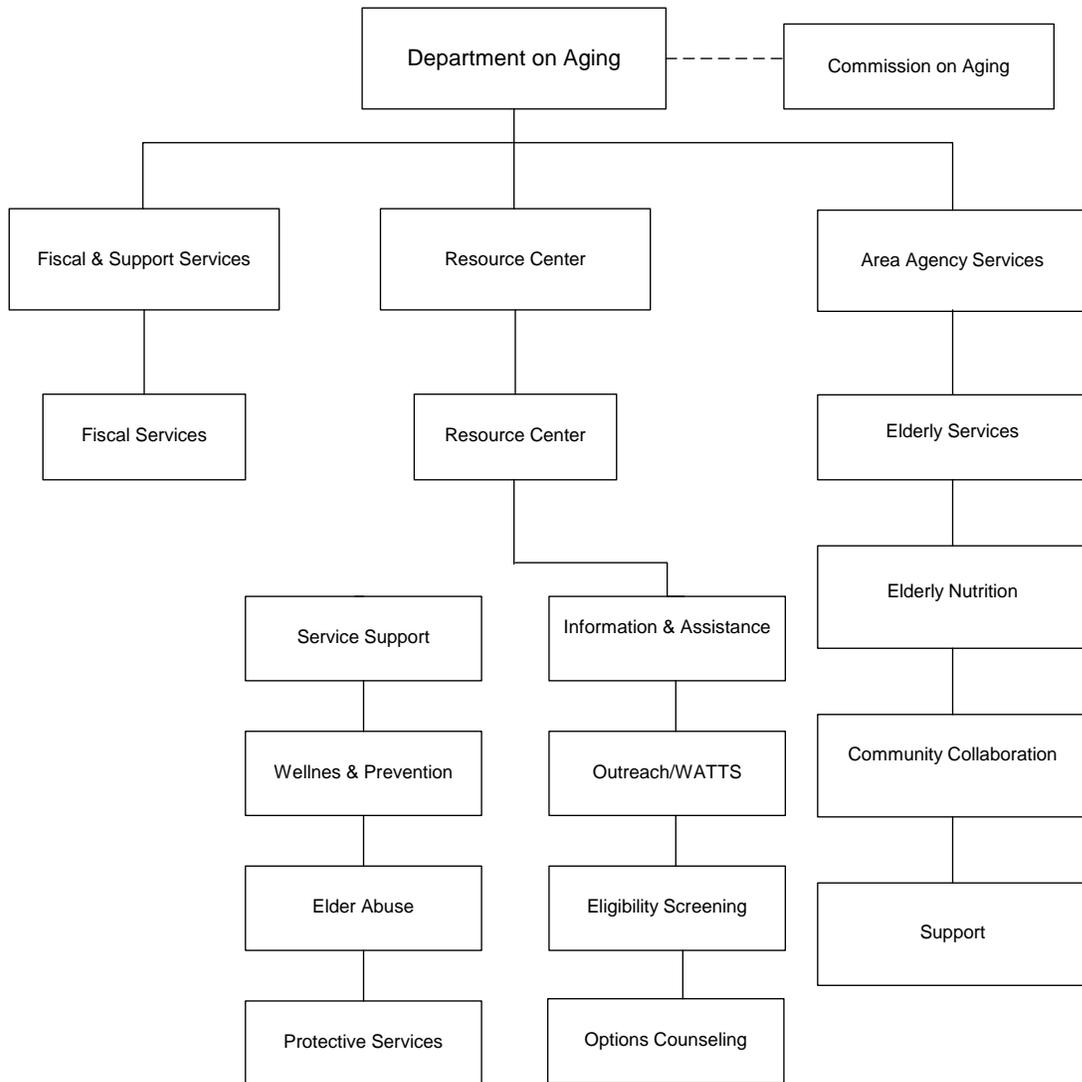


# DEPARTMENT ON AGING (7900)



**COUNTY EXECUTIVE'S 2012 BUDGET**

**DEPT: Department on Aging**

**UNIT NO. 7900**  
**FUND: General - 0001**

**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.

<b>Budget Summary</b>		
	<b>2012</b>	<b>2011/2012 Change</b>
<b>Expenditures</b>	<b>18,217,883</b>	<b>(391,299)</b>
<b>Revenue</b>	<b>16,326,008</b>	<b>(471,664)</b>
<b>Levy</b>	<b>1,891,875</b>	<b>80,365</b>
<b>FTE's</b>	<b>77.3</b>	<b>0.2</b>

