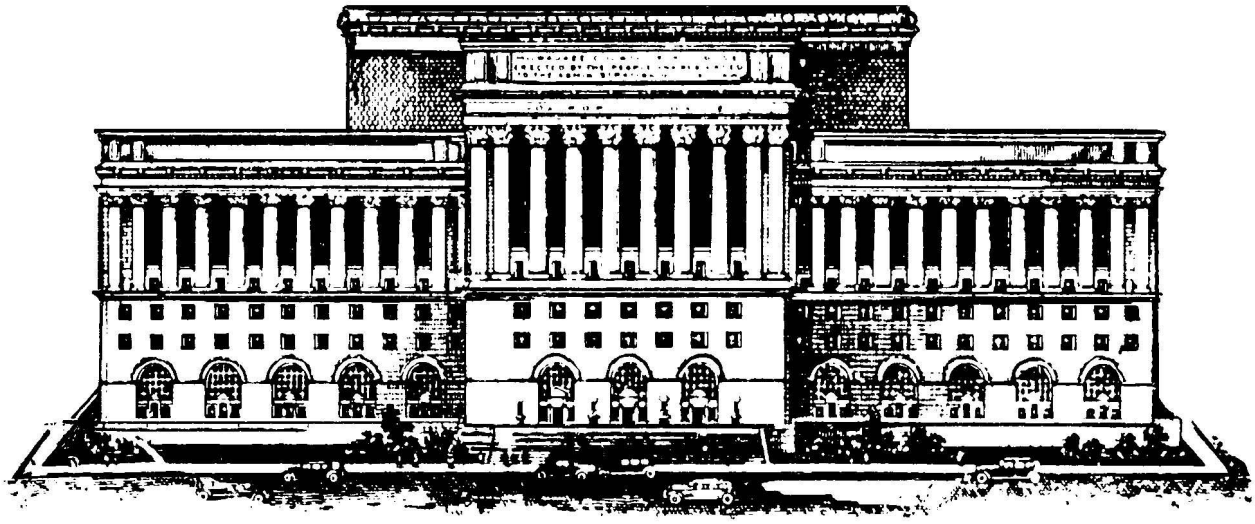
MILWAUKEE COUNTY
2013 ADOPTED BUDGET



Chris Abele
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:

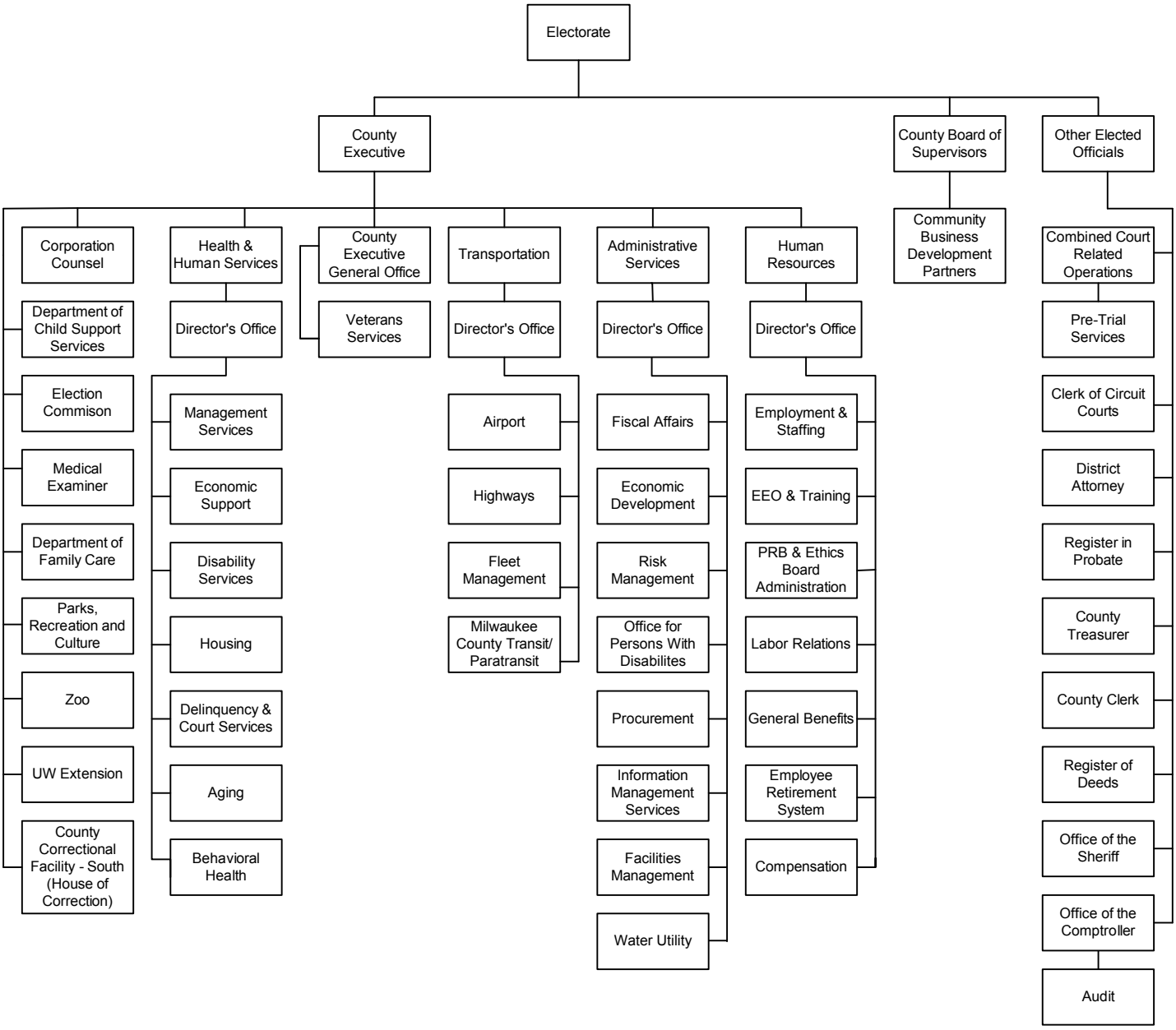
- ✔ Bright futures for children and youth are secured because of the priority placed on building strong and nurturing families;
- ✔ Every citizen enjoys basic well-being and has access to services that foster self-sufficiency and lead to a rewarding life;
- ✔ Older adults' unique and evolving needs are 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.

