[6] Due to the transition of Family Care, a total of 14.0 FTE Human Service Worker (HSW) and 7.0 FTE RN2 positions were to transfer over to the department of Family Care starting in 2010 with the remainder transferring in 2011. The 2010 budget reflected the transfer of 3.25 FTE RN2 and 6.50 FTE HSW. However, due to retirements and resulting staffing needs in DSD, these transfers did not occur. In addition, DSD's budget abolishes the remaining HSW and RN2's that would have transferred in 2011.
[7] If approved in September 2010, will be a 2010 Current year action.

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Director's Office	Expenditure	$ (42,319)	$ 21,811	$ (1,593)	$ (23,404)
	Revenue	0	21,055	0	(21,055)
	Tax Levy	$ (42,319)	$ 756	$ (1,593)	$ (2,349)
Economic Support Division	Expenditure	$ 45,504,328	$ 28,999,714	$ 36,133,509	$ 7,133,794
	Revenue	42,362,411	25,216,545	32,140,522	6,923,977
	Tax Levy	$ 3,141,917	$ 3,783,169	$ 3,992,987	$ 209,817
Delinquency & Court Services Division	Expenditure	$ 38,917,824	$ 42,666,702	$ 41,793,812	$ (872,890)
	Revenue	24,588,431	24,486,244	25,211,142	724,898
	Tax Levy	$ 14,329,393	$ 18,180,458	$ 16,582,670	$ (1,597,788)
Disabilities Services	Expenditure	$ 114,777,547	$ 55,507,714	$ 27,565,049	$ (27,942,665)
	Revenue	114,172,892	52,486,919	22,876,134	(29,610,785)
	Tax Levy	$ 604,655	$ 3,020,795	$ 4,688,915	$ 1,668,120
Housing Division	Expenditure	$ 21,823,631	$ 21,664,834	$ 23,303,115	$ 1,638,281
	Revenue	17,748,581	18,682,841	20,258,750	1,575,909
	Tax Levy	$ 4,075,050	$ 2,981,993	$ 3,044,365	$ 62,372
Management Services Division	Expenditure	$ 249,141	$ 2,270,101	$ 1,965,883	$ (304,218)
	Revenue	149,902	2,187,245	2,444,739	257,494
	Tax Levy	$ 99,239	$ 82,856	$ (478,856)	$ (561,712)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

DEPARTMENT OF PARKS, RECREATION AND CULTURE

PARKS, RECREATION AND CULTURE (9000)



MISSION

Pursuant to the budget and policy guidelines established by the Milwaukee County Board of Supervisors, the Parks Department serves Milwaukee County citizens and visitors by preserving and protecting the all-natural environments, providing open space for public recreation, and providing a variety of safe and active recreation opportunities to the public.

Budget Summary

	2011	2010/2011 Change
Expenditures	**42,189,187**	**(62,383)**
Revenue	**17,559,662**	**(1,211,017)**
Levy	**24,629,525**	**1,148,634**
FTE's	**485.2**	**(24.3)**

Major Programmatic Changes

- Increase revenue generating activities
- Close the Fish Hatchery while maintaining the Farm
- Restructure Parks maintenance staff

OBJECTIVES

- Preserve and maintain Park assets to ensure safe recreational opportunities for Milwaukee County citizens.
- Develop and maintain partnerships that enhance services and the quality of activities and events in the parks.
- Continue to be competitive in establishing and collecting fees and revenues.
- Reallocate staff resources, invest in training, and promote education for greatest efficiency and skill and to support the team concept.
- Create mutually beneficial revenue producing opportunities and partnerships in the Parks.
- Actively pursue green initiatives and support Milwaukee County's Green Print policy by expansion of natural areas, fossil fuel reduction through use of hybrid vehicles, and recycling.
- Continue to maintain standards that reflect on our status as the winner of the Gold Medal Award for Excellence in Management through the National Recreation and Park Association.
- Work with the Office of the Sheriff to support a program of law enforcement presence and regulation enforcement in the Parks geared toward public safety and enjoyment of the Parks.

DEPARTMENTAL PROGRAM DESCRIPTION

The Administration and External Affairs Division is responsible for administrative functions including finance, human resources, contracts, marketing, safety, security and training. It also works and coordinates activities with the dozens of public and private partners and over 60 “friends” groups. The division also assists with major events such as the Great Circus Parade and Milwaukee Air and Water Show.

The *Finance Section* provides oversight of budget, revenue tracking, contract coordination, centralized purchasing and accounting. This section ensures adherence to revenue and expenditure targets through responsible budget management.

The *Marketing Section* provides media connections and promotion services for parks related events, activities and programs (e.g., golf, concerts, special events, etc.). Marketing activities are conducted through the use of cross-promotion, printed materials, website, radio, television and partnerships. This section is also responsible for writing and distributing press releases, constructing and staffing vendor booths and designing displays for use at various locations.

The *Human Resources Section* manages the department’s staffing procedures, including hiring, payroll, and labor management.

The *Safety, Security and Training Section* promotes security in the Parks by overseeing the Park Ranger program and coordinating with the Milwaukee County Sheriff’s Office, municipal police departments and internal staff. This section also manages training for full-time and seasonal employees, and coordinates insurance reimbursement and restitution relating to property damage, vandalism and theft.

The Planning, Policy and Development Division has resources allocated into two separate sections. These sections are the Planning Section and the Park Maintenance Skilled Trades Section. Each section is responsible for providing service the across the entire Parks Department as well as to other County Department. The following summarizes the individual sections responsibilities:

The *Planning Section* prepares the capital budget, provides in-house design and master planning for park facilities, reviews the plans provided by consultants, conducts long and short range system planning including setting goals and priorities relating to the future development of the Parks System, manages and oversees the Department’s land assets including land acquisitions and dispositions, easements, and right-of-entry permitting, develops and maintains the geographic information system (GIS), which includes an inventory of park facilities and assets, and provides mapping and analysis, identifies grants, selects projects, prepares application materials and provides applications and implements grant projects, coordinates and oversees department activities relating to the legislative function of the County Board of Supervisors and maintains historical records and archives.

The *Park Maintenance Skilled Trades Section* is responsible for providing professional skilled trades in the areas of plumbing, electrical, carpentry, heating and cooling, ironwork, and other skilled trades services for the maintenance operations of the park system to ensure public health and safety, and code compliance.

The Field Operations Division oversees individual parks field operations throughout Milwaukee County. This division is organized into four sections: North Region, South Region, Land Resources and Golf and Turf Maintenance.

The *North and South regions* are responsible for 14 park units and 17 service yards that provide maintenance to 150 parks throughout Milwaukee County. They provide daily services for the operation of 37 organized sports leagues, maintain 175 athletic fields, 178 picnic areas, 25 major rental pavilions, parking lots and other minor facilities. They also are responsible for summer and winter maintenance of over 120 lane miles of parks roads and parkways, and winter plowing of sidewalks and walkways in parks and around all buildings.

The *Land Resources Section* is responsible for creation and maintenance of natural areas, nature trail construction and maintenance, mapping existing and new trails, as well as the installation of trail signage.

Forestry Worker's are responsible for the maintenance of the department's entire woodlands inventory. They are also responsible for maintenance of more than 85 miles of parkways throughout the County, including road patching and construction. These crews have been integral in constructing new play units, excavation work, pavement patching and repair, turf restoration, and other landscape projects. The forestry crews also assist the playground crews and field units when necessary and continue to help other departments such as the Zoo.

The trails crew maintains the 108-mile Oak Leaf Trail, leads erosion control/bioengineering projects, and removes invasive plant species. The Americorps Crew, Scout Troops, and the Milwaukee Conservation Leadership Corps work cooperatively with the Trails/Natural Areas Crew annually on several projects to enhance the Park System.

The playground crew is responsible for all Tier II safety inspections; the Park Unit staff is responsible for weekly Tier I safety inspections. The playground crew pressure washes and cleans the 112 play units in spring and fall. Responsibilities also include day-to day graffiti removal, general maintenance of play structures, delivery of sand and fibar, and replacement of worn parts.

The *Golf and Turf Maintenance Section* is responsible for the operation of 15 golf courses within the park system. This includes turf maintenance, programming, promotional development and tournament preparation for the outings and tournaments. The Golf and Turf Manager also provides expertise with general turf and field maintenance issues department wide

The Business Development and Recreation Division is organized into five sections: Recreation and Aquatics, Concessions and Clubhouse Operations, Public Services, Horticulture, and Special Event/Lakefront Operations. The Business Development and Recreation Division provide a variety of recreational programming to the citizens of Milwaukee County. This Division is focused on maximizing revenues and developing partnerships that result in new or enhanced department revenues.

The *Recreation and Aquatics Section* is responsible for daily operation of all aquatics including aquatic centers, indoor pools, and deep well pools. Recreation Services offers programs such as aerobics, water exercise, athletics, boxing, martial arts, ice-skating, hockey, football, soccer, disc golf, nature education, and gymnastics.

The *Concessions and Clubhouse Operations Section* manages the County's golf courses and concessions across the Parks System. The clubhouse operations program manages 15 clubhouse operations, including golf starter and marshaling operations. The Concessions program manages 40 locations ranging in complexity from vending machines to concession stands, ice skate rentals, convenience stores, special events, birthday parties, full service restaurants and catering operations.

The *Public Services Section* operates 37 organized sports leagues, provides permits for 175 athletic fields, facilitates golf reservations and outings, and provides reservations for all 178-picnic areas and 25 major pavilions along with other facilities. It also maintains the Department's e-commerce capabilities.

The *Horticulture Section* includes the Mitchell Park Domes, Boerner Botanical Gardens, Wehr Nature Center and the greenhouse. A multitude of family oriented events take place at these facilities including the Train Show, Celebration of Trees, Music Under Glass, and Bug Days. The greenhouse cultivates the plant life located in Milwaukee County parks, parkways, and building landscapes.

The *Special Events/Lakefront Operations* section includes the O'Donnell Parking Structure, McKinley Marina, and all major special events in the entire park system. Some of these events are the Air Show, 3rd of July Fireworks and the Susan G. Komen Race for the Cure. This section facilitates and oversees everything from contracts to event set up.

2011 BUDGET

Approach and Priorities

- Preserve and strive to increase revenue flow despite the adverse impact of the current economic downturn.
- Maintain current rate of visitor satisfaction with the Parks system.

Programmatic Impacts

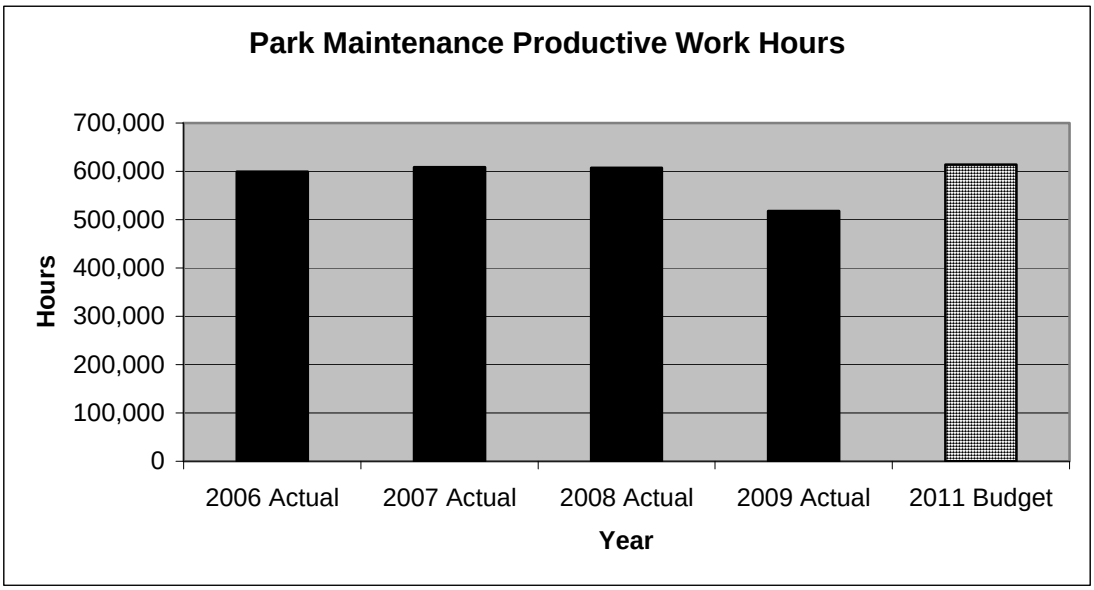
- Increase revenue generating activities
- Close the Fish Hatchery while maintaining the Farm
- Restructure Parks maintenance staff

Budget Highlights

Wage and Benefit Modifications ***($737,565)***
This budget includes an expenditure reduction of $737,565 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Parks Maintenance ***($1,464,354)***
The 2010 Adopted Budget implemented a program in which Park Maintenance Worker 2 staff are transferred to DTPW - Highways for winter snow and ice control operations. The 2011 Recommended Budget streamlines this program by creating a new permanent position that is shared between Parks and Highways. The new position allows the employees to stay in one position for the full year, as opposed to switching between a permanent and temporary position. The 2011 Budget abolishes 25.0 FTE Park Maintenance Worker 1 positions and 9.88 FTE Park Maintenance Worker 2 positions and creates 9.6 FTE Parks/Highway Maintenance Workers. The positions will work 19 weeks in Highways (November – March) and 33 weeks in the Parks Department (April – October).

In 2011, the Parks Department will have funding for approximately 600,244 productive work hours for maintenance staff. Productive hours are defined as the average of the actual number of hours worked (excluding sick, vacation, personal and holiday time). The total productive hours in the 2011 Budget is greater than the average number of hours the Department has used over the last four years (includes hours for Forestry Worker In Charge, Forestry Worker, Park Maintenance Worker 1-3, Park Maintenance Worker In Charge, Park Worker Seasonal and Park Maintenance Worker Seasonal). See the chart below for a breakdown of productive work hours from 2006 – 2009 as compared to the 2011 Budget.



Both departments will be responsible for all personnel costs incurred during the respective periods in which the staff is managed, including vacation and unemployment compensation.

The 9.6 FTE Parks/Highway Maintenance Workers budgeted in Parks will allow the Department to fill 15 positions from April 1st – October 31st. In addition 5.0 FTE Park Worker 3 positions are added to the Parks budget to provide the Department with additional work hours during the winter. The net tax levy savings from this initiative is $1,464,354.

O'Donnell Parking Structure ***$585,598***
The O'Donnell Parking Structure has been closed since June 2010. The 2011 Capital Improvements Budget includes funding for the renovation of the structure. The 2011 Budget assumes that the structure will not be open until July 1, 2011. The net tax levy increase due to lost revenues is $585,598.

Major Maintenance ***$297,492***
The 2011 Budget increases funding for major maintenance by $297,492 for a total of $622,492. The major maintenance funds included in the operating budget, along with the projects included in the Capital Improvements Budget, will provide resources for the Parks Department to address on-going maintenance needs.

Vacant Positions ***($120,172)***
The following vacant positions will be abolished in 2011:

- Office Assistant 3: $60,664
- Clerical Specialist Parks: $59,508

New Golf Driving Range ***($12,500)***
The Department of Parks, Recreation and Culture will issue a RFP for the development and operation of a new golf driving range. The RFP will allow the vendor to recommend the best location in the Parks system for a driving range. The agreement will require the vendor to make the necessary capital improvements and operate the driving range and the Parks Department would receive a percentage of the gross revenue. The 2011 estimated revenue was calculated by reviewing actuals for similar facilities and assumed the driving range would not open prior to July 1, 2011.

Maintain Farm Operations ***($6,500)***
The 2010 Adopted Budget transferred the Farm and Fish Hatchery Operations from the Office of the Sheriff to the Parks Department as of July 1, 2010. The 2010 Adopted Budget did not provide any funding to the Parks Department for this initiative. A fund transfer was approved in 2010 to move funds from the Appropriation for Contingencies to assist the Department in paying for costs associated with the Farm and Fish Hatchery.