<b>Major Programmatic Changes</b>	
<ul style="list-style-type: none"> <li>• Establish and manage waiting lists for Family Care enrollment. Wait lists have been non-existent since 2002 for Milwaukee County older adults.</li> <li>• Identify short-term services to help avoid unnecessary costly nursing home placement of older adults through county-wide collaboration with aging/health care providers.</li> <li>• Implementation of evidenced based fall prevention initiative in collaboration with community partners.</li> </ul>	

**OBJECTIVES**

- Utilizing existing partnerships, expand and enhance the work of the Robert Wood Johnson grant (Connecting Caring Communities) by exploring and establishing Villages, a national movement consisting of a consumer-driven and person-centered approach that allows older people to pool their resources and talents and remain independent in their homes and communities.
- Incorporating the eight Dimensions of Wellness and focusing on evidence-based senior falls prevention. the MCDA Wellness Council will continue to develop unique partnerships with aging organizations, public and private businesses, and special interest agencies to involve them in a campaign to educate, inform, and train the community on wellness and healthy living practices for older adults.
- To create a basic knowledge and to help older adults be prepared in the event of a community emergency, MCDA will continue to work in partnership with the American Red Cross and other local aging service organizations to implement a community emergency preparedness plan by marketing and disseminating information and resources at senior centers, meal sites, libraries and other places where older adults gather.
- In collaboration with the Aging and Disability Resource Center (ADRC) Governing Board and local and state aging network organizations, MCDA will continue to educate, create awareness, and connect older adults and their families with community resources to help fill gaps and assist individuals placed on the Family Care waiting list.
- MCDA will continue to advocate with local, state and federal officials to lift the cap on community based long-term care services including Family Care through existing partnerships and collaborations with the aging network and other community organizations and supporters.
- With continuous 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.

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- MCDA will migrate to electronic documents for Commission on Aging Committee meetings, contract solicitations (RFPs) and contracts.
- In partnership with the Department of Health and Human Services, MCDA will design and establish a user-friendly outside entrance with appropriate and clear building signage where older adults will have easy, safe and adequate accessibility to the MCDA Aging Resource Center, Commission on Aging meetings and committee meetings.

### DEPARTMENTAL PROGRAM DESCRIPTION

Milwaukee County Department on Aging, created in 1991, serves as Milwaukee County's designated Area Agency on Aging under the Older Americans Act and is 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 multiple Federal and State revenue streams including the Older Americans Act, the Senior Community Services Program, Specialized Transportation Assistance Program for Counties (S85.21), Elder Abuse, Adult Protective Services, Base Community Aids (BCA), Family Care Resource Center Allocation, 100 percent Time Reporting, and available private matching grants and contributions.

The Commission on Aging is the County citizen agency, which consists of sixteen members representative of all segments of the Milwaukee County older adult population as appointed by the County Executive with approval of the County Board. The Commission functions as the lead organization responsible for the following: assessing major aging issues and needs concerning the population age 60 and older; reviewing the planning and service efforts of organizations and institutions in the county and its aging network; monitor State, Federal and local laws and regulations relating to the care and treatment of older adults; advocate for passage of legislation that meet the needs of older adults and make recommendations on issues relating to their well-being and functioning in order to enhance their ability to remain contributing members of the community. The Commission on Aging functions through three standing committees: Advocacy, Resource Center Oversight, and Service Delivery. The Commission and its standing committees are responsible for administering a comprehensive, coordinated human service system for community based services for County residents age 60 and older. This responsibility is supported by the Advisory Council, which establishes a permanent Intergenerational and Wellness Council. The Advisory Council is composed of 30 persons and the Intergenerational Council and Wellness Council include members who represent the diversity of Milwaukee County. MCDA serves as the administrative arm of the Commission on Aging.