Milwaukee County Board

Marina Dimitrijevic
Chairwoman
Peggy Romo West
First Vice-Chair
Steve F. Taylor
Second Vice-Chair

Deanna Alexander
Mark A. Borkowski
David Bowen
Gerry P. Broderick
David Cullen
Jason Haas
Nikiya Q. Harris
Willie Johnson, Jr.
Patricia Jursik
Theodore Lipscomb, Sr.
Michael Mayo, Sr.
Joe Sanfelippo
James "Luigi" Schmitt
Russell Stamper II
John F. Weishan, Jr.


Electorate
County Executive
County Board of Supervisors
Other Elected Officials
Corporation Counsel
Department of Child Support Services
Election Commison
Medical Examiner
Department of Family Care
Parks, Recreation and Culture
Zoo
UW Extension
County Correctional Facility - South (House of Correction)
Health & Human Services
Director's Office
Management Services
Economic Support
Disability Services
Housing
Delinquency & Court Services
Aging
Behavioral Health
County Executive General Office
Veterans Services
Transportation
Director's Office
Airport
Highways
Fleet Management
Milwaukee County Transit/ Paratransit
Administrative Services
Director's Office
Fiscal Affairs
Economic Development
Risk Management
Office for Persons With Disabilites
Procurement
Information Management Services
Facilities Management
Water Utility
Human Resources
Director's Office
Employment & Staffing
EEO & Training
PRB & Ethics Board Administration
Labor Relations
General Benefits
Employee Retirement System
Compensation
Community Business Development Partners
Combined Court Related Operations
Pre-Trial Services
Clerk of Circuit Courts
District Attorney
Register in Probate
County Treasurer
County Clerk
Register of Deeds
Office of the Sheriff
Office of the Comptroller
Audit

The following provision applies to every Milwaukee County department:

- ECP positions are not provided step increases or performance awards in 2013 as allowed in County Ordinance Section 17.265 (3).

TABLE OF CONTENTS

INTRODUCTION

Budget Process 1
Budgetary Basis of Accounting 2
Expenditure Controls 3
Budget Documents 3

SCHEDULES AND CHARTS

Comparison of 2012 Adopted Budget and 2013 Adopted Budget 5
Functional Tax Levy Distribution 6
Comparison of Expenditures, Revenues and Tax Levy (2008 to 2013) 7
Summary of Legislative and Executive Function (Schedule A) 8
Summary of Administration Function (Schedule B) 9
Summary of County-Wide Non Departmentals Function (Schedule C) 10
Summary of County-Wide Revenue Function (Schedule D) 11
Summary of Courts and Judiciary Function (Schedule E) 12
Summary of General Governmental Function (Schedule F) 13
Summary of Transportation Public Safety Function (Schedule G) 14
Summary of Public Works (Schedule H) 15
Summary of Health and Human Services Function (Schedule I) 16
Summary of Parks, Recreation and Culture Function (Schedule J) 17
Summary of Debt Service Function (Schedule K) 18
Summary of Capital Improvements Function (Schedule L) 19
Summary of Trust Funds (Schedule M) 20

FUNCTIONAL SUMMARIES

County-wide Revenue 22
County-wide Non-Departmental 25
Legislative and Executive 27
Administration 29
Courts and Judiciary 34
General Government 36
Public Safety 38
Transportation and Public Works 40
Health and Human Services 42
Parks, Recreation and Culture 44
Debt Service 46

BUDGET NARRATIVES

Legislative and Executive Function

1000 - County Board 48
1001 - County Board - Department of Audit 54
1040 - County Board - Office of Community Business Development Partners 56
1011 - County Executive - General Office 61
1021 - County Executive - Veterans Service 65

Staff Function

1110 - Civil Service Commission 69
1120 - Personnel Review Board 72
1130 - Corporation Counsel 77
1135 - Department of Labor Relations 81
1140 – Department of Human Resources 85
1019 - Department of Administrative Services - Office for Persons with Disabilities 92

TABLE OF CONTENTS

1150 - Department of Administrative Services - Risk Management 98
1151 - Department of Administrative Services - Administration and Fiscal Affairs 103
1152 - Department of Administrative Services - Procurement Division 109
1160 - Department of Administrative Services - Information Management Services Division 115
1192 - Department of Administrative Services – Economic Development 122
5500 – Department of Administrative Services – Water Utility 127
5700 – Department of Administrative Services – Facilities Management 130
1905 - Ethics Board 140

Non-Departmental Revenues and Expenditures

Revenues

Non-Departmental Revenues – Unclaimed Money, Land Sales, Potawatomi Allocation, Medicare Part D Revenue, Property Taxes, Earnings on Investments, State Shared Taxes, State Exempt Computer Aid, County Sales Tax Revenue, Power Plant Revenue, Surplus from Prior Years, Other Miscellaneous Revenue 145
1991 – Property Taxes 150

Expenditures

1908 – County Historical Society 156
1912 – VISIT Milwaukee 159
1913 – Civil Air Patrol 160
1914 – War Memorial Center 161
1915 – Villa Terrace/Charles Allis 163
1916 – Marcus Center for the Performing Arts 165
1921 – Human Resource and Payroll System 167
1930 – Offset to Internal Service Charges 168
1935 – Charges to Other County Organization Units 169
1945 – Appropriation for Contingencies 171
1950 – Employee Fringe Benefits 172
1961 – Litigation Reserve 179
1966 – Federated Library System 180
1974 – Milwaukee County Fund for the Arts (CAMPAC) 181
1975 – Law Enforcement Grants 184
1985 – Capital Outlay/Depreciation Contra 185
1987 – Debt Issue Expense 187
1989 – Investment Advisory Services 189

Courts and Judiciary Function

2000 - Combined Court Related Operations 190
2900 - Courts – Pre-Trial Services 198
2430 - Department of Child Support Services 204

General Governmental Services Function

3010 - Election Commission 209
3090 - County Treasurer 214
3270 - County Clerk 219
3400 - Register of Deeds 225
3700 - Office of the Comptroller 232