The 2011 Budget closes the Fish Hatchery, but the Farm would remain operational. This results in a net tax levy reduction of $6,500. The lease with the Hunger Task Force for the Farm requires that the County maintain the Fish Hatchery. In order for the Farm to remain operational the County will need to negotiate a lease amendment with the Hunger Task Force to modify the provision that the Fish Hatchery must remain open. In addition, the Sheriff's Office's budget assumes an increase in reimbursement from the Hunger Task Force of $50,000 to offset the full cost of providing inmate labor. Since no funding was included in the Parks Department in the 2010 Budget the closure of the Fish Hatchery does not provide operational savings in 2011. However, if the Fish Hatchery were budgeted in 2011 it would result in a net tax levy increase of approximately $139,400.

Revenue Reduction ***$406,076***
The 2011 Budget includes a revenue reduction of $406,076 and a corresponding levy increase. Revenues have been reduced to bring them in line with historical actuals. While Parks revenues are still subject to fluctuation based on factors as unpredictable as the economy and weather, this adjustment increases the likelihood that the Department will meet their revenue targets.

Parks Fees
The Director of Parks, Recreation and Culture maintains the flexibility to adjust park fees in order to respond in a timely manner to changing market competition, weather conditions, seasonal needs and special events in an overall effort to maximize the revenue generated by the Milwaukee County Parks system.

Work Volume Statistics

	2011 Estimate
Picnic Rentals - Shelter & No Shelter	3,207
Facility Rentals - Buildings	2,415
Facility Rentals - Pools	85
Marina Slip Rentals	620
Facility Rentals - Lodges	100
Special Event Permits	270
Rounds of Golf	319,928
Pool Attendance	309,000

Capital Investments

The projects below are included in the 2011 Capital Improvements Budget for the Parks Department.

- WP174 Parks Major Maintenance: $1,325,000
- WP184 Parkway Retaining Wall Repairs: $1,050,000
- WP185 Parks Tuckpointing Repairs: $800,000
- WP186 Parks Naturalization: $61,000

In addition, the 2011 Capital Improvements Budget includes $7,027,030 for the Parks Department infrastructure improvements that are part of a countywide infrastructure improvement program. See the Department of Transportation & Public Works – Facilities Division Budget for additional details.

DEPT: Parks, Recreation and Culture **UNIT NO.** 9000
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 18,402,941	$ 17,924,312	$ 18,090,874	$ 166,562
Employee Fringe Benefits (EFB)	8,767,745	9,872,391	8,697,378	(1,175,013)
Services	5,565,482	5,356,481	5,945,677	589,196
Commodities	2,776,567	2,953,967	2,949,681	(4,286)
Other Charges	13,865	12,750	12,750	0
Debt & Depreciation	0	0	0	0
Capital Outlay	700,827	477,000	622,492	145,492
Capital Contra	0	0	0	0
County Service Charges	9,094,347	9,345,096	9,478,120	133,024
Abatements	(3,795,182)	(3,690,427)	(3,607,785)	82,642
Total Expenditures	$ 41,526,592	$ 42,251,570	$ 42,189,187	$ (62,383)
Direct Revenue	17,432,288	18,527,973	17,342,162	(1,185,811)
State & Federal Revenue	200,652	221,000	195,500	(25,500)
Indirect Revenue	68,141	21,706	22,000	294
Total Revenue	$ 17,701,081	$ 18,770,679	$ 17,559,662	$ (1,211,017)
Direct Total Tax Levy	23,825,511	23,480,891	24,629,525	1,148,634

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**547.5**	**509.5**	**485.2**	**(24.3)**
% of Gross Wages Funded	**96.3**	**97.3**	**96.9**	**(0.4)**
Overtime (Dollars)**	**$ 94,560**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**2.8**	**0.0**	**0.0**	**0.0**

* For 2009 Actual, the Position Equivalent is the budgeted amount.
** For 2010 and 2011, budgeted overtime figures do not include reductions described in org. 1972. For 2011 this amount equals ($4,015).

COUNTY EXECUTIVE'S 2011 BUDGET

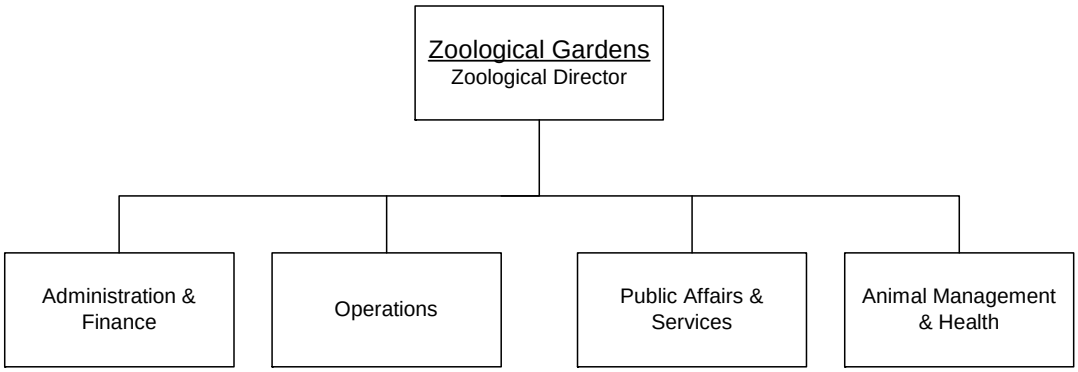
DEPT: Parks, Recreation and Culture **UNIT NO.** 9000
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Park Maintenance Worker 1	40440	Abolish	(25)	(25.00)	Various	$ (922,411)
Park Maintenance Worker 2	40430	Abolish	(14)	(8.88)	Various	(276,972)
RC Park Maintenance Worker 2	40370	Abolish	(1)	(1.00)	Various	(44,052)
Parks/Highway Mntce Worker	Z0032	Create	15	9.60	Various	378,194
Park Worker 3 Seasonal	40620	Fund	0	5.00	Various	111,832
Park Maintenance Worker 2 Seas	40350	Unfund	0	(0.13)	South Region	(3,581)
Park Worker 3 Seasonal	40620	Unfund	0	(0.60)	South Region	(13,420)
Office Assistant 3	01390	Abolish	(1)	(1.00)	Administration	(32,896)
Clerical Specialist Parks	01297	Abolish	(1)	(1.00)	Administration	(32,012)
					TOTAL	$ (835,318)

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ZOOLOGICAL DEPARTMENT

ZOOLOGICAL DEPARTMENT (9500)



MISSION

The Milwaukee County Zoo will inspire public understanding, support and participation in global conservation of animal species and their environment by creating a unifying bond between visitors and the living earth and provide an environment for personal renewal and enjoyment for guests by:

- Contributing to world-wide animal management, conservation and research efforts;
- Fostering sound physical, psychological and social development for the animal groups in our care;
- Sharing our knowledge with the intent to reinforce the human-animal-earth bond;
- Improving the quality of our professional development, administration and operating environment;
- Striving for the financial self-sufficiency of the organization;
- Continuing the public-private partnership with the Zoological Society of Milwaukee County.

Budget Summary

	2011	2010/2011 Change
Expenditures	**24,155,892**	**497,899**
Revenue	**19,683,056**	**(188,712)**
Levy	**4,472,836**	**686,611**
FTE's	**257.5**	**1.4**

Major Programmatic Changes

- Replace the Dinosaur Special Exhibit with the Butterfly Special Exhibit.
- Add adventure-based opportunities with the goal of increasing revenues.
- Develop a Zoo Master Plan for future capital improvements.

OBJECTIVES

- Make significant contributions to the improvements of animal care and the global conservation of animal species and their natural habitat.
- Make significant contributions to the body of scientific knowledge applied towards animal care and the global conservation of animal species.
- Maintain and improve the Zoo's buildings and grounds.
- Continue to maximize efficiency of operations.
- Develop a new Master Plan for the Zoo for the next public/private capital plan initiative incorporating the impact of the Zoo Interchange construction project.
- Educate employees and visitors on green practices.
- Continue to expand safety, health and loss prevention programming.
- Coordinate and implement all scheduled public special events.
- Through group sales efforts, increase consignment ticket sales and rentals of the Gathering Place.
- Successfully coordinate, stage and promote the summer special exhibit to accomplish revenue and attendance goals.
- Continue to keep the Zoo a top-of-mind destination through successful marketing, public relations and advertising efforts.

DEPARTMENTAL PROGRAM DESCRIPTION

The Zoo's organizational structure is designed to maximize efficiency of operations, facilities, animal management and human resources. The Zoo includes four divisions: Animal Management and Health, Operations, Administration and Finance, and Public Affairs and Services. These divisions provide a work force organized to address the seasonal nature of operations, increase attendance and revenue-earning opportunities and provide optimum animal care.

The **Animal Management and Health Division** is responsible for the care and management of the Zoo's extensive animal collection, including fish, amphibians, reptiles, birds, mammals and invertebrates, to allow their conservation, propagation and display. This includes carefully monitoring and maintaining the animals, providing a safe and enriching environment, well-balanced and nutritious diets, and high-quality preventive and clinical veterinary care. The animal facilities are designed, and programs are presented, to provide educational and entertaining experiences for the visitors. The division is also responsible for developing and managing local, regional, national and international conservation and research programs to help protect and preserve animal species in their native habitats.

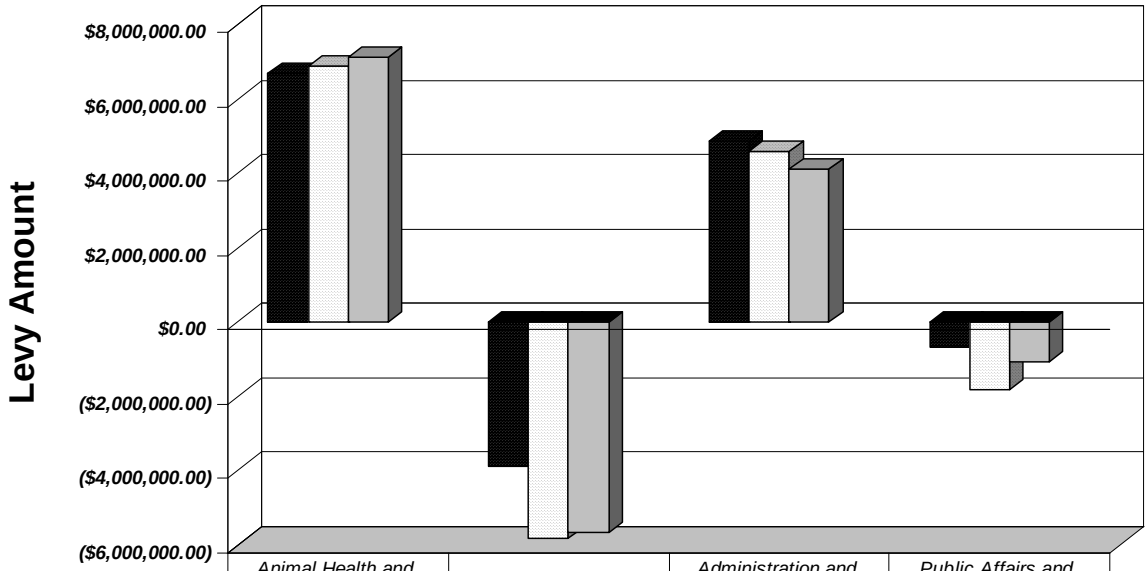
The **Operations Division** includes business and concessions functions related to the Zoo's major revenue sources such as admissions, parking lot, two restaurants with a patio complex, three major food concession facilities and various food stands, gift, novelty and souvenir stores, a miniature train ride, a Zoomobile ride and a carousel ride. In addition, this division also provides for the maintenance, improvement and overall grooming of the grounds, which are critical to visitor satisfaction and return trade. Included in this area are mechanical and preventive maintenance programs for equipment, ventilating, air-conditioning and heating systems, and minor electrical and plumbing repairs. Also included are housekeeping and general cleaning of the entire Zoo.

The **Administration and Finance Division** support functions include cash management, financial and capital project planning and control, accounts payable and receivable, personnel and payroll, reception, switchboard, radio dispatch, information technology, and other general office services and all clerical support. This division provides the Zoo with planning direction, goals for all divisions, and daily financial and administrative management oversight control. Also included is the oversight of the Zoo's Green and Safety committees.

The **Public Affairs and Services Division** is responsible for public relations, promotional activities, special events and programs, group sales and entertainment program development to increase public use, enjoyment and awareness of the Zoo facility.

This division consolidates efforts and activities of marketing, special programs such as the sea lion and raptor shows and group sales rentals into a single division for improved coordination of promotional efforts. Through news releases, interviews and other promotional activities, the Zoo attempts to attract residents of major Wisconsin and northern Illinois markets. The Zoo engages in cross-promotions with other cultural and tourist attractions to increase attendance and encourage return visitation. Included among annual special events activities held at the Zoo are “Milwaukee a la Carte,” Sunset Zoofaris, Halloween Spooktacular, Family Farm Weekend, Egg Days and the Samson Stomp.

Organizational Levy Summary



	Animal Health and Management	Operations	Administration and Finance	Public Affairs and Services
2009 Actual	$6,684,052.00	($3,895,106.00)	$4,879,691.00	($676,832.00)
2010 Budget	$6,865,265.00	($5,833,454.00)	$4,598,947.00	($1,844,534.00)
2011 Budget	$7,108,743.00	($5,670,997.00)	$4,122,453.00	($1,087,364.00)
Percent Change 10-11	3.55%	2.78%	-10.36%	41.05%

2011 BUDGET

Approach and Priorities

- Maintain current level of visitor satisfaction, animal care and health and animal conservation and research without decreasing the animal collection or animal exhibits
- Preserve and strive to increase revenue flow despite the adverse impact of the current economic downturn
- Strive to operate at maximum efficiency within expenditure limits

Budget Highlights

Wage and Benefit Modifications ***($426,195)***
This budget includes an expenditure reduction of $426,195 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Butterfly Special Exhibit ***$0***
The Zoo will have a new special exhibit in 2011. The 2010 Exhibit was "Adventure Dinosaurs", which will be replaced with the butterfly exhibit in 2011. The change in the exhibit is anticipated to have no tax levy impact.

IT Coordinator - Zoo ***$64,734***
One new position of IT Coordinator - Zoo is created in the IMSD Budget in 2011. This position will provide primary technical support and training for the Zoo's fully integrated Point of Sale (POS) system in a campus-wide setting with approximately 100 customer POS registers/systems. In conjunction with IMSD this position will troubleshoot issues involving wireless connectivity, support file servers and assist in supporting radio devices and frequencies at the Zoo. Other duties assigned include help desk support for the Zoo, coordination with connectivity staff on IMSD's LANs/WANs; writing database queries; designing and producing database reports; develop/enhance Zoo websites and social networking opportunities including maintenance/manipulation of data to expand Zoo marketing efforts. This position will be located at the Zoo and will be solely dedicated to IT coordination at the Zoo. Oversight of the position will be provided by IMSD. Even though the position is budgeted within IMSD's budget, all costs associated with the position will be crosscharged to the Zoo.

Ropes Course ***($100,000)***
In order to continue expanding revenue-generating opportunities the Zoo will be issuing request for proposals for a ropes course/zip line/climbing wall. The vendor would operate the course and the Zoo would receive a percent of the revenue generated. Based on historical experience at other facilities the Zoo is anticipating $100,000 in revenue.

Zoological Society Support
The relationship between Milwaukee County and the Zoological Society began in 1910 when the Washington Park Zoological Society, now the Zoological Society of Milwaukee County, was organized to help raise funds for animal acquisition. The Society has functioned for many years for the purpose of aiding the County in the operation, maintenance and development of the Zoo and its animal collection. Its mission is to promote conservation, education, exhibition of animals, research and recreation through fundraising and volunteerism.

In February 1989, the relationship was formalized with a Memorandum of Understanding, thus forging a strong public/private partnership for the continuing support of the Milwaukee County Zoo. The Memorandum of Understanding was renewed in 1992 and again in 1996. The agreement provides office space for the Society on the Zoo grounds, including utilities, custodial and maintenance services and staff parking. To assure continued support for the Zoo, the County provides free admission for Society members throughout the term of the Memorandum of Understanding.