The Department is the designated Aging Resource Center (ARC) for the older adult population in Milwaukee County under the State of Wisconsin's Family Care initiative.

The Milwaukee County Aging and Disability Resource Center (ADRC) Governing Board was created as the lead County agency required to perform specific functions related to the policies, operations and oversight of both the Aging Resource Center and the Disability Resource Center under Wisconsin State Statutes Chapter 46, serving persons age 60 or older and adults ages 18 to 59 with physical or developmental disabilities in need of long-term care. The ADRC Governing Board consists of seventeen (17) members representative of persons with physical and developmental disabilities and of the elderly as appointed by the County Executive with approval of the County Board.

#### **The Department on Aging consists of three service areas:**

**Administration** includes the Director's Office and the Fiscal and Support Services Division. The Director has overall responsibility for department operations, budget, community relations, new initiative development, community collaboration and acts as the liaison with elected officials at the local, state and federal government levels.

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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** contracts for and monitors 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 and ad hoc 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 III-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).

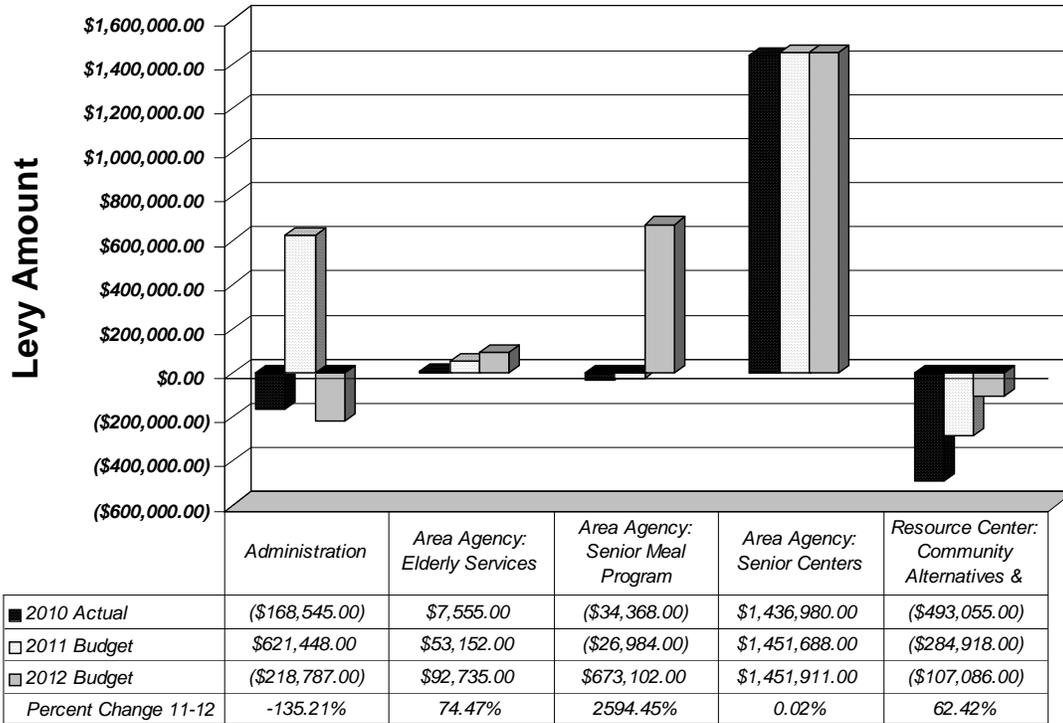
**The Aging Resource Center** acts as the point of entry for Family Care and all other long-term care programs and is responsible for arranging short-term assistance for older adults with immediate or pressing needs. It is the primary source of quality information and assistive services on issues affecting 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 publicly funded 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 older; 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 a publicly funded long term care option, including Family Care, Partnership, PACE and IRIS.