Public Safety and Judiciary Function

4000 - Office of the Sheriff 238
4300 - County Correctional Facility - South (House of Correction) 263

TABLE OF CONTENTS

4500 - District Attorney....267
4900 - Medical Examiner....278

Department of Public Works Function

5040 - Department of Transportation - Airport....282
5100 - Department of Transportation - Highway....289
5300 - Department of Transportation - Fleet Management....297
5600 - Milwaukee County Transit/Paratransit System....303
5800 - Department of Transportation - Director's Office....308

Health and Human Services Function

6300 - Department of Health and Human Services-Behavioral Health Division....312
7900 - Department on Aging....334
7990 - Department of Family Care....345
8000 - Department of Health and Human Services....352

Recreation and Culture Function

9000 - Parks, Recreation and Culture....366
9500 - Zoological Department....374
9700 - Milwaukee Public Museum....384
9910 - University Extension Service....387

General County Debt Service

9960 - General County Debt Service....391

APPENDIX A

Budget Message of the County Executive....399
Department Operating Authority....403

APPENDIX B

Pay Grades Affected by the Step Elimination for 2013....423
Glossary....424
Comparison of Funded Full Time Position Equivalents....427

INTRODUCTION

Milwaukee County's 2013 Adopted Budget serves several important purposes. First, it functions as a statement of policy developed and approved by the County's elected officials. Second, the Budget documents serve as a financial and operational plan that assists departmental administrators in fulfilling their responsibility to provide needed public services in an effective and efficient manner. Finally, the Budget is a source of information for the general public, enabling citizens to understand the many functions of County government and how its resources are allocated.

THE BUDGET PROCESS

The process associated with the Budget's compilation and adoption starts in early March and becomes a reality in mid-November, at which time a budget is adopted and official appropriations are provided. The time sequence of the complete budget process is as follows:

March through May	Compilation of personal service cost data and projections of revenues is prepared by the Budget Section. Tax levy targets are submitted to the operating departments. Budget instructions and forms are submitted to department administrators. The County Executive also holds listening sessions to solicit input from the public.
May 1	Capital Budget requests are submitted by County agencies to the Department of Administrative Services-Facilities Management Division.
June 1-15	Operating Budget requests and revenue estimates are submitted by County agencies to the Department of Administrative Services.
June/July	Department Administrators present the programmatic impacts of their budgetary requests. The Department of Administrative Services and the County Executive review agency budget submittals.
August 15	Department of Administrative Services submits to the County Board a summary of requested budgets.
October 1	County Executive presents to the County Board the Executive Budget for the subsequent year. This is then referred to the Board's Finance and Audit Committee for review and recommendation.
October 1 - to 1st week in November	Finance and Audit Committee reviews the County Executive Budget.
November - Not later than 1st Monday of month	County Board public hearing on Budget, inviting members of general public to comment on the Executive Budget and Finance and Audit Committee changes to date.
Monday after 1st Thursday in November	County Board annual meeting and the adoption of the Budget and tax levies. During this meeting, the County Board acts on the amendments and recommendations submitted by the Finance and Audit Committee relative to the County Executive's Budget as well as amendments submitted by individual County Board members.
January 1 of the succeeding year	Departments translate Budget to public services.

Among the numerous duties and responsibilities of the County Executive, the broadest and most far ranging is the annual submission of the Executive Budget to the County Board. The Executive Budget can be an effective overall force in shaping policy and directing management. It is used to forge a responsible administrative

organization out of a collection of unrelated departmental units. The value of a single responsible executive voice for County government is particularly apparent and best exemplified in the development of the Executive Budget. By this means, important problems are discussed and addressed and, more importantly, a tremendous growth in understanding of mutual problems occurs.

The Budget Section in the Fiscal Affairs Division of the Department of Administrative Services is primarily responsible for guidance and assistance in the compilation and adoption of the County's billion dollar annual Budget. This division provides assistance to the County Executive in the review of budget requests submitted by County agencies.

After presentation of the Executive Budget to the County Board of Supervisors, the Budget Section assists in presenting the Executive Budget to the County Board's Finance, Personnel, and Audit Committee. The Finance, Personnel, and Audit Committee reviews the Budget over a four to six week time period. The County Board adopts the final Budget in mid-November. After the Budget has been adopted and a detailed summary of appropriations is provided to County departments, the Budget Section and Comptroller's Office work with the County Executive and the Finance, Personnel, and Audit Committee in monitoring the Budget during the fiscal year. This monitoring involves periodic checks of expenditures against appropriations, reviewing actual revenue compared to budgeted revenue and reviewing requests for transfer of appropriations. This completes the budget process.

BUDGETARY BASIS OF ACCOUNTING

In accordance with Generally Accepted Accounting Principles (GAAP), the accounts of the County are maintained on the basis of funds. Each fund is a separate fiscal and accounting entity. The various funds are grouped into the following categories:

Governmental Funds

General Fund

The General Fund is used to account for all financial resources, except those required to be accounted for in another fund.

Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources and the payment of principal and interest on long-term general obligation debt.

Capital Projects Fund

The Capital Projects Fund is used to account for financial resources segregated for the acquisition of construction of major capital facilities other than those financed by proprietary funds.

Proprietary Funds

Enterprise Funds

The Enterprise Funds are used to account for operations that provide services which are financed primarily by user charges or activities where periodic measurement of net income is appropriate for capital maintenance, public policy, management control or other purposes.

Internal Service Funds

The Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments in the County or to other governmental entities, on a cost-reimbursement basis.

Governmental Funds

Governmental funds utilize the modified accrual basis of accounting, except for the treatment of the Fund Balance Reserved for Appropriations. For budget purposes, the Fund Balance Reserved for Appropriations is reflected as other financing sources, whereas, for accounting purposes it is reflected as part of fund balance.

Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures and commitments of the current period. Expenditures are recognized when the related liability is incurred, if measurable.

Proprietary Funds

Proprietary funds utilize the accrual basis of accounting. Under the accrual basis, revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

EXPENDITURE CONTROLS

Under Wisconsin State Statute, no payment may be authorized or made and no obligation incurred against the County unless the County has sufficient appropriations for each payment. Budgetary control over expenditures is maintained by a formal appropriation and encumbrance system. Encumbrances are charged against appropriations when purchase orders, contracts, or other commitments are incurred. Liabilities which exceed appropriation balances are not paid until an increased appropriation is made available.