For 2011, the Zoological Society cash contribution of $2,255,757 consists of the following:

- $316,115 in direct support
- $200,000 in direct animal support
- $274,500 in corporate sponsorship revenue
- $1,465,142 in parking revenue received from Zoological Society members for the Zoo Pass Plus Membership.

The Society's budget also funds $129,872 in HVAC systems for numerous Zoo buildings and generates additional support in the amount of $150,000 from their Annual Appeal, which is used to update and upgrade Zoo exhibits.

The Zoological Society is responsible for the management, training and support of 600 Zoo Pride volunteers that donate 40,000 hours annually in various capacities at the Zoo.

Revenues
Zoo fees remain at the 2010 levels. See last page for fee schedule.

Zoo Hours
The 2011 Budget maintains the same schedule and hours as 2010.

Management Flexibility
The Zoo will continue the following initiatives through 2011:

- The flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation;
- The Zoo Director's authorization is continued to discount or waive admission fees and to provide one free admission day per month during the months of January through April, and November and December.

Milwaukee County Residents
The following discounts are continued in the 2011 Budget:

- Discounted admission fees of $8.00 for adults and $5.50 for juniors and school groups for Milwaukee County residents on Wednesdays.
- Daily discount of $1.75 off the admission rate including weekends for Milwaukee County residents.

Resale Purchases for Novelties and Souvenirs
The Zoological Department is requesting that the Milwaukee County Purchasing Administrator be authorized to issue and deliver letters of intent to overseas vendors at a cost not to exceed $400,000 in aggregate for advance ordering of the Zoo's 2011 and 2012 resale purchases for novelties and souvenirs in October of 2010 and October 2011 respectively. This amount is approximately 57% of the total requested appropriation for resale novelties and souvenirs. A substantial portion of resale merchandise sold at the Milwaukee County Zoo is purchased from import vendors to provide the quantity and variety of items desired by the general public visiting the Zoo. Due to the distance and travel time required for overseas shipments, the Zoo must order resale merchandise in the fall for spring delivery. Precedent exists in past County Board authorization for the Zoo to purchase resale items for the upcoming year. Budget authority is included in the 2011 Zoo budget in lieu of separate review and approval during the budget year. The County Board of Supervisors may revoke this authority if 2012 funds are not appropriated for Zoo novelties and souvenirs during the 2011 budget deliberations in October of 2011.

Professional Service Contracts
The Zoological Department is requesting authority to enter into the following Professional Service Contracts in 2011. They are included in this budget for County Board approval in lieu of separate review and approval during the budget year. These contracts are with an identified vendor.

Contract Amount	Description	Provider
$170,000	Sea Lion Show	Oceans of Fun, Inc.
$103,107	Mold-a-Ramas	William A. Jones Co.
$90,000	Raptor Bird Show	World Bird Sanctuary

Capital Investments

The projects below are included in the 2011 Capital Improvements Budget for the Zoological Department.

- WZ600 - Zoo Master Plan: $400,000 offset with a $200,000 contribution from the Zoological Society

In addition, the 2011 Capital Improvements Budget includes $234,000 for the Zoological Department infrastructure improvements that are part of a countywide infrastructure improvement program. See the Department of Transportation & Public Works – Facilities Division Budget for additional details.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: Zoological Department **UNIT NO.** 9500
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 8,024,062	$ 8,059,567	$ 8,589,343	$ 529,775
Employee Fringe Benefits (EFB)	4,258,188	4,780,970	4,620,998	(159,972)
Services	4,725,453	5,536,678	5,312,287	(224,391)
Commodities	2,894,089	3,352,434	3,478,108	125,674
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	501,269	443,092	563,467	120,375
Capital Contra	0	0	0	0
County Service Charges	1,782,905	1,485,251	1,591,689	106,438
Abatements	(25,000)	0	0	0
Total Expenditures	$ 22,160,966	$ 23,657,992	$ 24,155,892	$ 497,899
Direct Revenue	15,169,204	19,871,768	19,683,056	(188,712)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 15,169,204	$ 19,871,768	$ 19,683,056	$ (188,712)
Direct Total Tax Levy	6,991,762	3,786,224	4,472,836	686,611

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**251.8**	**256.1**	**257.5**	**1.4**
% of Gross Wages Funded	**94.5**	**94.8**	**96.0**	**1.2**
Overtime (Dollars)**	**$ 226,979**	**$ 385,440**	**$ 385,440**	**$ 0**
Overtime (Equivalent to Position)	**6.9**	**11.7**	**11.7**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.
****** For 2010 and 2011, budgeted overtime figures do not include reductions described in org. 1972. For 2011, this amount equals ($7,463).

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Zoo Worker 4	42740	Fund	0	1.23	Traveling Exhibit	$ $32,570
Zoo Worker 3	42730	Fund	0	0.18	Traveling Exhibit	$4,026
					TOTAL	$ $36,596

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Animal Health and Management	Expenditure	$ 6,731,128	$ 6,946,265	$ 7,159,743	$ 213,478
	Revenue	47,076	81,000	51,000	(30,000)
	Tax Levy	$ 6,684,052	$ 6,865,265	$ 7,108,743	$ 243,478
Operations	Expenditure	$ 7,602,721	$ 8,176,843	$ 8,607,528	$ 430,685
	Revenue	11,497,827	14,010,297	14,278,525	268,228
	Tax Levy	$ (3,895,106)	$ (5,833,454)	$ (5,670,997)	$ 162,457
Administration and Finance	Expenditure	$ 5,220,774	$ 5,796,498	$ 5,621,999	$ (174,499)
	Revenue	341,083	1,197,551	1,499,546	301,995
	Tax Levy	$ 4,879,691	$ 4,598,947	$ 4,122,453	$ (476,494)
Public Affairs and Services	Expenditure	$ 2,606,392	$ 2,738,386	$ 2,766,621	$ 28,235
	Revenue	3,283,224	4,582,920	3,853,985	(728,935)
	Tax Levy	$ (676,832)	$ (1,844,534)	$ (1,087,364)	$ 757,170

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

RAILROAD EXPENDABLE TRUST ACCOUNT (Org. 0320)

The Railroad Fund exists for the purpose of recording the receipt of all revenue derived from the operation of the Zoo's miniature passenger railroad.

Expenditure	Revenue	Tax Levy
$936,724	$936,724	$0

Total 2011 expenditures and revenues for the Railroad Fund are $936,724 and include the following:

Expenditures

$443,598 Reflects personal service charges from the Zoological Department for services provided by four Locomotive Engineers, eight Trackless Train Operators and various seasonal and other support staff.

$269,463 Appropriation for the operation and repair of locomotives, track, ties, coaches and Zoomobiles, as well as train or coach purchases and train station improvements.

$ 28,000 Appropriation for animal purchases.

$195,663 Other commodities and supplies, expenses for conservation programs and grants, library operators and staff training, travel and conference expenses.

Revenue

$936,724 Reflects revenue of $819,371 from operation of the train and Zoomobile, $52,763 from miscellaneous revenue, a $64,590 contribution from reserves.

SPECIMEN EXPENDABLE TRUST ACCOUNT (Org. 0319)

The Specimen Fund exists for the purpose of recording receipts from the sale of animals. Disbursements are to be made for the purchase of animals and related expenditures such as freight and express charges on the shipment of animals.

Expenditure	Revenue	Tax Levy
$48,325	$48,325	$0

Total 2011 expenditures and revenues for the Specimen Fund are $48,325 and include the following:

Expenditures

$ 36,230 Freight charges and travel expenses related to animal shipments.

$ 12,095 Appropriation for animal replacement and miscellaneous commodity purchases.

Revenue

$ 48,325 Revenue from animal sales, miscellaneous investment earnings and giraffe feedings.

GENERAL ZOO VISITOR FEE SCHEDULE			
	2010 Rate	2011 Rate	Change
Admissions			
Adult summer-County	$11.50	$11.50	$0.00
Junior summer-County	$8.50	$8.50	$0.00
Adult summer-Non-County	$13.25	$13.25	$0.00
Junior summer-Non-County	$10.25	$10.25	$0.00
Adult winter-County	$10.00	$10.00	$0.00
Junior winter-County	$7.00	$7.00	$0.00
Adult winter-Non-County	$11.75	$11.75	$0.00
Junior winter-Non-County	$8.75	$8.75	$0.00
Adult discount day	$8.00	$8.00	$0.00
Junior discount day	$5.50	$5.50	$0.00
Adult education-County	$9.50	$9.50	$0.00
Junior education-County	$6.50	$6.50	$0.00
Adult education-Non-County	$10.25	$10.25	$0.00
Junior education-Non-County	$7.25	$7.25	$0.00
Adult group-County	$10.25	$10.25	$0.00
Junior group-County	$7.25	$7.25	$0.00
Adult group-Non-County	$12.00	$12.00	$0.00
Junior group-Non-County	$9.00	$9.00	$0.00
Senior summer-County	$10.50	$10.50	$0.00
Senior winter-County	$8.50	$8.50	$0.00
Senior summer-Non-County	$12.25	$12.25	$0.00
Senior winter-Non-County	$10.25	$10.25	$0.00
Attractions			
Camel Ride*	$4.00	$4.00	$0.00
Carousel	$2.00	$2.00	$0.00
Pony Ride*	$4.00	$4.00	$0.00
Sea Lion	$2.00	$2.00	$0.00
SkyGlider*	$3.00	$3.00	$0.00
Special Exhibit	$2.50	$2.00	-$0.50
Train-Adult	$2.50	$2.50	$0.00
Train-Child	$1.50	$1.50	$0.00
Zoomobile-Adult	$3.00	$3.00	$0.00
Zoomobile-Child	$2.00	$2.00	$0.00
Zoomobile-Sr Citizen	$3.00	$3.00	$0.00
Parking Fees			
Cars	$11.00	$11.00	$0.00
Buses	$15.00	$15.00	$0.00
Other Fees			
Stroller-Single*	$6.00	$6.00	$0.00
Stroller-Double*	$9.00	$9.00	$0.00

***** Fee is set by contract.

MILWAUKEE PUBLIC MUSEUM

BUDGET SUMMARY			
	2009 Actual	**2010 Budget**	**2011 Budget**
Property Tax Levy Contribution to Milwaukee Public Museum	$ 3,502,376	$ 3,502,376	$ 3,502,376

MISSION

The Milwaukee Public Museum (MPM) is an educational and research institution that focuses on the natural sciences, anthropology and history. Beginning in 2007, MPM opened a planetarium and included astronomy in its program offering.

MPM preserves and cares for its collections in the public trust. Through its research and collections, the Museum seeks knowledge and understanding of global change and diversity from geological, biological, cultural and historical perspectives. MPM interprets these themes to diverse audiences through its exhibits, programs and publications.

MPM's mission is best accomplished through the coordinated use of its public exhibits, research capabilities, collections and educational programs.

OPERATING HISTORY

Milwaukee County acquired the MPM from the City of Milwaukee in 1976. In its 125 years as a public institution, the Museum has grown to be one of the leading natural history museums in the nation, providing a valuable educational opportunity to visitors.

Based on the recommendations of a Blue Ribbon Task Force created in 1990 to study alternative funding of the Museum, County Board Resolution (File No. 91-775), adopted November 12, 1991, created a not-for-profit Museum Corporation with a Board of Directors providing management of the facility, effective March 31, 1992. In this arrangement, the County retains ownership of the collection, building and land while MPM provides operational management of the Museum.

In 1999, the County extended the term of the MPM Lease Agreement for an additional 33 months through December 31, 2004 (File No. 99-28(a)(a)) to facilitate the Museum Corporation's ability to sell long-term revenue bonds and to facilitate a capital campaign to raise charitable donations in support of the Museum Corporation's Butterfly Garden capital improvement project. This agreement remains in effect with a five-year renewal in perpetuity for 35 years, or until a new agreement is negotiated and signed.

In 2005, MPM required a loan to remain solvent because of severe cash flow problems resulting from overly aggressive expansion, financial mismanagement and lax Museum Board oversight. The County guaranteed the repayment of up to a $6 million loan package on June 30, 2005 in order for MPM to be eligible for working capital resources from JPMorgan Chase and Marshall & Ilsley Banks, the "Lenders." In January 2007, a Museum Recovery Committee was formed, including all major MPM stakeholders, to determine and recommend a comprehensive financial recovery plan to ensure the long-term financial viability of the museum. The recovery plan, approved by the County Board, included major donor commitments including a $5 million matching challenge grant, lender concessions and debt restructuring, MPM fund raising commitments and operating efficiencies, and a 10-year funding commitment to MPM from Milwaukee County. The commitments and actions of each of the stakeholders resulted in a substantial multi-million dollar package of financial improvements for the museum. As part of the recovery plan, Milwaukee County agreed to provide a minimum of $4.0 million in capital improvement funding over a 5-year period. In February 2008, the proceeds from the $5.0 million challenge grant

raised by MPM were used to pay off and extinguish the outstanding County guaranteed debt that was established in the 2005 loan package.

CAPITAL BUDGET HISTORY

As part of the 2007 financial restructuring of the museum under the recovery plan, the outstanding bonds were extinguished in October 2007 and replaced with a 10-year note between MPM and JPMorgan Chase and Marshall & Ilsley Banks.

Budget Highlights

- County Board Resolution (File No. 07-260), adopted June 21, 2007, states that Milwaukee County's contribution to MPM remains at the 2010 funding level of $3,502,376 per the approved Recovery Plan and Amendment 10 to the Lease and Management Agreement.

Capital Investments

The 2011 Capital Improvements Budget includes $1,400,000 for the Milwaukee Public Museum infrastructure improvements that are part of a countywide infrastructure improvement program. See the Department of Transportation & Public Works – Facilities Division Budget for additional details.

MILWAUKEE COUNTY UNIVERSITY EXTENSION SERVICE

UNIVERSITY EXTENSION SERVICE (9910)

MISSION

Milwaukee County Cooperative Extension's (MCCE) mission is to facilitate people's use of university knowledge to make informed decisions that enrich their lives and enhance their communities. Cooperative Extension makes a special effort to reach those who are traditionally underserved including people of color, low-income families, and people with disabilities. Our goal is to provide high-quality, low-cost educational opportunities that emphasize: crisis prevention, youth leadership, and the strengthening of personal and professional skills, leading to an improved quality of life. MCCE offers over 30 different programs. In 2009, the department served close to 100,000 county residents. A trained volunteer force of 2,971 allows the department to reach so many residents each year.

Budget Summary

	2011	2010/2011 Change
Expenditures	**456,333**	**(6,485)**
Revenue	**121,080**	**0**
Levy	**335,253**	**(6,485)**
FTE's	**0.75**	**0.00**

Major Programmatic Changes

- Extension continues to maximize the use of classrooms and meeting rooms for educational and community programs at CATC Building A to hold down costs of room rental, staff time, and mileage for conducting programs off-site.

OBJECTIVES

The following are *some* of the program goals and objectives of the Milwaukee County Cooperative Extension office:

Objective 1 – Youth Development:

Science, Technology, Engineering and Math (STEM) in Milwaukee strategic goals:

- Increase the proficiency of Milwaukee elementary aged children in science and technology.
- Increase the capacity of adults as educators through 4-H STEM curriculum implementation.
- Harness the knowledge and ability of STEM professionals in Milwaukee to share their passion for their work with youth.

Objective 2 – Family Living Programs:

- Continue to provide quality training and technical assistance to 200 City Health Department staff and three other major social service agencies in Milwaukee.
- Continue to provide other training such as Poverty Awareness, Effective Black Parenting and Get Checking.
- Through the Food & Nutrition Program, educators will make over 21,000 educational contacts, reaching 7,767 learners through Supplemental Nutrition Assistance Program - Education Program; work with 162 community agencies; educate over 500 families through Expanded Food and Nutrition Program (EFNEP) and educate over 500 youth through EFNEP Summer Youth program.