### Organizational Levy Summary



## 2012 BUDGET

### Approach and Priorities

- Allocate State funding streams to capitalize on maximum utilization within funding regulations.
- Sustain direct service level demands including congregate and home delivered meals, senior center operations and mandated services such as guardianships.
- Increase maximization of Medicaid reimbursements.
- Improve strategies to address critical hiring needs and retirement vulnerabilities.
- Preserve and recruit workforce integrity to optimize maximum operational efficiency and flexibility.
- Streamline administrative processes when and where possible.
- Collaborate with other government agencies and community partners to provide services that are both excellent and efficient.
- Continue to support and promote programs and services that improve and protect the health and well-being of older adults, which encourage positive and healthful lifestyles.
- Continue to support wellness and prevention through collaboration with community organizations to identify preventive and remedial actions to eliminate, correct and mitigate disease and health hazards.
- Protect and improve the lives, assure the safety, welfare and quality of care for victims and potential victims of abuse and neglect.
- Continue to promote actions that improve and protect the health and well-being of older adults through nutrition assistance programs and services.

## COUNTY EXECUTIVE'S 2012 BUDGET

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### **Programmatic Impacts**

- State mandated services continue to grow based on utilization and demand. These services include WATTS, Corporate Guardianships and Protective Services.
- Maintain family supports and respite services.
- Elder Abuse is challenged in keeping up with demand for full investigation of accusations of abuse and neglect of elders in the community.
- Conduct assessment of service systems capacity and gaps; develop program initiatives consistent with needs and gaps.
- Promote the health, safety and well-being of older adults while emphasizing prevention.
- 100 percent Time Reporting revenue reimbursement increase while functioning at staffing capacity.

### **Budget Highlights**

#### **Elimination of Step Increases for 2012 for Employees in Certain Pay Grades (\$37,549)**

This budget includes an expenditure reduction of (\$37,549) based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected.)

#### **WATTS, Comprehensive Evaluations, Emergency, Corporate Guardianship \$173,000**

Short-term client services and coordination of services provided consistent with the State contract for operating an Aging Resource Center continues to increase based on utilization and demand. Milwaukee County is responsible for "court ordered" corporate guardian services. Related expenditures for temporary short-term services reflect an increase of \$433,557 from \$373,992 to \$546,992, primarily offset with \$373,992 of increased state revenues.

#### **Staffing Adjustment (\$197,718)**

The 2012 Recommended budget includes the abolishment of 1.0 FTE Quality Assurance Tech for a savings of \$62,350 and 1.0 FTE Accountant 3 for a savings of \$78,388, resulting in a salary and active fringe benefit reduction of \$140,738. This reduction is primarily offset by an increase of \$54,910 for the creation of 1.0 FTE Service Support Specialist. Both of the unfunded positions are currently vacant and no longer meet the needs of the department.

In the 2011 Adopted Budget, 1.0 FTE Accounting Manager- Aging was budgeted in DAS-Fiscal and crosscharged to MCDA. In 2012, this position is unfunded resulting in a decreased crosscharge in MCDA of \$111,890.

#### **Shared Services \$0**

MCDA is directed to work with the Department of Health and Human Services (DHHS) to create efficiencies by sharing administrative services.

#### **Contractual Short-term Staffing \$70,000**

Prior experience and the level of personnel eligible for retirement will challenge the ability to meet Resource Center contract obligations with the State. Expenses are increased \$70,000 to provide temporary staffing support to assist in addressing State contract compliance within the Resource Center. Resource Center staffing costs are eligible for Medicaid reimbursement through 100 percent Time Reporting.

#### **MIDAS \$50,000**

The State requires separation of the Department of Family Care (DFC) from the Aging Resource Center. As part of this separation the Department shares a data system managed by DFC, which houses shared client information input. Expenditures are increased \$50,000 in the Resource Center for system maintenance, upkeep and enhancements to address report demands by the State for operating the Aging Resource Center.