Every appropriation excepting an appropriation for capital expenditure or major repair lapses at December 31, to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure or a major repair continues in force until the purpose for which it was made has been accomplished or abandoned or three years pass without any expenditure or encumbrance. The County Board of Supervisors approves carryovers recommended by the Department of Administrative Services.

The legal level of control for each budget is by department. Once the Budget is adopted, transfers of appropriations among departments require approval by the Board of Supervisors. Supplemental appropriations for the purpose of public emergencies or from the contingency appropriation may be made from unanticipated revenues received or surplus, as defined by resolution adopted by a vote of two-thirds of the members of the Board of Supervisors. Supplemental appropriations from the issuance of tax anticipation notes require an affirmative vote of three-fourths of the members of the Board of Supervisors.

BUDGET DOCUMENTS

The 2013 Adopted Budget publications are as follows:

- The *2013 Adopted Budget* is presented in three volumes and provides detailed information and in-depth analysis of the Budget. Volume One is organized into three major sections. The first section presents summary information on the *2013 Adopted Budget* and includes summary schedules and graphs reflecting budgeted revenues and expenditures for 2012 and 2013 by fund and function. Volume Two presents detailed expenditures by object for each department. Volume Three provides position detail for each department.

  The second section provides more in-depth analysis of the Operating Budget by department. Each departmental budget includes Department Description and Objectives for 2013, a Budget and Personnel Summary, Budget Highlights and an Organizational Chart. Some of the large or complex budgets are presented programmatically, providing separate descriptions and analyses of the various programs that comprise the department's operations.

  The third section is the Appendix and is the last major section of the Budget. The Appendix provides the reader with the County Executive's budget message presenting his Recommended Budget, a glossary of

key terms, a Statement of Operating Authority and Purpose by department and a presentation of County-wide position equivalents.

A separate *Adopted Capital Improvements Budget* is published in the beginning of the budget year, which provides project-by-project detail and five-year planning goals, objectives and funding requirements.

Copies of the budget publications are distributed to the County Executive, the County Board of Supervisors and department administrators, and are available on Milwaukee County's website.

Milwaukee County
2012 Adopted and 2013 Adopted Budgets

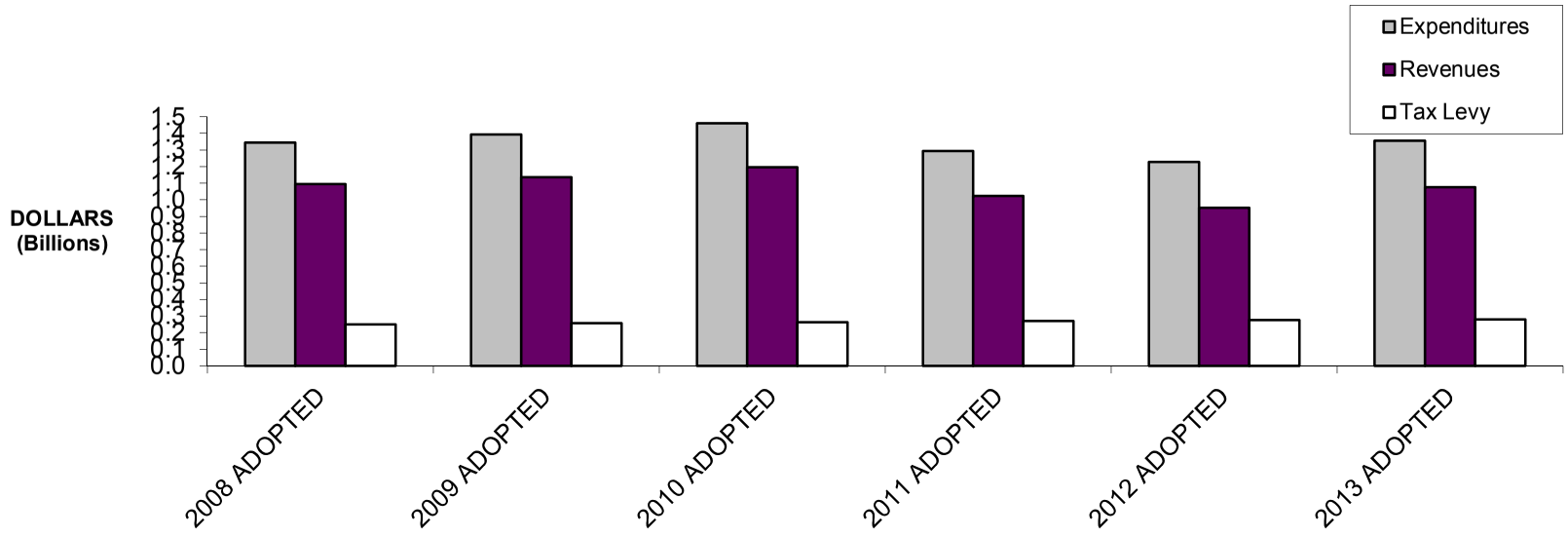
	2012 Adopted Budget	2013 Adopted Budget
Expenditures		
Legislative & Executive	11,722,124	9,444,460
Administration	71,308,905	71,701,703
Courts & Judiciary	62,747,399	64,151,592
Public Safety	164,816,214	166,219,258
General Government	7,934,458	13,208,783
Transportation and Public Works	238,563,022	236,525,587
Health & Human Services	544,350,646	575,664,436
Parks, Recreation & Culture	73,684,851	74,086,248
Debt Service	66,458,328	67,520,200
County-Wide Revenue	0	0
County-Wide Non-Departmentals	(46,161,168)	(45,281,606)
Capital Improvements	30,856,800	121,852,389
Trust Funds	1,012,524	1,014,702
Total Expenditures	**$1,227,294,103**	**$1,356,107,751**
Revenues		
Operating		
Sales Tax	64,000,880	60,789,514
Bond Proceeds	10,000	10,000
Other Direct Revenue	452,466,551	510,743,312
State Shared Revenue	30,890,224	30,990,382
Remaining State Revenue	240,285,256	220,165,717
Total Federal Revenue	63,421,162	68,351,076
Indirect Revenue	71,727,015	60,956,105
Prior Year Surplus (Deficit)	8,179	5,538,786
Operating Revenue Subtotal	**$922,809,267**	**$957,544,892**
Capital Improvement		
Sales Tax	445,000	6,402,766
Bond Proceeds	6,117,500	73,708,361
Other Direct Revenue	14,994,575	9,604,875
Remaining State Revenue	1,042,075	8,849,691
Total Federal Revenue	6,514,850	20,675,970
Capital Improvement Revenue Subtotal	**$29,114,000**	**$119,241,663**
Property Tax Levy	**$275,370,836**	**$279,321,196**
Total Revenues	**$1,227,294,103**	**$1,356,107,751**