Objective 3 – Community Development, Natural Resources & Economic Development (CNRED):

- Follow up on the recently-completed online needs assessment survey with focus group sessions with various organizations and municipal governments.
- Provide strategic assistance to nonprofit organizations and local governments with a focus on community, economic development and/or organizational development

Objective 4 – Urban Agriculture/Horticulture:

- The Horticulture Helpline will connect people to non-biased, research-based plant information in response to their inquiries. It will take advantage of the "teachable moment" when people call or come with a question to educate them about broader concepts about plant care (biological, botanical, horticultural and ecological) so that their deeper understanding enables them to make informed decisions.
- The Community Garden Rental program will serve 400 families by offering a variety of food-growing opportunities from 20 ft. x 20 ft. plots to quarter-acre micro-farms to increase affordable local healthy food production.

DEPARTMENTAL PROGRAM DESCRIPTION

Cooperative Extension consists of Administration, Family Living, Horticulture/Urban Agriculture, Youth Development and Community Natural Resources and Economic Development sections. In 2009, the department delivered 34 different programs and reached about 99,000 County residents.

Administration includes program support and evaluation, professional development, personnel management, financial management and technology support. These resources are provided for Milwaukee County with State and Federal funding through the University of Wisconsin Cooperative Extension. The Director of the Milwaukee County Cooperative Extension department serves as the representative of the UW Cooperative Extension and works with Extension faculty to ensure strong and effective educational programs.

Family Living provides training in the areas of parenting, food science and nutrition, poverty awareness, and financial management. This program also provides professional development for home visitors.

Urban Agriculture/Horticulture provides research-based information and training in horticulture and urban agriculture to increase the positive impacts of gardening for people and the environment. This service includes: instruction on home and community food production and the safe use of pesticides, assistance for community gardens, rental gardens, accessible gardening for people with disabilities, volunteer service and education through the Master Gardener Program, and advice on plant care for homeowners.

Youth Development activities include civic engagement, environmental studies, entrepreneurship, arts, multicultural awareness, pre-college and technology. Our goal is to teach, train and share research-based curriculum with teachers, practitioners, lay people and others and to form community partnerships with schools, youth serving agencies, churches, and community groups in order to assist and support the development of young people.

Community Natural Resources and Economic Development stresses economic revitalization, water quality improvement, waste management, small business development, local government education, strategic planning, non-profit and neighborhood organizational development.

2011 BUDGET

Approach and Priorities

- Maintain service levels in the number of people served and the quality of educational programs provided.
- Focus on “train-the-trainer” programs to expand our reach to more County residents.
- Continue recruiting and training volunteers to extend research-based information to the community.
- Solidify 2010 expansion of the garden rental program; assess revenue generation effort.

Budget Highlights

Wage and Benefit Modifications ***($1,561)***

This budget includes an expenditure reduction of $1,561 based on the changes described in the non-departmental account for wage and benefit modifications (Org-1972).

Extension will maximize the use of classrooms and meeting rooms for educational and community programs at CATC Building A to hold down costs of room rental, staff time, and mileage for conducting programs off-site. CATC Building A enhances Extension’s capacity to serve County residents by providing classrooms and meeting rooms that are ADA accessible, properly heated and air-conditioned and in a location with parking and bus service. This provides savings of up to $90,000 in offsite instructional costs.

BUDGET SUMMARY				
Account Summary	**2009 Actual**	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Personal Services (w/o EFB)	$ 23,343	$ 23,091	$ 23,869	$ 778
Employee Fringe Benefits (EFB)	30,850	26,931	26,004	(927)
Services	405,030	180,206	184,925	4,719
Commodities	3,570	0	0	0
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	16,526	232,590	221,535	(11,055)
Abatements	0	0	0	0
Total Expenditures	$ 479,319	$ 462,818	$ 456,333	$ (6,485)
Direct Revenue	117,463	121,080	121,080	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 117,463	$ 121,080	$ 121,080	$ 0
Direct Total Tax Levy	361,856	341,738	335,253	(6,485)

PERSONNEL SUMMARY				
	2009 Actual	**2010 Budget**	**2011 Budget**	**2010/2011 Change**
Position Equivalent (Funded)*	**0.8**	**0.75**	**0.75**	**0.00**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2009 Actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: University Extension Service **UNIT NO.** 9910
FUND: General - 0001

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						
					TOTAL	$ 0

All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

GENERAL COUNTY DEBT SERVICE

COUNTY EXECUTIVE'S 2011 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE **UNIT NO.** 9960

FUND: Debt Service - 0016

BUDGET SUMMARY			
	2009 Actual*	2010 Budget	2011 Budget
Expenditures			
Debt Service Principal (8021)	$ 62,516,805	$ 63,691,410	$ 66,243,391
Debt Service Interest (8022)	34,129,391	42,300,043	41,531,086
Penalties and Interest (8031)			
Total Principal and Interest	$ 96,646,196	$ 105,991,453	$ 107,774,477
Interest Allocation (9880)	(18,821,252)	(38,529,420)	(39,856,881)
Total Expenditures	$ 77,824,944	$ 67,462,033	$ 67,917,596
Contributions			
Reserve for County Bonds (4703)	$ 0	$ 771,729	$ 5,894,221
Total Contributions	$ 0	$ 771,729	$ 5,894,221
Revenues			
Jail Assessment Surcharge (1315)	$ 1,304,482	$ 1,387,336	$ 1,401,209
Earning Allocations (1842)			
Golf Course Enhancement Fee - Debt Service (4702)			
Gain on Sale of Fixed Asset (4902)			
Sale of Capital Asset (4905)	122,160	3,900,000	6,300,000
Bond and Note Proceeds (4907)	11,159,552	0	0
Revenue from Project Rents (4999)	1,109,005	1,121,787	1,062,293
Total Revenues	$ 13,695,199	$ 6,409,123	$ 8,763,502
Direct Property Tax Levy**	$ 64,129,745	$ 60,281,181	$ 53,259,873

* 2009 actual excludes balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2009 information to be reported on a basis comparable to the subsequent year budget summaries.

** County sales and use tax revenues are dedicated primarily to the payment of general obligation debt service costs. For budgetary purposes, the County's pledge to levy ad valorem taxes for the payment of debt service payments treats sales tax revenues and property tax revenues as interchangeable.

Summary of Bonds and Notes Outstanding

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/10	2009 Budget Requirements Principal	2009 Budget Requirements Interest
R	5.04	10/15/93	10/01/11	$ 7,716,986	$ 7,716,986	$ -
C	4.40	04/01/01	10/01/16	15,000,000	2,500,000	750,000
TB	6.06	06/01/01	12/01/11	250,000	250,000	15,750
R	3.87	10/01/01	12/01/11	2,375,000	2,375,000	95,000
AR	4.47	10/01/01	12/01/11	145,000	145,000	6,525
C	4.20	02/01/02	08/01/17	17,675,000	2,525,000	902,688
C	3.95	02/01/03	08/01/18	13,875,000	1,725,000	715,500
R	3.48	07/01/03	08/01/17	99,545,000	10,615,000	3,351,805
C	3.72	02/01/04	08/01/19	18,370,000	1,700,000	709,244
C	4.24	06/01/06	12/01/20	18,200,000	1,525,000	802,200
R	3.89	02/01/06	10/01/15	47,060,000	12,915,000	2,360,663
C	4.14	04/01/07	10/01/21	27,805,000	2,525,000	1,390,250
C	4.12	06/01/08	12/01/22	29,310,000	1,270,000	1,186,575
C	3.93	06/01/08	12/01/23	29,355,000	700,000	1,142,050
C	5.04	08/01/09	10/01/24	24,775,000	0	1,221,733
R	2.00	08/01/09	10/01/16	13,515,000	3,700,000	297,594
C	4.87	08/01/10	08/01/24	30,365,000	0	1,406,500
N	2.55	08/01/10	08/01/19	14,435,000	2,175,000	353,713
C	4.60	04/01/11	10/01/29	22,725,000		1,406,385
N	2.37	04/01/11	10/01/18	12,325,000	1,235,000	387,972
Projected Outstanding Balance as of December 31, 2010 and Associated Debt Service				$ 444,821,986	$ 55,596,986	$ 18,502,147
STFLP-Housing	6.00	03/15/09	03/15/17	838,373	101,984	44,626
STFLP-Housing	5.25	03/15/11	03/15/19	2,000,000	164,421	113,918
				$ 2,838,373	$ 266,405	$ 158,544
				$ 447,660,359	$ 55,863,391	$ 18,660,688
Taxable GO Notes	6.84	12/01/09	12/01/33	$ 254,975,000	$ 10,380,000	$ 15,593,898
Taxable Pension Anticipation Notes	5.39	12/01/09	12/01/13	135,000,000	-	7,276,500
				$ 389,975,000	$ 10,380,000	$ 22,870,398
Total 2011 Debt						$ 107,774,477

Type of Issue Explanation

A -Airport Bonds
B -Building Bonds
C -Corporate Purpose Bonds
D -Detention Facility Bonds
N -General Obligation Note
R -Refunding Bonds
AR-Airport Refunding Bonds
TB-Taxable Bonds
STFLP- State Trust Fund Loan Program

DEBT SERVICE CONTRIBUTIONS

Pension Obligation Bond Debt Service Abatement

The 2011 debt service costs for the pension obligation notes issued in 2009 is $33,250,398. To accurately reflect all benefit related costs, this amount is budgeted in the Org. 1950 - Employee Fringe Benefits. In addition, to accurately reflect all debt service costs, this amount is also included in the principal and interest amounts within the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

County Fleet Debt Service Abatement

The 2011 debt service costs for the $20,074,000 issued for vehicles and equipment in 2009 and 2010 is $2,458,499. To accurately reflect all fleet-related costs, this amount is budgeted in the Org. 5300 – Fleet Management Division and crosscharged to user departments. In addition, to accurately reflect all debt service costs, this amount is also included in the principal and interest amounts within the General Debt Service Fund Budget. To avoid duplication of the debt service costs, the amount is abated in the General Debt Service Budget.

Reserve for County Bonds (4703)

A contribution of $5,894,220 from the Reserve for County Bonds is anticipated for 2011.

The reserve proceeds consist of unallocated bond proceeds of $788,927 from the sale of the 2009 Pension Obligation Bonds, $425,605 from the sale of the 2009 General Obligation Corporate Purpose Bonds, $44,225 in lapsed bond proceeds from completed or abandoned capital projects and $803,400 in credit reimbursement from the issuance of Build America Bonds. In addition, the County realized a surplus of $7,976,080 for year-end 2009. In accordance with Resolution 10-16(a)(b), $3,832,062 was deposited in the debt service reserve fund and is included in the 2011 General Debt Service Fund Budget to be applied towards the 2011 debt service payment.

In 2009. Milwaukee County issued $55,140,000 in Build America Bonds to finance a portion of the 2009 Adopted Capital Improvements Budget and a September 2009 appropriation transfer. The Build America Bonds provided a 35 percent credit reimbursement towards the interest payment on the bonds or to the investor. The County selected the Build America Bond – Direct Payment Method, which would apply the 35 percent credit to the interest on the bonds. Based on the Build America Bonds that were issued in 2009, the County will receive a credit of $803,400 towards the interest payment on the bonds.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge Revenue of $1,401,209 is projected to be used to pay 2010 debt service costs for the construction of the Criminal Justice Facility (CJF) as allowed by Wisconsin Statutes Section 302.46(2).

Sale of Capital Asset (4905)

Doyne Hospital Sale Revenues

Based on the sale agreement between Milwaukee County and Froedtert Memorial Lutheran Hospital (Froedtert), the County will receive annual payments over 20 years beginning in 1997 and ending in 2016 based on the net operating cash flow generated by Froedtert.

Year	Budget	Actual	Surplus / Deficit
2008	$2,919,000	$7,922,721	$5,003,721
2009	$3,190,000	$122,160	$(3,067,840)
2010	$3,900,000	$6,300,000*	$2,400,000

*The actual amount for 2010 reflects revenue anticipated to be received in October or November of 2010.

Revenues for 2008 exceeded the budget by nearly $4 million due to a reclassification of various financial accounts by Froedtert Hospital. Since this was a one-time reclassification, 2009 revenues were budgeted based on a seven-year average excluding the 2008 payment. Actual revenues for 2009 were significantly lower than budgeted due to the global economic recession. Actual revenues for 2010 are anticipated to be $6.3 million. The 2011 estimated revenue reflects the anticipated actual of $6,300,000.

Revenue from Project Rents (4999)

Milwaukee Kickers Soccer Club

The County issued a total of $3,750,000 in 1994 and 1995 General Obligation Bonds for the Milwaukee Kickers Soccer Club (MKSC) for the purpose of purchasing land and developing an indoor/outdoor sports complex to be located at the Uihlein Soccer Park at 7101 West Good Hope Road in Milwaukee. The MKSC agreed to repay the County for debt service on these bonds.

On July 23, 1998, the County Board of Supervisors approved Resolution File No. 98-427, which authorized an amendment of the lease agreement between the MKSC and Milwaukee County to restructure the lease payment schedule. The new payment plan reflects the donation to MKSC of the Uihlein Soccer Park land and associated costs by establishing a level payment schedule of $430,000 annually and extending the schedule from 2010 to 2011, beginning in 1998.

In addition, the payment dates were changed from June and December to August and February, beginning in 1999. On October 18, 2001, Milwaukee County issued $49,925,000 in Corporate Purpose Refunding Bonds to refund a portion of the 1994, 1995 and 1996 bonds. A portion of the refund savings and premium have been applied to the outstanding Milwaukee Kickers debt, which has reduced the lease payment from $430,000 to $424,000 for 2003 and future years. The payment amount for 2011 is $376,743.

Marcus Center Renovation

The County issued a total of $5,802,000 in General Obligation Bonds during 1994 and 1995 for the purpose of renovating the interior of the Marcus Center for the Performing Arts. The Marcus Center instituted a facility fee on tickets for the specific purpose of repaying the County bonds. Based on information provided by the Marcus Center, facility fee income is sufficient to repay bonds issued by Milwaukee County for this project. The budgeted amount for 2009 was $261,968. This restructured amount reflects a one-year extension of the loan repayment until 2011. The 2010 budget includes $252,612 and the payment for 2011 is $243,254. The reduced payments will assist the Marcus Center for the Performing Arts in maintaining the County-owned facility, through accelerating work on major maintenance projects.

Intergovernmental Cooperation Council

The County issued $2,500,000 General Obligation Building Bonds, Series 1997A on July 17, 1997 on behalf of the Intergovernmental Cooperation Council (ICC) for the development of an animal control shelter. The County and ICC have developed a final agreement as required for the release of the bond proceeds to the ICC. The ICC will repay the County for actual debt service costs on this issue.

In 2005, Milwaukee County refunded the debt, which resulted in savings of $55,643 over the life of the issue. The debt service payments reflect the savings per maturity.

Reimbursement for debt service costs for 2011 total $224,695.

Private Geographic Members (PGMs)

In 2003, Milwaukee County issued general obligation bonds to finance Project WG008 – Milwaukee County Grounds Roadway Rehabilitation. Milwaukee County Ordinance 98.01 states that the Private Geographic Members (PGM's) shall share in the cost of improvements at the County Grounds on an equitable basis. The PGM's consist of Milwaukee County (DHHS – Behavioral Health Division), Froedtert Hospital, Children's Hospital, Medical College of Wisconsin, Curative Rehabilitation and Blood Center of Southeastern Wisconsin.

The cost allocations for improvements are based on a cost sharing formula that is determined by the square footage of building area that the geographic members bear to the total gross square feet of the building area of all geographic members combined. The square footage is evaluated annually and is expressed as a percentage. Presently, the allocation for the County is 17.8 percent and the combined percentage for the remaining PGM's is 82.2 percent. Therefore, 82.2 percent of the debt service costs for the roadway improvements will be paid by the remaining PGMs. The budgeted amount for 2011 is $217,602.

State Trust Fund Loan Program

In 2007, the County borrowed $1,000,000 from the State Trust Fund Loan Program to finance housing for persons with mental illness. The amortization periods are four years for the equipment loan, five years for the pension loan and 10 years for the housing loan. The 2010 principal and interest amounts for the loans are $96,830 and $49,780, respectively. These amounts are included in the account 8021 and 8022 for the payment of principal and interest. Total loan payments for 2010 are $146,610. The County applied for a $2,000,000 loan in 2009 to finance housing projects for persons with mental illness. The debt service payment for 2011 is $278,339.