#### **Relocation to Coggs Building (\$225,840)**

The Department's relocation to the Coggs Center from the Reuss building at the end of December 2010 results in a decrease in building space rental charges of \$225,840. The Income Maintenance personnel housed with the

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Department on Aging at the Reuss Building under a separate agreement with the State of Wisconsin are no longer co-located with the Department, resulting in a reduction in FTEs for building space calculations.

**Resource Center 100% Time Reporting Reimbursement** **(\$500,014)**

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 by Resource Center staff of time spent on eligible reimbursable Medicaid and Medicare services enables MCDA to continue to report and earn more Federal reimbursement revenue. Information and Assistance reporting reimbursement increases \$320,112 and Screens increase \$179,902.

**Resource Center Allocation Grant** **(\$155,000)**

The Department received an amendment to the contract for operation of the Aging Resource Center (ARC) in 2011 for an additional \$155,000. This increase reflects a permanent increase to the contract due to State elimination of an independent enrollment counselor as required for the ARC.

**BCA Grant** **(\$77,416)**

The 2011 State/County contract increased Base Community Aids funding for Department on Aging. This increase reflects an ongoing increase to the contract for aging programs and services.

**Income Maintenance Revenue** **\$186,328**

MCDA and Wisconsin Department of Health Services terminated an agreement that required Department on Aging to assume financial responsibility for infrastructure costs for Income Maintenance Family Care, Mental Health and Nursing Home staff co-located with the Resource Center at the Reuss Building. As a result, Income Maintenance revenue is reduced \$186,328.

**Wisconsin Chronic Disease Self-Management Program** **\$0**

The Department will receive the remaining \$17,623 of a \$121,835 State grant extending from April 1, 2010 to March 30, 2012. The ARRA Communities Putting Prevention to Work grant reflects the last quarter of funding to provide access to Healthy Living Programs including supervised fitness programs, physical therapy services and Chronic Disease Self Management (CDSMP) in collaboration with the UW-Milwaukee, Milwaukee College of Health Sciences and Therapy Plus Wisconsin. The Department on Aging will continue to focus on outreach to the aging population and referral sources for elders, Care Management Unit (CMU), doctors, churches, and housing. Physical therapy services continue to be available at Washington, Wilson, Clinton Rose and Oasis senior centers to promote wellness and prevention.

**Nutrition Donations** **(\$214,838)**

Meal donations are decreased \$214,838 due to elimination of budgeted carryover donations. The 2010 budget generated a windfall of Nutrition Program donations for support of the program in 2011 due to a one-time increase of ARRA funds that were used to support the program. The 2011 Adopted Budget was the first year that the department budgeted carryover donations. The Nutrition Program Coordinator continues efforts with site supervisors and volunteers to increase donations. Continuing to educate and provide information to participants will help to encourage donation participation.

**Nutrition Meal Reimbursements** **\$242,157**

In previous years, the MCDA Senior Meal Program generated reimbursement revenue for the full cost of meals purchased by the Department of Family Care for member participants. In 2012, DFC will no longer be purchasing meals through MCDA. As a result, reimbursement revenue is decreased \$415,866, which is offset by a decrease in meal expenditures of \$173,709, for a net increase in expenditures of \$242,157.

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<b>Senior Meal Program</b>			
	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Change</b>
Number of Meal Sites Open	29	29	0
Meals Served at Meal Sites	346,749	326,771	19,978
Home Delivered Meals	262,201	213,430	48,771
<b>Total Meals Served</b>	<b>608,950</b>	<b>540,201</b>	<b>68,749</b>

The overall decline in meals provided by the Senior Meal Program is primarily due to DFC no longer purchasing meals from MCDA in 2012. Two meal sites serving persons with disabilities opted out of the Senior Meal Program in 2010.