Milwaukee County
2013 Adopted 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	$9,444,460	$258,236	$13,000	$9,173,224	3.28%
Administration	$71,701,703	$61,076,360	$1,304,355	$9,320,988	3.34%
Courts & Judiciary	$64,151,592	$4,950,627	$23,868,331	$35,332,634	12.65%
Public Safety	$166,219,258	$11,101,823	$14,543,890	$140,573,545	50.33%
General Government	$13,208,783	$9,407,561	$0	$3,801,222	1.36%
Transportation and Public Works	$236,525,587	$104,961,057	$112,966,431	$18,598,099	6.66%
Health & Human Services	$575,664,436	$359,282,318	$130,131,954	$86,250,164	30.88%
Parks, Recreation & Culture	$74,086,248	$37,299,746	$184,113	$36,602,389	13.10%
Debt Service	$67,520,200	$14,036,565	$1,920,157	$51,563,478	18.46%
County-Wide Revenue	$0	$74,456,188	$34,556,577	($109,012,765)	(39.03%)
County-Wide Non-Departmentals	($45,281,606)	($39,789,099)	$0	($5,492,507)	(1.97%)
Capital Improvements	$121,852,389	$89,716,002	$29,525,661	$2,610,726	0.93%
Trust Funds	$1,014,702	$996,335	$18,367	$0	0.00%
Grand Total County	**$1,356,107,751**	**$727,753,719**	**$349,032,836**	**$279,321,196**	**100.00%**

ADOPTED 2013 BUDGET FOR GENERAL COUNTY PURPOSES

	2012 ADOPTED	2013 ADOPTED	CHANGE	PERCENT
EXPENDITURE	$1,227,294,103	$1,356,107,751	$128,813,648	10.50%
REVENUE	951,923,267	1,076,786,555	124,863,288	13.12%
TAX LEVY	$275,370,836	$279,321,196	$3,950,360	1.43%



2013 Adopted Budget
Summary of Expenditures and Revenues
Legislative Executive

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
County Board	$6,541,610	$6,656,441	$114,831
County Board - Department of Audit	$2,687,603	$0	($2,687,603)
County Board - Comm Business Dev Partners	$924,257	$1,143,618	$219,361
County Executive - General Office	$1,236,443	$1,326,254	$89,811
County Executive - Veterans Service	$332,211	$318,147	($14,064)
Total Expenditures	**$11,722,124**	**$9,444,460**	**($2,277,665)**
Revenues			
County Board - Comm Business Dev Partners	$45,000	$258,236	$213,236
Total Revenues	**$45,000**	**$258,236**	**$213,236**
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	**$11,664,124**	**$9,173,224**	**($2,490,901)**

2013 Adopted Budget
Summary of Expenditures and Revenues
Administration

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
Civil Service Commission	$13,821	$15,514	$1,693
Personnel Review Board	$266,237	$247,362	($18,875)
Corporation Counsel	$1,719,881	$1,648,127	($71,754)
Labor Relations	$474,127	$471,050	($3,077)
DAS - Office for Persons with Disabilities	$848,346	$888,007	$39,661
Department of Human Resources	$4,655,768	$6,410,941	$1,755,173
DAS - Employee Benefits (Inactive)	$0	$0	$0
DAS - Risk Management	$8,199,237	$8,345,206	$145,969
DAS - Fiscal Affairs	$4,585,187	$1,292,520	($3,292,667)
DAS - Procurement	$915,458	$991,668	$76,210
DAS - Information Management Services	$15,885,303	$16,252,317	$367,014
DAS - Economic Community Development	$2,578,388	$2,583,279	$4,891
Ethics Board	$62,108	$77,516	$15,408
DAS Facilities Management	$26,911,713	$28,390,509	$1,478,796
Water Utility	$4,193,330	$4,087,687	($105,643)
Total Expenditures	**$71,308,905**	**$71,701,703**	**$392,798**
Revenues			
Corporation Counsel	$155,000	$120,000	($35,000)
DAS - Office for Persons with Disabilities	$142,034	$154,500	$12,466
Department of Human Resources	$1,375,209	$1,483,690	$108,481
DAS - Risk Management	$8,199,237	$8,345,206	$145,969
DAS - Fiscal Affairs	$70,000	$0	($70,000)
DAS - Information Management Services	$15,051,508	$14,947,962	($103,546)
DAS - Economic Community Development	$2,716,706	$2,908,580	$191,874
DAS Facilities Management	$28,179,921	$29,028,735	$848,814
Water Utility	$4,193,330	$4,087,687	($105,643)
Total Revenues	**$60,082,945**	**$61,076,360**	**$993,415**
State and Federal Aids			
DAS - Fiscal Affairs	$7,412	$0	($7,412)
DAS - Information Management Services	$833,795	$1,304,355	$470,560
Total State and Federal Aids	**$841,207**	**$1,304,355**	**$463,148**
NET FUNDS REQUIRED	**$10,384,753**	**$9,320,988**	**($1,063,765)**