1993 Levy Rate Cap: Effective August 12, 1993, Section 59.605, Wisconsin Statutes imposed a property tax rate limit for Wisconsin counties. Separate limits were imposed for operating levy rates and debt service levy rates. The operating levy rate is $4.08 per $1,000 equalized value and the debt levy rate limit is $1.42 per $1,000 equalized value. The baseline for the rate limit is the 1992 actual tax rate adopted for 1993 budget purposes. The County cannot exceed the operating levy rate and debt levy rate limits unless one or more conditions apply, as described below. The statute establishes specific penalties for failure to meet the tax rate limit requirements. Among the penalties for exceeding the tax rate limits are reductions in State shared revenues and transportation aids.

Under the terms of the 1993 levy rate cap, general obligation debt can be issued only if one of the following conditions is met: (1) a referendum is held that approves the debt issuance; (2) the County Board of Supervisors adopts a resolution that sets forth its reasonable expectation that the issuance of the debt will not cause the County to increase the debt levy rate; (3) the issuance of the debt was authorized by an initial resolution adopted prior to the effective date of 1993 Wisconsin Act 16 (August 12, 1993); (4) the debt is issued for certain specified purposes, including financing regional projects under Section 67.5(7)(f); (5) the debt is issued to fund or refund

outstanding municipal obligations; or (6) the County Board of Supervisors adopts an initial resolution authorizing the issuance of the debt by a vote of at least three-fourths of the members-elect of the County Board.

2007/2008 Levy Cap: Wisconsin State Statute 66.062(2)

Milwaukee County net new construction percentage for 2009 (payable in 2010) is .62 percent plus the terminated TID percentage The State of Wisconsin has not released the updated terminated TID percentage. The percentage for the 2011 Budget was .045 percent.

The 2007 levy cap combines operating and debt service levy amounts. The conditions under which the levy limit are stated in the Wisconsin State Statute 66.0602 Local Levy Limits that has been reprinted below:

66.0602 Local levy limits.

(1) DEFINITIONS. In this section:

(a) “Debt service” includes debt service on debt issued or reissued to fund or refund outstanding municipal or county obligations, interest on outstanding municipal or county obligations, and related issuance costs and redemption premiums. (am) “Joint fire department” means a joint fire department organized under s. 61.65 (2) (a) 3. or 62.13 (2m), or a joint fire department organized by any combination of 2 or more cities, villages, or towns under s. 66.0301 (2).

(b) “Penalized excess” means the levy, in an amount that is at least $500 over the limit under sub. (2) for the political subdivision, not including any amount that is excepted from the limit under subs. (3), (4), and (5).

(c) “Political subdivision” means a city, village, town, or county.

(d) “Valuation factor” means a percentage equal to the greater of either 3 percent or the percentage change in the political subdivision’s January 1 equalized value due to new construction less improvements removed between the previous year and the current year.

(2) LEVY LIMIT. Except as provided in subs. (3), (4), and (5), no political subdivision may increase its levy in any year by a percentage that exceeds the political subdivision’s valuation factor. The base amount in any year, to which the limit under this section applies, shall be the maximum allowable levy for the immediately preceding year. In determining its levy in any year, a city, village, or town shall subtract any tax increment that is calculated under s. 59.57 (3) (a), 60.85 (1) (L), or 66.1105 (2) (i). The base amount in any year, to which the limit under this section applies, may not include any amount to which sub. (3) (e) 8. applies.

(3) EXCEPTIONS. (a) If a political subdivision transfers to another governmental unit responsibility for providing any service that the political subdivision provided in the preceding year, the levy increase limit otherwise applicable under this section to the political subdivision in the current year is decreased to reflect the cost that the political subdivision would have incurred to provide that service, as determined by the department of revenue. (b) If a political subdivision increases the services that it provides by adding responsibility for providing a service transferred to it from another governmental unit that provided the service in the preceding year, the levy increase limit otherwise applicable under this section to the political subdivision in the current year is increased to reflect the cost of that service, as determined by the department of revenue. (c) If a city or village annexes territory from a town, the city’s or village’s levy increase limit otherwise applicable under this section is increased in the current year by an amount equal to the town levy on the annexed territory in the preceding year and the levy increase limit otherwise applicable under this section in the current year for the town from which the territory is annexed is decreased by that same amount, as determined by the department of revenue. (cm) If a political subdivision’s allowable levy under this section in 2007 was greater than its actual levy in 2007, the levy increase limit otherwise applicable under this section to the political subdivision in 2009 is increased by the difference between these 2 amounts, as determined by the department of revenue. In calculating a political subdivision’s actual levy for 2007,

the department may not include amounts that are excluded from the limit under pars. (d) 2. and 3., (e), and (h). (d) 1. If the amount of debt service for a political subdivision in the preceding year is less than the amount of debt service needed in the current year, as a result of the political subdivision adopting a resolution before July 1, 2005, authorizing the issuance of debt, the levy increase limit otherwise applicable under this section to the political subdivision in the current year is increased by the difference between these 2 amounts, as determined by the department of revenue. 2. The limit otherwise applicable under this section does not apply to amounts levied by a political subdivision for the payment of any general obligation debt service, including debt service on debt issued or reissued to fund or refund outstanding obligations of the political subdivision, interest on outstanding obligations of the political subdivision, or the payment of related issuance costs or redemption premiums, authorized on or after July 1, 2005, and secured by the full faith and credit of the political subdivision. 3. The limit otherwise applicable under this section does not apply to amounts levied by a county having a population of 500,000 or more for the payment of debt service on appropriation bonds issued under s. 59.85, including debt service on appropriation bonds issued to fund or refund outstanding appropriation bonds of the county, to pay related issuance costs or redemption premiums, or to make payments with respect to agreements or ancillary arrangements authorized under s. 59.86. 4. If the amount of a lease payment related to a lease revenue bond for a political subdivision in the preceding year is less than the amount of the lease payment needed in the current year, as a result of the issuance of a lease revenue bond before July 1, 2005, the levy increase limit otherwise applicable under this section to the political subdivision in the current year is increased by the difference between these 2 amounts. 5. The limit otherwise applicable under this section does not apply to amounts levied by a 1st class city for the payment of debt service on appropriation bonds issued under s. 62.62, including debt service on appropriation bonds issued to fund or refund outstanding appropriation bonds of the city, to pay related issuance costs or redemption premiums, or to make payments with respect to agreements or ancillary arrangements authorized under s. 62.621. (dm) If the department of revenue does not certify a value increment for a tax incremental district for the current year as a result of the district's termination, the levy increase limit otherwise applicable under this section in the current year to the political subdivision in which the district is located is increased by an amount equal to the political subdivision's maximum allowable levy for the immediately preceding year, multiplied by a percentage equal to 50 percent of the amount determined by dividing the value increment of the terminated tax incremental district, calculated for the previous year, by the political subdivision's equalized value for the previous year, all as determined by the department of revenue. (e) The limit otherwise applicable under this section does not apply to any of the following: 1. The amount that a county levies in that year for a county children with disabilities education board. 2. The amount that a 1st class city levies in that year for school purposes. 3. The amount that a county levies in that year under s. 82.08 (2) for bridge and culvert construction and repair. 4. The amount that a county levies in that year to make payments to public libraries under s. 43.12. 5. The amount that a political subdivision levies in that year to make up any revenue shortfall for the debt service on a revenue bond issued under s. 66.0621 by the political subdivision or by a joint fire department if the joint fire department uses the proceeds of the bond to pay for a fire station and assesses the political subdivision for its share of that debt, under an agreement entered into under s. 66.0301, which is incurred by the joint fire department but is the responsibility of the political subdivision. 6. The amount that a county levies in that year for a countywide emergency medical system. 7. The amount that a village levies in that year for police protection services, but this subdivision applies only to a village's levy for the year immediately after the year in which the village changes from town status and incorporates as a village, and only if the town did not have a police force. 8. The amount that a political subdivision levies in that year to pay the unreimbursed expenses related to an emergency declared under s. 166.03 (1) (b) 1., including any amounts levied in that year to replenish cash reserves that were used to pay any unreimbursed expenses related to that emergency. A levy under this subdivision that relates to a particular emergency initially shall be imposed in the year in which the emergency is declared or in the following year. (g) If a county has provided a service in a part of the county in the preceding year and if a city, village, or town has provided that same service in another part of the county in the preceding year, and if the provision of that service is consolidated at the county level, the levy increase limit otherwise applicable under this section to the county in the current year is increased to reflect the total cost of providing that service, as determined by the department of revenue. (h) 1. Subject to subd. 2., the limit otherwise applicable under this section does not apply to the amount that a city, village, or town levies in that year to pay for charges assessed by a joint fire department, but only to the extent that the amount levied to pay for such charges would cause the city, village, or town to exceed the limit that is otherwise applicable under this section. 2. The exception to the limit that is described under subd. 1. applies only if all of the following apply: a. The total charges assessed

by the joint fire department for the current year increase, relative to the total charges assessed by the joint fire department for the previous year, by a percentage that is less than or equal to the percentage change in the U.S. consumer price index for all urban consumers, U.S. city average, as determined by the U.S. department of labor, for the 12 months ending on September 30 of the year of the levy, plus 2 percent. b. The governing body of each city, village, and town that is served by the joint fire department adopts a resolution in favor of exceeding the limit as described in subd. 1. (i) 1. If a political subdivision enters into an intergovernmental cooperation agreement under s. 66.0301 to jointly provide a service on a consolidated basis with another political subdivision, and if one of the political subdivisions increases its levy from the previous year by an amount the parties to the agreement agree is needed to provide a more equitable distribution of payments for services received, the levy increase limit otherwise applicable under this section to that political subdivision in the current year is increased by that agreed amount. 2. If a political subdivision increases its levy as described in subd. 1. the other political subdivision, which is a party to the intergovernmental cooperation agreement and has agreed to the adjustment under subd. 1., shall decrease its levy in the current year by the same amount that the first political subdivision is allowed to increase its levy under subd. 1.

(4) REFERENDUM EXCEPTION. (a) A political subdivision may exceed the levy increase limit under sub. (2) if its governing body adopts a resolution to that effect and if the resolution is approved in a referendum. The resolution shall specify the proposed amount of increase in the levy beyond the amount that is allowed under sub. (2), and shall specify whether the proposed amount of increase is for the next fiscal year only or if it will apply on an ongoing basis. With regard to a referendum relating to the 2005 levy, or any levy in an odd−numbered year thereafter, the political subdivision may call a special referendum for the purpose of submitting the resolution to the electors of the political subdivision for approval or rejection. With regard to a referendum relating to the 2006 levy, or any levy in an even−numbered year thereafter, the referendum shall be held at the next succeeding spring primary or election or September primary or general election. (b) The clerk of the political subdivision shall publish type A, B, C, D, and E notices of the referendum under s. 10.01 (2). Section 5.01 (1) applies in the event of failure to comply with the notice requirements of this paragraph. (c) The referendum shall be held in accordance with chs. 5 to 12. The political subdivision shall provide the election officials with all necessary election supplies. The form of the ballot shall correspond substantially with the standard form for referendum ballots prescribed by the elections board under ss. 5.64 (2) and 7.08 (1) (a). The question shall be submitted as follows: “Under state law, the increase in the levy of the .... (name of political subdivision) for the tax to be imposed for the next fiscal year, ... (year), is limited to ....%, which results in a levy of $.... Shall the .... (name of political subdivision) be allowed to exceed this limit and increase the levy for the next fiscal year, ... (year), by a total of ....%, which results in a levy of $....?”. (d) Within 14 days after the referendum, the clerk of the political subdivision shall certify the results of the referendum to the department of revenue. The levy increase limit otherwise applicable to the political subdivision under this section is increased in the next fiscal year by the percentage approved by a majority of those voting on the question. If the resolution specifies that the increase is for one year only, the amount of the increase shall be subtracted from the base used to calculate the limit for the 2nd succeeding fiscal year.

(5) EXCEPTION, CERTAIN TOWNS. A town with a population of less than 2,000 may exceed the levy increase limit otherwise applicable under this section to the town if the town board adopts a resolution supporting an increase and places the question on the agenda of an annual town meeting or a special town meeting and if the annual or special town meeting adopts a resolution endorsing the town board’s resolution. The limit otherwise applicable to the town under this section is increased in the next fiscal year by the percentage approved by a majority of those voting on the question. Within 14 days after the adoption of the resolution, the town clerk shall certify the results of the vote to the department of revenue.

(6) PENALTIES. Except as provided in sub. (6m), if the department of revenue determines that a political subdivision has a penalized excess in any year, the department of revenue shall do all of the following: (a) Reduce the amount of county and municipal aid payments to the political subdivision under s. 79.035 in the following year by an amount equal to the amount of the penalized excess. (b) Ensure that the amount of any reductions in county and municipal aid payments under par. (a) lapses to the general fund. (c) Ensure that the amount of the penalized excess is not included in determining the limit described under sub. (2) for the political subdivision for the following year. (d) Ensure that, if a political subdivision’s penalized excess exceeds the amount

of aid payment that may be reduced under par. (a), the excess amount is subtracted from the aid payments under par. (a) in the following years until the total amount of penalized excess is subtracted from the aid payments. (6m) MISTAKES IN LEVIES. The department of revenue may issue a finding that a political subdivision is not liable for a penalty that would otherwise be imposed under sub. (6) if the department determines that the political subdivision's penalized excess is caused by one of the following clerical errors: (a) The department, through mistake or inadvertence, has assessed to any county or taxation district, in the current year or in the previous year, a greater or less valuation for any year than should have been assessed, causing the political subdivision's levy to be erroneous in a way that directly causes a penalized excess. (b) A taxation district clerk or a county clerk, through mistake or inadvertence in preparing or delivering the tax roll, causes a political subdivision's levy to be erroneous in a way that directly causes a penalized excess.

(7) SUNSET. This section does not apply to a political subdivision's levy that is imposed after December 2010.

INTEREST ALLOCATION (9880)

Org. No.	Capitalized and Operating Interest Expense for Proprietary Fund Departments	2011 Amount
1162	DAS-Information Management Services Division	$ 537,375
5041	DTPW-Airport Divison	31,514
5300	Fleet Management Division (Prior Year Debt Service)	396,017
5300	Fleet Management Division (Vehicle Initiative)	2,458,499
5605	Milwaukee County Transit/Paratransit Services	1,253,825
5725	DTPW - Facilities Management Division	1,229,253
	Sub-Total	$ 5,906,483
1200-1850	Capitalized Interests	$ 700,000
1950	Taxable Pension Obligation Notes, Anticipation Notes and Stabilization Fund	$ 33,250,398
	Total Estimated 2011 Debt Service Abatement	$ 39,856,881

APPENDIX

Milwaukee County's Operating Authority and Purpose

Legislative and Executive Function

Department: County Board
Org Unit: 1000

The nature, composition, powers, duties and responsibilities of county boards are delineated in Chapter 59, Wisconsin Statutes, pursuant to Article IV, Sections 22 and 23 of the State Constitution. Each county in the State is a body corporate empowered to sue and be sued; to acquire and hold, lease or rent property; to enter into leases and to make contracts. The power of the County can only be exercised by the County Board pursuant to a resolution or ordinance adopted by it. The general powers of the County Board are set forth in Section 59.51 of the Wisconsin Statutes.

Department: County Board – Department of Audit
Org Unit: 1001

Pursuant to Section 59.47 of the Wisconsin Statutes and Chapter 57 of the Milwaukee County Ordinances, the Department of Audit is responsible for post auditing the fiscal concerns of Milwaukee County. The term audit is used to describe not only work done in examining financial statements, but also work done in reviewing internal accounting and administrative controls, compliance with applicable laws and regulations, economy and efficiency of operations, and effectiveness in achieving program results. The Department's audits are performed in accordance with Government Auditing Standards. In addition, the Department monitors contracts with vendors of goods and services for compliance with equal opportunity and affirmative action requirements. The Department annually contracts for an audit of the financial statements of Milwaukee County and the Single Audit of Federal and State grants required by Federal OMB Circular A-133 and State Single Audit Guidelines. The staff also reconciles the County's checking accounts. In addition, the Department maintains a Hotline to receive information from citizens and employees regarding waste, fraud and abuse of Milwaukee County resources.