<b>BUDGET SUMMARY</b>				
<b>Account Summary</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>2011/2012 Change</b>
Personal Services (w/o EFB)	\$ 4,088,049	\$ 4,362,773	\$ 4,287,663	\$ (75,111)
Employee Fringe Benefits (EFB)	3,309,747	3,289,974	3,150,018	(139,956)
Services	761,639	279,197	374,342	95,145
Commodities	1,213,146	1,334,415	1,183,939	(150,476)
Other Charges	6,733,449	6,438,866	6,797,144	358,278
Debt & Depreciation	0	0	0	0
Capital Outlay	97,194	100,000	100,000	0
Capital Contra	0	0	0	0
County Service Charges	3,316,290	3,855,157	3,872,193	17,036
Abatements	(2,248,333)	(1,051,201)	(1,547,416)	(496,215)
<b>Total Expenditures</b>	<b>\$ 17,271,181</b>	<b>\$ 18,609,181</b>	<b>\$ 18,217,883</b>	<b>\$ (391,299)</b>
Direct Revenue	1,157,215	1,396,176	496,852	(899,324)
State & Federal Revenue	15,442,610	15,401,496	15,829,156	427,660
Indirect Revenue	0	0	0	0
<b>Total Revenue</b>	<b>\$ 16,599,825</b>	<b>\$ 16,797,672</b>	<b>\$ 16,326,008</b>	<b>\$ (471,664)</b>
<b>Direct Total Tax Levy</b>	<b>671,356</b>	<b>1,811,509</b>	<b>1,891,875</b>	<b>80,365</b>

<b>PERSONNEL SUMMARY</b>				
	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>2011/2012 Change</b>
<b>Position Equivalent (Funded)*</b>	<b>0.8</b>	<b>77.0</b>	<b>77.3</b>	<b>0.3</b>
<b>% of Gross Wages Funded</b>	<b>99.5</b>	<b>98.1</b>	<b>98.1</b>	<b>0.0</b>
<b>Overtime (Dollars)</b>	<b>\$ 32,366</b>	<b>\$ 26,112</b>	<b>\$ 37,488</b>	<b>\$ 11,376</b>
<b>Overtime (Equivalent to Position)</b>	<b>0.6</b>	<b>0.5</b>	<b>0.7</b>	<b>0.2</b>

\* For 2010 Actuals, the Position Equivalent is the budgeted amount and includes positions now in the Department of Family Care.

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PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Quality Assurance Tech	55330	Abolish	(1)	(1.00)	Resource Center	\$ (37,960)
Service Support Specialist	55440	Create	1	1.00	Resource Center	31,936
Accountant 3	04300	Unfund	(1)	(1.00)	Fiscal Services	(50,936)
					<b>TOTAL</b>	<b>\$ (56,960)</b>

ORGANIZATIONAL COST SUMMARY					
DIVISION		2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Administration	Expenditure	\$ (43,321)	\$ 621,448	\$ (218,787)	\$ (840,235)
	Revenue	125,224	0	0	0
	Tax Levy	\$ (168,545)	\$ 621,448	\$ (218,787)	\$ (840,235)
Area Agency: Elderly Services	Expenditure	\$ 3,491,659	\$ 3,396,119	\$ 3,425,239	\$ 29,120
	Revenue	3,484,104	3,342,967	3,332,504	(10,463)
	Tax Levy	\$ 7,555	\$ 53,152	\$ 92,735	\$ 39,583
Area Agency: Senior Meal Program	Expenditure	\$ 4,738,983	\$ 4,956,426	\$ 4,764,029	\$ (192,396)
	Revenue	4,773,351	4,983,410	4,090,927	(892,483)
	Tax Levy	\$ (34,368)	\$ (26,984)	\$ 673,102	\$ 700,087
Area Agency: Senior Centers	Expenditure	\$ 1,436,980	\$ 1,451,688	\$ 1,451,911	\$ 223
	Revenue	0	0	0	0
	Tax Levy	\$ 1,436,980	\$ 1,451,688	\$ 1,451,911	\$ 223
Resource Center: Community Alternatives & Intervention Services	Expenditure	\$ 7,616,095	\$ 8,114,016	\$ 8,778,228	\$ 664,212
	Revenue	8,109,150	8,398,934	8,885,314	486,380
	Tax Levy	\$ (493,055)	\$ (284,918)	\$ (107,086)	\$ 177,832

*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 severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."*