2013 Adopted Budget
Summary of Expenditures and Revenues
County-Wide Non-Departmentals

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
Civil Air Patrol	$10,000	$10,000	$0
Human Resource and Payroll System	$1,839,999	$0	($1,839,999)
Offset to Internal Service Charges	($58,948,633)	($60,747,869)	($1,799,236)
Appropriation for Contingencies	$1,550,000	$4,103,329	$2,553,329
Employee Fringe Benefits	$17,268,761	$16,976,607	($292,154)
Litigation Reserve	$1,650,000	$350,000	($1,300,000)
Wages and Benefits Modification Account	($1,750,000)	$0	$1,750,000
Law Enforcement Grants	$0	$463,062	$463,062
Capital Outlay/Depreciation Contra	$141,740	$707,689	$565,949
Debt Issue Expense	$21,500	$21,500	$0
Investment Advisory Services	$245,000	$260,000	$15,000
Total Expenditures	**($37,971,633)**	**($37,855,682)**	**$115,951**
Revenues			
Human Resource and Payroll System	$1,839,999	$0	($1,839,999)
Offset to Internal Service Charges	($58,948,633)	($60,747,869)	($1,799,236)
Employee Fringe Benefits	$17,268,761	$16,976,607	($292,154)
Capital Outlay/Depreciation Contra	$3,341,897	$3,972,163	$630,266
Debt Issue Expense	$10,000	$10,000	$0
Total Revenues	**($36,487,976)**	**($39,789,099)**	**($3,301,123)**
NET FUNDS REQUIRED	**($1,483,657)**	**$1,933,417**	**$3,417,074**

2013 Adopted Budget
Summary of Expenditures and Revenues
County-Wide Revenue

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
County Sales Tax Revenue	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$0**
Revenues			
Unclaimed Money	$0	$1,335,000	$1,335,000
Potawatomi Revenue	$4,011,477	$4,026,477	$15,000
Medicare Part D	$3,023,647	$850,000	($2,173,647)
Earnings on Investments	$1,711,411	$1,711,411	$0
County Sales Tax Revenue	$64,000,880	$60,789,514	($3,211,366)
Surplus from Prior Year	$8,179	$5,538,786	$5,530,607
Other Misc. Revenue	$140,000	$205,000	$65,000
Total Revenues	**$72,895,594**	**$74,456,188**	**$1,560,594**
State and Federal Aids			
State Shared Taxes	$30,890,224	$30,990,382	$100,158
State Exempt Computer Aid	$3,561,551	$3,566,195	$4,644
Total State and Federal Aids	**$34,451,775**	**$34,556,577**	**$104,802**
NET FUNDS REQUIRED	**($107,347,369)**	**($109,012,765)**	**($1,665,396)**

2013 Adopted Budget
Summary of Expenditures and Revenues
Courts Judiciary

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
Combined Court Related Operations	$38,721,380	$38,751,027	$29,647
Alternatives to Incarceration	$4,987,406	$5,071,664	$84,258
Department Of Child Support Services	$19,038,612	$20,328,901	$1,290,289
Total Expenditures	**$62,747,399**	**$64,151,592**	**$1,404,193**
Revenues			
Combined Court Related Operations	$4,239,214	$4,039,252	($199,962)
Department Of Child Support Services	$1,166,506	$911,375	($255,131)
Total Revenues	**$5,405,720**	**$4,950,627**	**($455,093)**
State and Federal Aids			
Combined Court Related Operations	$5,005,595	$5,181,326	$175,731
Alternatives to Incarceration	$653,462	$598,101	($55,361)
Department Of Child Support Services	$16,521,610	$18,088,904	$1,567,294
Total State and Federal Aids	**$22,180,667**	**$23,868,331**	**$1,687,664**
NET FUNDS REQUIRED	**$35,161,012**	**$35,332,634**	**$171,622**

2013 Adopted Budget
Summary of Expenditures and Revenues
General Government

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
Election Commission	$1,023,258	$655,952	($367,306)
County Treasurer	$1,560,597	$1,469,159	($91,438)
County Clerk	$794,624	$820,518	$25,894
Register of Deeds	$4,555,980	$4,484,866	($71,114)
Office of the Comptroller	$0	$5,778,288	$5,778,288
Total Expenditures	**$7,934,458**	**$13,208,783**	**$5,274,325**
Revenues			
Election Commission	$80,500	$50,750	($29,750)
County Treasurer	$3,205,250	$3,405,250	$200,000
County Clerk	$470,500	$475,325	$4,825
Register of Deeds	$4,645,111	$5,401,536	$756,425
Office of the Comptroller	$0	$74,700	$74,700
Total Revenues	**$8,401,361**	**$9,407,561**	**$1,006,200**
State and Federal Aids			
Office of the Comptroller	$0	$0	$0
Total State and Federal Aids	**$0**	**$0**	**$0**
NET FUNDS REQUIRED	**($466,903)**	**$3,801,222**	**$4,268,125**

2013 Adopted Budget
Summary of Expenditures and Revenues
Public Safety

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
Office of the Sheriff	$81,584,758	$84,869,149	$3,284,390
County Correctional Facility South	$60,036,695	$58,303,595	($1,733,100)
District Attorney	$18,543,424	$18,382,237	($161,188)
Medical Examiner	$4,651,337	$4,664,277	$12,941
Total Expenditures	**$164,816,214**	**$166,219,258**	**$1,403,043**
Revenues			
Office of the Sheriff	$8,258,228	$6,020,581	($2,237,647)
County Correctional Facility South	$2,469,348	$3,235,957	$766,609
District Attorney	$63,300	$73,750	$10,450
Medical Examiner	$1,930,750	$1,771,535	($159,215)
Total Revenues	**$12,721,626**	**$11,101,823**	**($1,619,803)**
State and Federal Aids			
Office of the Sheriff	$7,073,376	$6,429,960	($643,416)
County Correctional Facility South	$1,859,507	$1,859,507	$0
District Attorney	$6,869,383	$6,245,923	($623,460)
Medical Examiner	$22,672	$8,500	($14,172)
Total State and Federal Aids	**$15,824,938**	**$14,543,890**	**($1,281,048)**
NET FUNDS REQUIRED	**$136,269,650**	**$140,573,545**	**$4,303,894**