Department: County Board - Office of Community Business Development Partners
Org Unit: 1040

The County Board – Office of Community Business Development Partners is responsible for administering the County's disadvantaged business enterprise (DBE) program. Chapter 42 of the Milwaukee County Ordinances sets forth the policy and definitions of Milwaukee County's Federal and non-Federal DBE programs. Chapter 42 describes policies regarding DBE participation in procurement, public works and professional services contracts; goal setting for DBE participation; contractor/vendor good faith effort (GFE) procedures; and procedures for findings of contractor non-compliance.

Department: County Executive – General Office
Org Unit: 1011

Pursuant to the provisions of Section 59.17(2) of the Wisconsin Statutes and Section 23-A of Article IV of the Wisconsin Constitution, the County Executive has the following duties and responsibilities: coordinate and direct all administrative and management functions of County government; appoint department heads and members of boards and commissions, subject to County Board confirmation; submit annually a recommended County budget to the County Board; communicate to the County Board the condition of the County or other matters requiring their attention; and approve or veto all resolutions or ordinances enacted by the County Board.

Department: County Executive – Veterans Service
Org Unit: 1021

The Veterans Service Office operates pursuant to Section 45.43 of the Wisconsin Statutes. Its purpose is to develop and coordinate programs for Milwaukee County veterans and their dependents. The Veterans Service Office advises and informs Milwaukee County veterans concerning any problems arising from service in the armed forces of the United States and assists veterans and their dependents or survivors in the preparation of claims or applications for Federal, State and County benefits to which they may be entitled. The Veterans Service Office works with Federal, State and accredited veterans organizations whose primary responsibilities are the general well being of the veterans community. The Veterans Service Office coordinates its work with other community agencies on issues related to veterans.

The Veterans Service Commission operates under Section 45.12 of the Wisconsin Statutes and its responsibility is in the area of aid to veterans.

Department: County Executive – Office of Economic Development
Org Unit: 1031

The purpose of the County Executive - Office of Economic Development is to provide a comprehensive strategy for job development, retention and expansion in Milwaukee County by working in concert with all incorporated municipalities and their economic development agents.

Staff Function

Department: Civil Service Commission
Org Unit: 1110

Pursuant to Sections 63.01 to 63.03 of the Wisconsin Statutes, there shall be a Civil Service Commission in every county containing 500,000 or more residents.

The five-member Civil Service Commission conducts hearings on the merit system and, when necessary, makes recommendations to the County Board or its committees. The Civil Service Commission budget includes the following two programs:

1. Quasi-Judicial – The Civil Service Commission acts as an adjudicating body, conducting hearings on merit system violations and appeals of actions taken by the Director of Human Resources and rendering decisions thereon.

2. Administrative – The Civil Service Commission exercises administrative control over the merit system, including promulgation of rules.

Department: Personnel Review Board
Org Unit: 1120

Pursuant to Chapter 33 of the Milwaukee County Ordinances, the Personnel Review Board (PRB) consists of five members functioning as a quasi-judicial body to review all disciplinary charges filed by appointing authorities or other authorized persons alleging that an officer or employee in Milwaukee County classified service has acted in such a manner as to show them to be incompetent to perform their duties or to have merited discipline, demotion, or discharge as mandated by the State pursuant to Wis. Statute 63.10 or 63.12. The PRB is authorized to hear all appeals by non-represented County employees of rulings made in the final step of the established County grievance procedure, to act as final arbitrator over grievances not appealed to arbitration under Union labor contracts, and to act as the “Independent Fact Finder” to determine whether violations of the Ethics Code exist in all cases referred to the Personnel Review Board by the Ethics Board, pursuant to Chapter 9 Code of Ethics, Milwaukee County Ordinances. The PRB also reviews the rules, practices and procedures of the Civil Service Commission.

Department: Corporation Counsel
Org Unit: 1130

Pursuant to Section 59.42 of the Wisconsin Statutes, the Corporation Counsel prosecutes or defends all civil actions in which the County, or any of its boards, commissions, committees, departments or officers is interested or a party; issues opinions; drafts County ordinances and resolutions; drafts proposed legislation; processes commitments of mentally ill persons; drafts protective placement pleadings and guardianships for "developmentally disabled and aged infirm persons;" and acts as general counsel for the County in all civil matters in all Federal and State courts and before all Federal, State and County administrative bodies and agencies. In addition, pursuant to statutes, the Corporation Counsel represents State agencies or the Attorney General in civil matters and prosecutes various civil remedies mandated by State law.

Department: Department of Labor Relations
Org Unit: 1135

Pursuant to Chapter 79 of the Milwaukee County General Ordinances, the Labor Relations Division has general responsibility for the negotiation and administration of all collective bargaining agreements. The Division is also responsible for establishing labor relations training programs for supervisory staff, and conducting, on behalf of Milwaukee County, all procedures ordered by the Wisconsin Employment Relations Commission, U.S. Department of Labor, or the Wisconsin Department of Workforce Development.

Department: Department of Administrative Services – Office for Persons with Disabilities
Org Unit: 1019

The Milwaukee County Commission for Persons with Disabilities was established March 21, 1978, under Chapter 73 of the Milwaukee County Ordinances, to "promote the independence of Milwaukee County's handicapped and disabled persons." As part of this charge, the Commission is empowered, by Section 73.09, to:

> "advise the County Board of Supervisors of the needs of handicapped and disabled persons within Milwaukee County, and the status of existing services designed to meet such needs and may recommend any new program, accommodation or service required to meet such needs."

The Office for Persons with Disabilities (OPD) provides Milwaukee County citizens with reliable and comprehensive disability-related information, fosters professional relationships that promote cooperation and effective collaboration, and assures that Milwaukee County programs, services, and facilities are accessible to persons with disabilities.

Department: Department of Administrative Services – Human Resources
Org Unit: 1140

Pursuant to Chapters 63.01 to 63.09, 63.11 and 63.13 to 63.17 of the Wisconsin Statutes and Chapter 79 of the Milwaukee County General Ordinances, this department recruits and examines candidates for all positions in the Classified Service of Milwaukee County; certifies eligibility; investigates requests for changes in classification, increases in pay and changes in personnel practices and procedures; processes unemployment compensation claims; and administers the coordination and implementation of the County's affirmative action plan.

Department: Department of Administrative Services – Employee Benefits
Org Unit: 1188

Pursuant to Chapters 63.01 to 63.09, 63.11 and 63.13 to 63.17 of the Wisconsin Statutes and Chapter 58 of the Milwaukee County General Ordinances, this division manages and coordinates the details of employee benefits programs, including hospital/surgical/dental care plans, life insurance plans, and employee services programs dealing with behavioral/medical problems.

The Employee Retirement Services Section administers and maintains the Milwaukee County Retirement System as established by Chapter 201 of the Milwaukee County General Ordinances. It provides for the determination of benefits and payments to all eligible employees or their beneficiaries, and monitors and reconciles all transactions affecting the retirement fund.

Department: Department of Administrative Services – Risk Management
Org Unit: 1150

The Department of Administrative Services is created pursuant to Section 59.52(1) of the Wisconsin Statutes and Chapter 32 of the Milwaukee County Ordinances. DAS – Risk Management is responsible for administering the County's risk management program. Section 59.52(11)(a) of the Wisconsin Statutes authorizes the County to provide public liability and property damage insurance, either from commercial companies or by self-insurance created by setting up an annual fund for such a purpose, or by a combination thereof, covering without exclusion because of enumeration, motor vehicles, malfeasance of professional employees, maintenance and operation of County highways, parks, parkways and airports, and other County activities involving the possibility of damage to the general public, and provide fire and casualty insurance for all County property.

Section 59.52 (11)(d) of the Wisconsin Statutes authorizes the County to provide for the protection of the County and public against loss or damage resulting from the act, neglect or default of County officers, department administrators and employees, and to contract for and procure bonds or contracts of insurance to accomplish that purpose, either from commercial companies or by self-insurance created by setting up an annual fund for such purpose or by a combination thereof. Section 65.90(6) of the Wisconsin Statutes allows any county having a population of 500,000 or more to establish, maintain and levy a tax for a liability reserve fund for the purpose of paying liability claims or premiums on insurance to pay such claims. The annual taxes levied for the purpose may not exceed the level necessary to collect the amount recommended by an actuary, in accordance with generally accepted actuarial principles.

Department: Department of Administrative Services – Administration and Fiscal Affairs
Org Unit: 1151

The Department of Administrative Services is created pursuant to Section 59.52 (1) of the Wisconsin Statutes and Chapter 32 of the Milwaukee County Ordinances. The position of Director is authorized in the Fiscal Affairs Division and is responsible for the execution of the duties and powers assigned to the Department as specified in Chapter 32 of the Milwaukee County General Ordinances for the major divisions of Procurement, Information Management Services and Fiscal Affairs. Also reporting to the Director are Human Resources, Office for Persons with Disabilities, Property Management, and Employee Benefits. The Fiscal Affairs Division is responsible for preparing and monitoring the County's annual operating and capital budgets and for preparing the County's Official Statements relating to debt issuance. It performs the County's accounting functions, which include centralized payroll, accounts payable, preparation of County financial statements, and determination of financial and cost accounting policies.

Department: Department of Administrative Services – Procurement Division
Org Unit: 1152

The Procurement Division of the Department of Administrative Services is empowered by Chapter 32 of the Milwaukee County Ordinances to purchase or contract for supplies, materials, equipment and contractual services needed by County departments, agencies and institutions. This authority does not include public works programs, professional service contracts, repairs or alterations to buildings, structures, purchase or leases of County-owned real estate and appurtenances. The Procurement Division is also authorized to develop standards, prepare specifications, sign and issue contracts and purchase orders, process requests for proposals, and assist the Milwaukee County Transit System's processing of purchase orders. The Procurement Division is responsible and accountable to the Purchasing Standardization Committee as delineated in Chapter 32.23 of the Milwaukee County Code of General Ordinances.

Additionally, the Procurement Division provides Disadvantaged Business Enterprises an opportunity to participate in Milwaukee County's procurement process pursuant to ordinances and annual goals established by the Milwaukee County Board of Supervisors.

Department: Department of Administrative Services – Information Management Services Division
Org Unit: 1160

The Information Management Services Division (IMSD) of the Department of Administrative Services provides technical and communication services to its clients, which includes Milwaukee County departments, other governmental units including municipal public safety agencies and regional partners, and the users of Milwaukee County's website. IMSD consists of four functional areas: Applications Services; Technical Support and Infrastructure Services; Business Development Services; and Governance. Applications Services and Technical Support and Infrastructure Services are authorized by Section 32.64 of the Milwaukee County Ordinances. Sections 32.65 and 32.66 authorize Records Management Services.

Department: Ethics Board
Org Unit: 1905

On February 11, 1975, the County Board of Supervisors created Chapter 9 of the Milwaukee County Ordinances. This chapter establishes a Code of Ethics (Section 9.05) and an Ethics Board (Section 9.07), which shall adopt guidelines and procedures necessary to carry out the provisions of the ordinance. The Board consists of six residents of Milwaukee County appointed by the County Executive and confirmed by the County Board. The County Executive appoints, subject to confirmation by the County Board, an Executive Director who shall perform such duties as the Board assigns to him/her. The County Board shall provide such additional personnel as may be required in the administration of this chapter.

Courts and Judiciary Function

Department: Combined Court Related Operations
Org Unit: 2000

County-Funded State Court Services Division
Pursuant to Section 8, Article VII, Wisconsin Constitution, and Section 753.03, Wisconsin Statutes, the State Circuit Courts have original jurisdiction in all civil, family, juvenile, criminal and Probate matters. They also conduct administrative reviews. Milwaukee County comprises the First Judicial Administrative District of the State court system and has 47 judges.

Family Court Commissioner Division
The general purpose of this division is to conduct formal hearings in matters relating to marriage and actions affecting the family pursuant to Chapters 765 and 767 of the Wisconsin Statutes. It includes the Family Court Mediation Services Unit. It also handles Chapter 813 matters related to domestic abuse and harassment.

Clerk of Circuit Court
Pursuant to Wisconsin Statutes, the Clerk of Circuit Court maintains the records, books and files of the Circuit Courts – Civil, Family, Criminal and Children's Divisions; collects fees and costs prescribed by law; certifies copies of judgments or other papers or records; receives and disburses payment of trust, bail or other funds pursuant to court orders; invests funds and has custody of securities held for the benefit of minors, as ordered by the Court; furnishes attorneys with legal papers; prepares the daily court calendar; processes termination of parental rights proceedings, agency adoptions and documents filed in all adoption proceedings (Chapters 48 and 882) and processes all cases. Pursuant to Chapter 100 of the Milwaukee County Ordinances and the rules of the County Board of Judges, the Clerk of Circuit Court is also Director of Court Services. Eligible jurors for the County-funded State Court System are summoned by the Clerk of Circuit Court. In addition, the Clerk of Circuit Court manages the Register in Probate Division.

Register in Probate Division
Pursuant to Wisconsin Statutes, the Register in Probate maintains the records and files of all probate proceedings; receives payments of statutory fees; performs administrative services and ministerial duties in

connection with mental commitment proceedings (Chapter 51), protective placement proceedings (Chapter 55), will proceedings, contests of claims and other probate proceedings; performs administrative duties directed by the judges designated to hear probate proceedings; reviews documents and makes determinations required for informal administration of estates (Chapter 865); and exercises the powers and duties of a probate court commissioner when designated to do so by a judge assigned probate jurisdiction.

In addition, the 1985 Supreme Court decision in *State ex rel. Watts v. Combined Community Services,* 122 Wis. 2d 65, requires an annual court review of every existing protective placement case to protect the constitutional rights of persons under protective placement. The costs associated with such proceedings and other operating expenses not expressly assumed by the State are obligations of Milwaukee County [Sections 753.19 and Sections 753.016(4), Wisconsin Statutes. and *Romosco v. Milwaukee,* 108 Wis. 2d 32 (1982)]. Currently the Clerk of Circuit Court serves as the Register in Probate.

Department: Courts – Pre-Trial Services
Org Unit: 2900

Pursuant to Section 8, Article VII, Wisconsin Constitution, and Section 753.03, Wisconsin Statutes, the State Circuit Courts have original jurisdiction in all civil, family, juvenile, criminal and Probate matters. They also conduct administrative reviews. Courts - Pre-Trial Services manages all expenses, contracts, and grant revenues associated with pre-trial programs. The organization is to reduce pretrial failure to appear and rearrest rates, enhance public safety, reduce overcrowding at the Correctional Facilities and enhance the processing of criminal cases.

Department: Child Support Enforcement Department
Org Unit: 2430

The Department of Child Support implements and administers the Child Support Enforcement Act pursuant to Title IV-D of the Federal Social Security Act and Sections 49.22 and 59.53(5) of the Wisconsin Statutes, under contract with the State Department of Workforce Development. Title IV-D of the Federal Social Security Act applies to custodial parents receiving public assistance. Cases are referred by the Department of Health and Human Services, W-2 agencies and the Milwaukee Bureau of Child Welfare when a custodial parent or child is eligible for any one of a variety of benefits. The Department of Child Support works cooperatively with other County departments to comply with the IV-D program mandates. Title IV-D legislation requires the Department to provide services to locate parents, establish paternity, enforce and establish child support and medical support orders. Non-W-2 custodial parents may also apply to receive the Child Support Services that are provided to IV-D eligible custodial parents.

General Governmental Services Function

Department: Election Commission
Org Unit: 3010

Pursuant to Sections 7.10, 7.21 and 7.60 of the Wisconsin Statutes, this department prepares, prints, distributes and maintains custody of ballots, including absentee, Braille and sample ballots; canvasses returns and certifies them to the State Elections Board; advertises all elections held on a Federal, State and County-wide basis in community and minority newspapers; distributes, receives and verifies the legality of nomination papers and recall petitions filed; receives Code of Ethics forms; audits campaign finance reports and registration forms of candidates and committees; maintains election records and files; prorates charges to municipalities and school boards for election services provided; reviews election laws; conducts recall elections; conducts recount proceedings and special elections; issues certificates of election to County Supervisors, the County Executive and to five County constitutional officers; provides a statistical election booklet every other year; prints Congressional, Supervisory districts, State Senate and Assembly maps; and attends meetings relative to the office.