2013 Adopted Budget
Summary of Expenditures and Revenues
Transportation and Public Works

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
Airport	$85,547,833	$86,997,816	$1,449,983
Transportation Services **Inactive**	$0	$0	($0)
Architect, Engineering & Environ Svcs *Inactive*	$0	$0	($0)
Highway Maintenance	$19,712,617	$20,963,846	$1,251,230
Fleet Management	$8,918,206	$9,538,738	$620,532
Transit/Paratransit System	$124,266,538	$118,884,968	($5,381,570)
Director's Office	$117,827	$140,219	$22,392
Total Expenditures	**$238,563,022**	**$236,525,587**	**($2,037,435)**
Revenues			
Airport	$85,472,833	$86,872,816	$1,399,983
Transportation Services **Inactive**	$0	$0	$0
Architect, Engineering & Environ Svcs *Inactive*	$0	$0	$0
Highway Maintenance	$1,514,077	$1,953,988	$439,911
Fleet Management	$10,895,499	$10,758,565	($136,934)
Transit/Paratransit System	$11,086,634	$5,106,508	($5,980,126)
Director's Office	$250,000	$269,180	$19,180
Total Revenues	**$109,219,043**	**$104,961,057**	**($4,257,986)**
State and Federal Aids			
Airport	$75,000	$125,000	$50,000
Highway Maintenance	$17,309,318	$17,924,831	$615,513
Fleet Management	$17,000	$17,000	$0
Transit/Paratransit System	$94,078,246	$94,899,600	$821,354
Total State and Federal Aids	**$111,479,564**	**$112,966,431**	**$1,486,867**
NET FUNDS REQUIRED	**$17,864,415**	**$18,598,099**	**$733,684**

2013 Adopted Budget
Summary of Expenditures and Revenues
Health Human Services

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
DHHS - Behavioral Health Division	$187,785,637	$177,003,401	($10,782,236)
Department on Aging	$18,272,516	$18,463,736	$191,220
Department of Family Care	$233,372,443	$294,816,671	$61,444,228
Dept of Health & Human Services	$104,920,050	$85,380,628	($19,539,422)
Total Expenditures	**$544,350,646**	**$575,664,436**	**$31,313,790**
Revenues			
DHHS - Behavioral Health Division	$68,602,533	$59,556,136	($9,046,397)
Department on Aging	$496,852	$1,221,416	$724,564
Department of Family Care	$233,372,443	$294,816,671	$61,444,228
Dept of Health & Human Services	$4,514,878	$3,688,095	($826,783)
Total Revenues	**$306,986,706**	**$359,282,318**	**$52,295,612**
State and Federal Aids			
DHHS - Behavioral Health Division	$58,019,971	$54,364,995	($3,654,976)
Department on Aging	$15,859,406	$15,839,664	($19,742)
Dept of Health & Human Services	$75,740,173	$59,927,295	($15,812,878)
Total State and Federal Aids	**$149,619,550**	**$130,131,954**	**($19,487,596)**
NET FUNDS REQUIRED	**$87,744,390**	**$86,250,164**	**($1,494,226)**

2013 Adopted Budget
Summary of Expenditures and Revenues
Parks, Recreation Culture

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
Milwaukee County Historical Society	$206,167	$206,167	$0
War Memorial	$1,278,905	$1,491,405	$212,500
Villa Terrace/Charles Allis Art Museums	$207,108	$207,108	$0
Marcus Center for the Performing Arts	$1,088,000	$1,088,000	$0
Federated Library System	$66,650	$66,650	$0
Milwaukee County Funds for the Performing Arts	$321,035	$321,035	$0
Parks, Recreation & Culture	$41,473,024	$42,119,737	$646,712
Zoological Department	$25,082,873	$24,603,556	($479,317)
Milwaukee Public Museum	$3,502,376	$3,502,376	$0
UW Extension	$458,712	$480,214	$21,502
Total Expenditures	**$73,684,851**	**$74,086,248**	**$401,397**
Revenues			
Parks, Recreation & Culture	$18,238,586	$17,470,595	($767,991)
Zoological Department	$19,683,056	$19,684,801	$1,745
UW Extension	$121,080	$144,350	$23,270
Total Revenues	**$38,042,722**	**$37,299,746**	**($742,976)**
State and Federal Aids			
Parks, Recreation & Culture	$167,574	$184,113	$16,539
Total State and Federal Aids	**$167,574**	**$184,113**	**$16,539**
NET FUNDS REQUIRED	**$35,474,555**	**$36,602,389**	**$1,127,834**

2013 Adopted Budget
Summary of Expenditures and Revenues
Debt Service

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
General County Debt Service	$66,458,328	$67,520,200	$1,061,872
Total Expenditures	**$66,458,328**	**$67,520,200**	**$1,061,872**
Revenues			
General County Debt Service	$9,905,727	$14,036,565	$4,130,838
Total Revenues	**$9,905,727**	**$14,036,565**	**$4,130,838**
State and Federal Aids			
General County Debt Service	$0	$1,920,157	$1,920,157
Total State and Federal Aids	**$0**	**$1,920,157**	**$1,920,157**
NET FUNDS REQUIRED	**$56,552,601**	**$51,563,478**	**($4,989,123)**

2013 Adopted Budget
Summary of Expenditures and Revenues
Capital Improvements

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
Airport	$27,519,000	$78,712,250	$51,193,250
Highway	$0	$4,170,775	$4,170,775
Mass Transit	$0	$4,085,000	$4,085,000
Environmental	$0	$296,700	$296,700
Parks, Recreation, & Culture	$0	$6,320,833	$6,320,833
Museum	$0	$39,600	$39,600
Zoological Department	$100,000	$640,629	$540,629
Behavioral Health	$0	$1,125,000	$1,125,000
Human Services	$0	$132,232	$132,232
County Grounds	$0	$1,219,200	$1,219,200
Courthouse Complex	$0	$1,882,808	$1,882,808
House of Correction	$0	$0	$0
Other Agencies	$3,237,800	$23,227,362	$19,989,562
Total Expenditures	**$30,856,800**	**$121,852,389**	**$90,995,589**
Revenues			
Airport	$19,962,075	$55,786,125	$35,824,050
Highway	$0	$839,239	$839,239
Mass Transit	$0	$817,000	$817,000
Environmental	$0	$296,700	$296,700
Parks, Recreation, & Culture	$0	$6,320,833	$6,320,833
Museum	$0	$39,600	$39,600
Zoological Department	$50,000	$640,629	$590,629
Behavioral Health	$0	$1,125,000	$1,125,000
Human Services	$0	$132,232	$132,232
County Grounds	$0	$1,219,200	$1,219,200
Courthouse Complex	$0	$1,882,808	$1,882,808
House of Correction	$0	$0	$0
Other Agencies	$1,545,000	$20,616,636	$19,071,636
Total Revenues	**$21,557,075**	**$89,716,002**	**$68,158,927**
State and Federal Aids			
Airport	$7,556,925	$22,926,125	$15,369,200
Highway	$0	$3,331,536	$3,331,536
Mass Transit	$0	$3,268,000	$3,268,000
Parks, Recreation, & Culture	$0	$0	$0
Total State and Federal Aids	**$7,556,925**	**$29,525,661**	**$21,968,736**
NET FUNDS REQUIRED	**$1,742,800**	**$2,610,726**	**$867,926**