Department: County Treasurer
Org Unit: 3090

Pursuant to Section 59.25 of the Wisconsin Statutes, this Department receives all monies which belong to, or are deposited in trust with the County of Milwaukee; pays out all monies on order of the County Board, or as otherwise provided by law or ordinances; transmits State taxes, fees and revenues from other charges to the State Treasurer; collects and enforces the collection of delinquent property taxes; acts as custodian of the Employees' Retirement System; provides for the daily cash requirements of Milwaukee County; and invests County appropriations not needed immediately in low risk short-term and mid-term investments.

Department: County Clerk
Org Unit: 3270

Pursuant to Section 59.20 of the Wisconsin Statutes, and Section 56.09 of the Milwaukee County Ordinances, the County Clerk records the proceedings of the County Board of Supervisors; distributes copies of the printed proceedings; maintains all of the legislative files; produces a continuous index of the ordinances and resolutions presented to the County Board at each meeting; updates existing ordinances and prepares copies of new ordinances for distribution; receives/processes court summons and complaints naming Milwaukee County; maintains the central file of County deeds, contracts, insurance policies, agreements, leases and easements; maintains SARA Title III records for Milwaukee County; administers oaths of office and maintains a file of such oaths as well as public official bonds; maintains a file of qualified public improvement contractors; receives and publicly opens all sealed bids for public improvement projects; receives bids for services and commodities; distributes copies of the Milwaukee County financial reports and statistical reports of property valuations; issues marriage, equestrian, hayride, horse and stable licenses; sells bus tickets and passes, along with issuing passports; processes garnishment actions, tax levies and wage assignments of County employees; processes lien notices against contractors performing County public improvements; maintains the file of certificates of title for all County-owned vehicles; assists the County Treasurer in signing all County checks; and registers all lobbyists and reports quarterly to the County Board on the number of registrants. Finally, the department serves as an informational clearinghouse for corporate Milwaukee County.

Department: Register of Deeds
Org Unit: 3400

Pursuant to Sections 59.43, 69.22 and other pertinent sections of the Wisconsin Statutes, the Register of Deeds records, indexes and optically scans real estate documents, corporation papers and military discharges; records informal probate instruments; files and indexes financing statements; files and indexes birth, marriage and death certificates; sells copies of the above described documents; collects the real estate transfer tax; and performs such other functions as provided by law.

The Office of the Register of Deeds also contains the Land Records Modernization section of the Milwaukee County Automated Land Information System (MCAMLIS), while the Land Information Office is located in the Architecture and Engineering Division of the Department of Transportation and Public Works (See the section for Org Unit 5080 below). The budgets for the two offices were co-located in a non-departmental organization until the 2010 Adopted Budget placed them within A&E and the Office of the Register of Deeds. Pursuant to Section 59.72 (5) (b) (3), an $8 surcharge on recording fees is collected to fund a Land Information Office, modernization of land records, the State of Wisconsin Land Information Program and the MCAMLIS Board. Of the total $8 surcharge on recording fees, two dollars of the surcharge is also retained by the County and specifically designated for expenditures associated with the implementation and maintenance of land information records on the Internet, including the County's land information records relating to housing. The County also charges an additional $5 surcharge on recording documents to redact social security numbers from those documents, as provided by 2009 Wisconsin Act 314.

Public Safety and Judiciary Function

Department: Office of the Sheriff
Org Unit: 4000

Sheriff
The Sheriff of Milwaukee County is a State constitutional officer and, under Section 59.26 and 59.27 of the Wisconsin Statutes, is responsible for law enforcement, the safety and security of citizens and protection of property throughout the County. Chapter 166, Wisconsin Statutes, provides the authority of counties in matters pertaining to emergency government services.

The Sheriff acts as an arm of the criminal justice system, carrying out criminal investigations, effecting arrests and warrants, detaining prisoners at the County Correctional Facility Central (CCFC), formerly, Criminal Justice Facility and the County Correctional Facility South (CCFS), formerly House of Correction, providing court security, serving process papers, transporting prisoners and patients and extraditing criminals. Security is provided at General Mitchell International Airport and the County Parks. Protection is rendered to County officials and domestic and international visiting dignitaries.

Expressway patrol provides the capability of immediate 24-hour response to emergency situations involving protection, safety and law enforcement throughout Milwaukee County.

The Sheriff provides specialized services to the community, County government and municipal police agencies by means of investigative expertise, drug investigations, training and emergency response.

County Correctional Facility South (CCFS)
The functions of the CCFS are defined in Chapters 302, 303, 304 and 973 of the Wisconsin Statutes. This institution receives and maintains custody of all sentenced prisoners in Milwaukee County committed by authorized courts for periods not exceeding one year and from other jurisdictions as authorized by County ordinance; provides programs of rehabilitation, education, work, recreation and training; provides medical, dental and other necessary services in conjunction with the Detention Bureau of the Sheriff's Department; processes and considers applications for parole; and releases prisoners upon expiration of sentence, parole, or upon orders of the courts or other recognized authorities. Section 302.315 of the Wisconsin Statutes permits this institution to receive and maintain custody of unsentenced prisoners from the Milwaukee County Sheriff.

Department: District Attorney
Org Unit: 4500

Pursuant to Wis. Stat. § 978.05, the District Attorney of Milwaukee County has the following duties:

A. In the Circuit Courts of Milwaukee County having jurisdiction for criminal cases – Prosecutes all criminal actions; prosecutes all state forfeiture actions, county traffic actions and actions concerning violations of county ordinances which are in conformity with state criminal laws; participates in John Doe or other investigative proceedings; issues subpoenas and other process to compel the attendance of witnesses; upon the request and under the supervision and direction of the Attorney General, briefs and argues all criminal cases brought by appeal or writ of error to the Court of Appeals or Supreme Court; handles all appeals

   or proceedings if the case is decided by a single Court of Appeals judge; institutes, commences, or appears in certain civil actions or special proceedings as set forth in Wis. Stat. § 978.05 (6).

B. In the Circuit Courts of Milwaukee County having jurisdiction for juvenile cases – Represents the public's interest at the Children's Court Center for matters including children alleged to be delinquent, to have violated civil laws or ordinances, to be in need of protection or services or who are developmentally disabled, mentally ill, alcoholic or drug dependent; and initiates and defends appeals and prosecutes termination of parental rights actions.

Department: Medical Examiner
Org Unit: 4900

Pursuant to Sections 59.34, 59.36, 59.38, 69.18, 157.02, and Chapter 979, Wisconsin Statutes, this department investigates all deaths in which there are unexplained, unusual or suspicious circumstances, all homicides, all suicides, all deaths following criminal abortion, poisoning, and accident (whether the injury is or is not the primary cause of death), and all deaths in which there is no physician in attendance, or the attending physician refuses to sign the death certificate; investigates all deaths when the body is to be cremated; reports all deaths immediately to the District Attorney pursuant to Section 979.04(2) Statutes; performs autopsies, histologic studies and toxicological analyses, and testifies in court in regard to all investigative findings; issues death certificates, cremation permits and disinterment permits; takes possession of, stores and disposes of bodies when investigation is required or bodies are unclaimed; locates relatives of deceased persons; safeguards and legally disposes of money and property of deceased persons; and renders scientific aid to various law enforcement agencies in the examination of evidence.

Department of Public Works Function

Department: Department of Transportation and Public Works-Airport
Org Unit: 5040

Milwaukee County operates and maintains General Mitchell International and Lawrence J. Timmerman Field Airports by authority granted under Chapters 59 and 114 of the Wisconsin Statutes. General Mitchell International Airport provides commercial, military and general aviation services. Timmerman Airport is primarily for general aviation. Under the terms of the negotiated agreement between Milwaukee County and the signatory airlines, all operating expenses and debt service costs are recovered through rates and charges assessed to users (terminal and land rentals, concession fees and landing fees).

Department: Department of Transportation and Public Works-Transportation Services
Org Unit: 5070

The Transportation Services Division of the Department of Transportation and Public Works (DTPW) implements projects defined under County policy in accordance with the guidelines provided by grantor agencies and/or as prescribed by law. The projects are funded through state and/or federal grants, with local funds provided by the County, cities or villages and private developers.

Department: Department of Transportation and Public Works-Architectural, Engineering and Environmental Services
Org Unit: 5080

The Architectural, Engineering and Environmental Services Division (A&E) of the Department of Transportation and Public Works (DPTW) provides professional and technical services related to reconstruction and rehabilitation of the County's natural resources and public infrastructure. The Division is comprised of five sections: Architectural, Airport Engineering, Site Development Engineering, Environmental Services and Support Services. These sections research, design, administer and implement a diverse combination of programs and projects.

Additionally, A&E contains the Land Information Office of the Milwaukee County Automated Land Information System (MCAMLIS). The budgets for the two offices were co-located in a non-departmental organization until the 2010 Adopted Budget placed them within A&E and the Office of the Register of Deeds. Pursuant to 2009 Wisconsin Act 314 and 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), approved on November 8, 1990), MCAMLIS may design, develop and implement a land information system integrating property and ownership records with U.S. Public Land Survey referenced parcel-identified boundary information; prepare boundary-referenced parcel property maps suitable for producing accurate land title or survey boundary line information; and prepare maps with

documented accuracy suitable for local planning. The Land Records Modernization section of MCAMLIS resides in the Office of the Register of Deeds (see the narrative for that department for further detail).

Pursuant to Section 59.72 (5) (b) (3), an $8 surcharge on recording fees is collected to fund a Land Information Office, modernization of land records, the State of Wisconsin Land Information Program and the MCAMLIS Board. Of the total $8 surcharge on recording fees, $6 is retained to develop, implement and maintain a Countywide plan for land record modernization. No portions of the $6 and $2 surcharges are available for general County purposes.

Department: Department of Transportation and Public Works-Highway Maintenance
Org Unit: 5100

The Highway Maintenance section of the Department of Transportation and Public Works maintains all County trunk highways, parkways, State trunk highways and expressways. The Division is also responsible for maintaining vacant freeway lands and the North Shore right-of-way.

Department: Department of Transportation and Public Works-Fleet Management
Org Unit: 5300

The Fleet Management Division of the Department of Transportation and Public Works (DTPW) provides a broad array of technical services to County departments. These services include providing direction and contract oversight for vehicle replacement programs throughout the County including developing standards, preparing specifications, signing and issuing contracts. The Division also assists departments in processing purchase orders and licensing and registering vehicles. The Division is responsible for developing economical, operational procedures to purchase environmentally friendly vehicles and equipment. The Division is also charged with managing the County's maintenance operations and maintenance service providers; managing the County's fuel system; and coordinating vehicle and equipment disposal through periodic auctions.

Department: Department of Transportation and Public Works-Water Utility
Org Unit: 5500

The Water Utility, a distinct division under the organizational umbrella of the Department of Transportation and Public Works (DTPW), maintains the Water Distribution System that is located on the Milwaukee County Grounds and is owned by Milwaukee County. This division within the DTPW will be responsible for all aspects of water distribution as well as sewer and storm sewer collection. The Water Utility shall utilize county staff and other resources as budgeted to meet demands of the customers on the County Grounds and shall have the right to recover expenses incurred in provision of water distribution through the independent setting of rates and charges to its customers. The Water Utility is also responsible for repair, maintenance and oversight of the physical infrastructure in the provision of water distribution.

Department: Milwaukee County Transit/Paratransit System
Org Unit: 5600

The Department of Transportation & Public Works (DTPW) provides public transit services through the Milwaukee County Transit System. Direct management and operation of the transit system, including paratransit services, is provided by Milwaukee Transport Services, Inc. (MTS), a private nonprofit corporation under contract to the County. The corporation uses transit facilities and equipment owned and provided by Milwaukee County.

Paratransit operations include the provision of demand responsive transportation and orientation to transportation services. These services provide a complement to the fixed-route services of MCTS and are available to those who are Americans with Disabilities Act (ADA) Paratransit eligible.

The Transportation Planning Division of the DTPW provides County oversight as well as conducts various transit related studies, and prepares and administers federal and state transit grants. Division personnel

also facilitate the acquisition of capital equipment, and provide design and construction services for capital facilities.

Department: Department of Transportation and Public Works-Facilities Management
Org Unit: 5700

The Facilities Management section of the Department of Transportation and Public Works (DTPW) provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments. Facilities Management is the steward of such County owned properties as the Courthouse Complex (Courthouse, Safety Building, Criminal Justice Facility, St. Anthony's, 6th & State Parking Area and the surface lot located at the former Annex site), County Grounds buildings (Child Adolescent Treatment Center (CATC) and Children's Court), City Campus, Muirdale Building, Eschweiler Buildings and the electric, sanitary water & sewer and storm systems on the County Grounds.

Department: Department of Transportation and Public Works-Director's Office
Org Unit: 5800

The Director's Office is charged with the general management of the Department of Transportation and Public Works (DTPW) and multimodal transportation planning in the County.

The DTPW - Director's Office provides management and support services to the DTPW divisions through oversight, coordination and technical assistance. The Transportation Planning Section within the Director's Office represents the County interests in pertinent safety and multimodal transportation planning, prepares related transportation plans, and aggressively seeks out, applies for and professionally manages state and federal grant funds which reduce tax levy support for County transportation projects.

Health and Human Services Function

Department: Department of Health and Human Services-Behavioral Health Division
Org Unit: 6300

Pursuant to Sections 46.03(1), 46.21, 51.08, 51.35, 51.42 and 51.437 of the Wisconsin Statutes, the Milwaukee County Department of Health and Human Services-Behavioral Health Division provides care and treatment of persons with disorders related to alcohol and substance abuse and developmentally, emotionally and mentally ill adults, children and adolescents through contracts with community agencies, outpatient care, day treatment services and inpatient care. Services include intensive short-term treatment, as well as extended care of persons with serious mental illness. Acute hospital admissions are initiated by voluntary application or through legal detention methods such as court commitment. The Adult and Child Inpatient Services require Title-XIX certification and appropriate State licensing to capture Title-XIX and other third-party reimbursement. The extended care portions of this agency require Federal certification as a Skilled Nursing Facility and Facility for the Developmentally Disabled, allowing for State reimbursement. Day treatment is offered to patients who have progressed to the stage where inpatient hospitalization is no longer indicated, but who require more intensive treatment than is available in an outpatient facility. The Community Services Branch provides both mental health and AODA services through contracts with community service providers or at community clinics. Programs are managed by the Behavioral Health Division Administrator under the jurisdiction of the Director of the Department of Health and Human Services, the Combined Community Services Board, the County Executive and the Milwaukee County Board of Supervisors.

The Emergency Medical Services (Paramedics) Program operates under Chapter 97 of the Milwaukee County Ordinances pertaining to comprehensive emergency medical care services. The EMS Program is responsible for managing all EMS-related functions. Other County Health Programs are reviewed and approved by the County Executive and County Board of Supervisors.

Department: Department on Aging
Org Unit: 7900

Under the Older Americans Act, the Milwaukee County Department on Aging is a Federal/State designated Area Agency on Aging for Milwaukee County. The Department on Aging's responsibilities are outlined in Chapter 53 of the General Ordinances of Milwaukee County and include planning, developing, providing, purchasing and coordinating services for the County's older adult population. The Department reports directly to the County Executive and provides staff support to the Milwaukee County Commission on Aging.

This Department provides a single entry point for older adults and their caregivers who are in need of elderly service information and assistance throughout Milwaukee County. Services provided by the Department on Aging are designed to provide an appropriate mix of community-based care and direct services to prevent the inappropriate and costly institutionalization of older adults. The Department is the designated Resource Center and Care Management Organization for older people in Milwaukee County under the State of Wisconsin's Family Care initiative.

Department: Department of Family Care
Org Unit: 7990

The Care Management Organization (CMO) Division was created in response to the Family Care initiative. In 2010, the County Board authorized the separation of the Care Management Organization from the Department on Aging and the creation of the Department of Family Care (Resolution File No. 10-203). In accordance with authorization initially granted by the County Board in 1997 (Resolution File No. 96-630) and 1998 (Resolution File No. 98-893), under Family Care, the Department coordinates all long-term care services, including home and community based services and institutional services for eligible elders who require publicly funded long term care services.

Department: Department of Health and Human Services
Org Unit: 8000

The Department of Health and Human Services (DHHS) operates under Chapters 46 (Social Services), 48 (Children's Code), 49 (Public Assistance), 51 (Mental Health), 55 (Protective Services) and 938 (Juvenile Delinquency) of the Wisconsin State Statutes.

DHHS provides a wide range of life-sustaining, life-saving and life-enhancing services to children and adults through age 60. Programs focus on providing services for delinquent children, dysfunctional families, developmentally disabled persons, physically disabled persons, mentally ill persons, homeless persons, and those in need of financial assistance. Many of the services provided are mandated by State Statute and/or provided through a State/County contract.

Recreation and Culture Function

Department: Parks, Recreation and Culture
Org Unit: 9000

The Department of Parks, Recreation and Culture administers and operates the Milwaukee County Park System. Residents and visitors are offered approximately 15,000 acres of parkland that includes: 150 parks and parkways, 15 golf courses, two community/recreation centers, two indoor pools, nine outdoor pools, numerous wading pools and splash pads, two family aquatic centers, five beaches, 117 tennis courts, 178 picnic areas, 23 major pavilions, over 178 athletic fields, 108-mile Oak Leaf Trail, Nature Trails, Mitchell Park Horticultural Conservatory (the Domes), Boerner Botanical Gardens, McKinley Marina, Wehr Nature Center, and the O'Donnell Park Parking Structure

Department: Zoological Department
Org Unit: 9500

The Zoological Department is charged with the general management of the Zoo facility. Included are business operations, management of the animal collection, maintenance of buildings and grounds, visitor services, education, planning/oversight of construction related to the capital master plan and marketing of the Zoo.

The Zoo originally opened in the 1890s as an animal and bird display in Washington Park. It was acquired by the County in 1937 and operated under the Park Commission until 1981 when it became an independent department. The Zoo moved to its present 200-acre site in 1960. The Zoo's animal collection and exhibits are acquired with the assistance of private funding. There are presently 16 animal groupings at the Zoo, including the Reptile and Aquarium group, Australian group, Asiatic group and the Family Farm.

Department: Milwaukee Public Museum
Org Unit: 9700

Pursuant to Wisconsin Statute 59.56(2), Milwaukee County may acquire, own, operate and maintain a public museum in the County and appropriate money for such purposes. As a museum of human and natural history, it provides a dynamic and stimulating environment for learning. The Museum interprets the world's cultural and natural heritage through collections, research, education and exhibits. It holds its collections as a public trust and is dedicated to their preservation for the enrichment of present and future generations.

Department: University Extension Service
Org Unit: 9910

Pursuant to Section 59.56(3) of the Wisconsin Statutes, Milwaukee County UW-Extension provides a Cooperative Extension Service by joint agreement between Milwaukee County and the University of Wisconsin. The UW-Extension identifies and responds to family and community needs for practical education, research and knowledge. It provides Milwaukee County access to the research and resources of the University of Wisconsin System. Its educational programs promote community collaborations focused on youth and family development, community and economic development and the environment. It strives to empower individuals, families, and communities through the development of critical skills in leadership, strategic planning, problem solving and decision-making.

Debt Service Function

Department: General County Debt Service
Org Unit: 9960

Pursuant to the provisions of Section 67.05(10) of the Wisconsin Statutes, the County Board shall levy, by a recorded resolution, a direct annual irrepealable tax sufficient to pay the interest on general obligation bond and loan obligations as they fall due, and to pay the bond principal at maturity.

Non-Departmental- Revenues

Department: Unclaimed Money
Org Unit: 1901

Pursuant to Section 59.66 of the Wisconsin Statutes, the County Treasurer is to publish a notice of the fact that the Treasurer's Office possesses unclaimed money. If no legal claim is made within the time specified in such notice, all funds and interest earned are to be turned over to the General Fund of the County treasury.

Department: Land Sales
Org Unit: 1933

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Potawatomi Revenue
Org Unit: 1937

Pursuant to the provisions of Sections 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Medicare Part D Revenue
Org Unit: 1969

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and manage the County's business and concerns in all cases where no other provision is made.

Department: Property Taxes
Org Unit: 1991

Pursuant to Section 59.60 of the Wisconsin Statutes, property tax requirements are determined by estimating total expenditures and deducting the estimated amount of revenue from non-property tax sources and the amount of any surplus at the close of the prior fiscal year.

1993 Levy Rate Cap: Effective August 12, 1993, Section 59.605, Wisconsin Statutes imposed a property tax rate limit for Wisconsin counties. Separate limits were imposed for operating levy rates and debt service levy rates. The operating levy rate is $4.08 per $1,000 equalized value and the debt levy rate limit is $1.42 per $1,000 equalized value. The baseline for the rate limit is the 1992 actual tax rate adopted for 1993 budget purposes. The County cannot exceed the operating levy rate and debt levy rate limits unless one or more conditions apply, as described below. The statute establishes specific penalties for failure to meet the tax rate limit requirements. Among the penalties for exceeding the tax rate limits are reductions in State shared revenues and transportation aids.

Under the terms of the 1993 levy rate cap, general obligation debt can be issued only if one of the following conditions is met: (1) a referendum is held that approves the debt issuance; (2) the County Board of Supervisors adopts a resolution that sets forth its reasonable expectation that the issuance of the debt will not cause the County to increase the debt levy rate; (3) the issuance of the debt was authorized by an initial resolution adopted prior to the effective date of 1993 Wisconsin Act 16 (August 12, 1993); (4) the debt is issued for certain specified purposes, including financing regional projects under Section 67.5(7)(f); (5) the debt is issued to fund or refund outstanding municipal obligations; or (6) the County Board of Supervisors adopts an initial resolution authorizing the issuance of the debt by a vote of at least three-fourths of the members-elect of the County Board.

2007 Wisconsin Act 20: As passed by the State Legislature, Senate Bill 40 prohibits any city, village, town or county from increasing its levy in 2007 (payable in 2008) by more than the allowable percentage increase for 2007(08) levies of net new construction of 3.86 percent plus the terminated TID percentage. The State allowed for a 3.86 percent levy limit increase payable in 2007 only.

Milwaukee County net new construction percentage for 2007 (payable in 2008) is 2.54 percent plus the terminated TID percentage for 2007 (payable in 2008) of .52 percent.

According to the State of Wisconsin the levy cap for 2008 will not be released until October of 2008. It is anticipated that the 2008 (payable in 2009) levy limit will consist of net new construction, which is 1.683 for 2008 (payable in 2009) plus the terminated TID percentage percent. The 2007 terminated TID percentage was .52 percent. This percentage may change for 2008.

The 2007/2008 Levy Cap: Wisconsin State Statute 66.062(2) is listed in its entirety in the 9960-General County Debt Service Budget on page 9960-5 – 9960-8.

Department: Earnings on Investments
Org Unit: 1992

Pursuant to Sections 66.0603(2) and 219.05 of the Wisconsin Statutes, a county has the authority to invest any of its funds not immediately needed in time deposits of a bank, credit union, trust company or savings and loan association, or in bonds or securities issued or guaranteed as to principal and interest of the U.S. Government, Federal agency and instrumentality securities, highly rated corporate securities or repurchase agreements.

Department: State Shared Taxes
Org Unit: 1993

Pursuant to Chapter 79 of the Wisconsin Statutes, the State apportions Shared Revenues to counties on the basis of population, equalized property values, the relative ranking of local purpose revenues, and the value of utility property.

Department: State Exempt Computer Aid
Org Unit: 1994

Pursuant to 1997 Wisconsin Act 237 (The Act), business computers are exempt from being subject to property taxes, beginning with the 1999 property tax levy collected in 2000. The Act also provided for a State aid payment to offset the loss of taxable property from the exemption.

Department: County Sales Tax Revenue
Org Unit: 1996

Pursuant to the provisions of Section 77.70 of the Wisconsin Statutes, counties may enact a 0.5 percent sale and use tax. The tax is typically imposed on the same goods and services as the State's 5.0 percent sales tax. Section 22.04 of the Milwaukee County Ordinances addresses uses of sales tax revenue.

Department: Power Plant Revenue
Org Unit: 1997

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases.

Department: Surplus (or Deficit) from Prior Year
Org Unit: 1998

Pursuant to Section 59.60(3m) of the Wisconsin Statutes, every accounting and budgeting procedure applied under this section shall comply with generally accepted accounting principles for government, as promulgated by the Governmental Accounting Standards Board.

Department: Other Miscellaneous Revenue
Org Unit: 1999

Pursuant to Section 59.60 of the Wisconsin Statutes regarding submission of annual budget estimates, an estimate of revenue from all other sources is included in the budget.

Non-Departmental- Expenditures

Department: County Historical Society
Org Unit: 1908

Pursuant to Section 59.56(5) of the Wisconsin Statutes, the County Board may appropriate money to any historical society located in the County and incorporated under Section 44.03 for the purpose of collecting and preserving the records and salient historical features of the County. This unit maintains the historical exhibits of the Milwaukee County Historical Society and assists with other phases of the program. Funds provided to subsidize the operation of the Society are used to employ a director and associate staff. The Society acts as custodian for non-current County records. The County appropriates funds for use by the Society pursuant to an agreement approved by the County Board of Supervisors on December 14, 1965 and renewed on May 16, 1988.

Department: VISIT Milwaukee
Org Unit: 1912

Pursuant to the provisions of Section 59.56(10) of the Wisconsin Statutes, the County Board may appropriate funds to advertise the advantages, attractions and resources of the County and to conserve, develop and improve the same. Any county may cooperate with any private agency or group in this work.

Department: Civil Air Patrol
Org Unit: 1913

Pursuant to the provisions of Section 59.54(18) of the Wisconsin Statutes, the County Board may appropriate funds or donate property and equipment to Civil Air Patrol units in the County for the purpose of enabling such Civil Air Patrol units to perform their assigned missions and duties as prescribed by U.S. Air Force regulations.

Department: War Memorial Center
Org Unit: 1914

Pursuant to Section 45.058 of the Wisconsin Statutes and in accordance with agreements between Milwaukee County War Memorial, Inc. and the County of Milwaukee, Milwaukee County War Memorial, Inc. presently operates the War Memorial Center. The Center is situated at the south end of Lincoln Memorial Drive overlooking Lake Michigan and is directly adjacent to County parkland.

The Center stands as a memorial to those who have given their lives for our collective freedom. “To Honor the Dead by Serving the Living” is the motto of the Center.

The facility is home to the Milwaukee Art Museum, which boasts major cultural exhibits, including the Mrs. Harvey L. Bradley Collection. Through tax levy dollars provided by the County, the Center supports the Art Museum by providing building services for the space the Museum occupies in the Saarinen Building and Kahler Addition as well as direct funding.

The Center provides office space to major service groups and veterans’ organizations such as the Rotary Club of Milwaukee, Kiwanis Club of Milwaukee, USO of Wisconsin, AMVETS State headquarters, Thurgood Marshall Scholarship Foundation Midwest Regional Office, Chipstone Foundation, International Association for Orthodontics, Creative Sharp Presentation, America’s Freedom Center Foundation and the War Memorial Center itself.

To maximize utilization of the facility, the Center is available for general use by the public, veterans' groups, art groups and civic groups.

Department: Villa Terrace/Charles Allis Art Museums
Org Unit: 1915

Pursuant to Section 45.058 of the Wisconsin Statutes and in accordance with agreements between Milwaukee County War Memorial Center, Inc., and the County of Milwaukee, Villa Terrace Decorative Arts Museum, 2220 North Terrace Avenue and Charles Allis Art Museum, 1801 North Prospect Avenue function as a combined operation under the auspices of the Milwaukee County War Memorial Corporation. The museum partnership “Honors the War Dead by Serving the Living” through community cultural enrichment. Public programming includes monthly changing art exhibits, regularly scheduled concerts, films,

workshops, an annual youth concert series and special events. The facilities are available for rent by civic, cultural, veteran, educational, business and private groups. Both museums are on the National Registry of Historic Places.

The Villa Terrace Art Museum is an Italian Renaissance-style home richly decorated with antiques and retains almost all of its original fixtures dating back to the 1920s. The permanent collection features Asian, European and American decorative arts including wrought-iron artistry. The rear terrace area, which overlooks Lake Michigan, extends down a bank to the Renaissance Garden fronting on Lincoln Memorial Drive.

The Charles Allis Art Museum was the home of a Milwaukee industrialist who collected a vast quantity of fine art objects. The building and its contents were originally donated to the City of Milwaukee in 1946 and operated under the auspices of the Milwaukee Public Library System. In 1979, this priceless community asset was transferred to the War Memorial Corporation, again to be held in the public trust. Temporary exhibitions feature primarily Wisconsin art. In 1998, the Margaret Rahill Great Hall was completed.

Department: Marcus Center for the Performing Arts
Org Unit: 1916

Pursuant to Section 45.058 of the Wisconsin Statutes and in accordance with agreements, the Milwaukee County War Memorial Center, Inc. operates the Milwaukee County Ben and Ceil Marcus Center for the Performing Arts (the Marcus Center). The Marcus Center was built with private money in 1969 and deeded to Milwaukee County as a public trust for the preservation and enrichment of the performing arts, including drama, music and dance. The facility is home to the Broadway Series, Milwaukee Symphony Orchestra, Milwaukee Ballet, Florentine Opera, Milwaukee Youth Symphony Orchestra, First Stage Children's Theatre, City Ballet Theatre, Hansberry-Sands Theatre Company and other performing arts groups. The Marcus Center is located at 929 North Water Street. In addition to the Marcus Center providing a first class facility for the performing arts, the Center supports a number of free community events and activities year-round, including ethnic and cultural festivals such as Martin Luther King Day Celebration, Cantos de Las Americas, Get up and Dance!, and KidZ Days children's programming.

Department: Human Resource and Payroll System
Org Unit: 1921

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have management of the business and concerns in all cases where no other provision is made.

Department: Offset to Internal Service Charges
Org Unit: 1930

Pursuant to the provisions of Sections 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Charges to Other County Organization Units
Org Unit: 1935

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Appropriation for Contingencies
Org Unit: 1945

Pursuant to the provisions of Section 59.60(5)(e) of the Wisconsin Statutes, the Director, Department of Administrative Services may transmit an estimate of funds required as an appropriation for contingencies.

Department: Employee Fringe Benefits
Org Unit: 1950

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have management of the business and concerns in all cases where no other provision is made.

Department: Litigation Reserve Account
Org Unit: 1961

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and manage the County's business and concerns in all cases where no other provision is made.

Department: Federated Library System
Org Unit: 1966

Pursuant to the provisions of Sections 59.03(1) and 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Wage & Benefit Modification Account
Org Unit: 1972

A non-departmental created for presentation purposes only to show the full amount budgeted for wage and benefit modification savings. However, the actual savings are budged in affected departments and constitutional offices.

Department: Milwaukee County Funds for the Arts
Org Unit: 1974

Pursuant to the provisions of Section 59.17 and 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Capital Outlay/Depreciation Contra
Org Unit: 1985

Pursuant to the provisions of Sections 59.17 and 59.51(2) of the Wisconsin Statutes, the County Board may represent the County and have the management of the business and concerns of the County in all cases where no other provision is made.

Department: Debt Issue Expense
Org Unit: 1987

Appropriations are for expenses incurred for issuing bonds by Milwaukee County. The bonds are issued as provided under 67.04 of the Wisconsin Statutes, which authorizes issuing bonds for specific purposes, subject to stated limitations.

Department: Investment Advisory Services
Org Unit: 1989

Pursuant to the provisions of Section 59.51(2) of the Wisconsin Statutes, the county board may represent the County and have management of the business and concerns in all cases where no other provision is made.