2013 Adopted Budget
Summary of Expenditures and Revenues
Trust Funds

	2012 Adopted Budget	2013 Adopted Budget	Increase (Decrease) Amount
Expenditures			
BHD Research	$25,000	$25,000	$0
BHD Patient Activity/Special Events	$10,100	$10,100	$0
Zoo Specimen	$48,185	$48,044	($141)
Zoo Railroad	$904,239	$906,558	$2,319
Office on Disabilities Expendable Trust	$25,000	$25,000	$0
Total Expenditures	**$1,012,524**	**$1,014,702**	**$2,178**
Revenues			
BHD Research	$25,000	$25,000	$0
BHD Patient Activity/Special Events	$10,100	$10,100	$0
Zoo Specimen	$48,185	$48,044	($141)
Zoo Railroad	$885,872	$888,191	$2,319
Office on Disabilities Expendable Trust	$25,000	$25,000	$0
Total Revenues	**$994,157**	**$996,335**	**$2,178**
State and Federal Aids			
Zoo Railroad	$18,367	$18,367	$0
Total State and Federal Aids	**$18,367**	**$18,367**	**$0**
NET FUNDS REQUIRED	**$0**	**$0**	**$0**

FUNCTIONAL AREA SUMMARIES

ADOPTED 2013 BUDGET

MAJOR FUNCTION: County-Wide Revenue

DESCRIPTION

The revenue budgets contributing to this functional area are Unclaimed Money, Land Sales, Potawatomi Revenue, Medicare Part D, Earnings on Investments, State Shared Taxes, State Exempt Computer Aid, County Sales Tax Revenue, Surplus or Deficit from Prior Year, Power Plant Revenue, Other Miscellaneous Revenue and Property Taxes.

The non-departmental revenues are not associated with any specific operating department(s) and are budgeted in the County's general fund. The 2013 non-departmental revenues increased $5,615,756. This represents a 1.47% increase over the 2012 budget. See the table below for detail of actual and budgeted amounts for Countywide revenue sources.

REVENUE SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
DEPARTMENT				
Unclaimed Money (Org. 1901)	$ 1,800,000	$ 0	$ 1,335,000	$ 1,335,000
Land Sales (1933)	0	0	0	0
Potawatomi Revenue (1937)	3,984,441	4,011,477	4,026,477	15,000
Medicare Part D (1969)	3,236,779	3,023,647	850,000	(2,173,647)
Property Tax Levy (1991)	269,476,582	275,370,836	279,321,196	3,950,360
Earnings on Investments (1992)	3,021,426	1,711,411	1,711,411	0
State Shared Taxes (1993)	38,198,637	30,890,224	30,990,382	100,158
State Exempt Computer Aid (1994)	3,592,344	3,561,551	3,566,195	4,644
County Sales Tax Revenue (1996)	63,968,447	64,000,880	60,789,514	(3,211,366)
Power Plant Revenue (1997)	356,880	0	0	0
Surplus from Prior Year (1998)	0	8,179	5,538,786	5,530,607
Other Misc. Revenue (1999)	864,457	140,000	205,000	65,000
TOTAL	$ 388,499,993	$ 382,718,205	$ 388,333,961	$ 5,615,756

UNCLAIMED MONEY

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.

LAND SALES

Proceeds from the sale of surplus land approved by the County Board are budgeted in this account. 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. In 2013, the first $50,000 in land sale revenue, above the amount budgeted in Real Estate Services, shall be appropriated to establish a public art capital project. Once the first $450,000 in land sale revenue is received to cover Real Estate Services and the public art capital project, the next $250,000 of land sale revenue, to the extent that it is received, shall be allocated to the newly created Parks Amenities Matching Fund.

POTAWATOMI REVENUE

Represents payments based on Class III Net Win by the Potawatomi Bingo Casino per contract.

MEDICARE PART D

Due to the implementation of the Employee Group Waiver Plan (EGWP) for prescription drug benefits, the County will no longer receive a direct reimbursement from the Federal government for retiree drug benefits. Instead, savings will be achieved directly through lower expenditures paid for prescription drug benefits in Org 1950 – Employee Fringe Benefits. The remaining $850,000 accounts for the anticipated 2012 fourth quarter payment which will be received in 2013.

EARNINGS ON INVESTMENTS

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.

STATE SHARED TAXES

Pursuant to Chapter 79, Wisconsin Statutes, the State apportions shared revenues to counties on the basis of population, equalized property values, and the value of utility property (at three mils times the equalized value for incorporated areas within a county).

STATE EXEMPT COMPUTER AID

Pursuant to 1997 Wisconsin Act 237, business computers are exempt from being subject to property taxes beginning with the 1999 property tax levy collected in 2000. The Act also provides for a State aid payment to offset the loss of taxable property.

COUNTY SALES TAX REVENUE

Pursuant to the provisions of Section 77.70 of the Wisconsin Statutes, counties may enact a one-half percent (0.5%) sales and use tax. The tax is typically imposed on the same goods and services as the State's 5.0 percent sales tax. Milwaukee County Ordinances require that sales tax revenues be used to pay for debt service costs and capital improvement financing. The net sales tax revenue, earmarked for debt service, is included in this non-departmental budget.

On June 18, 2003, the County Board of Supervisors approved Resolution File No. 03-263(a)(a), which temporally modified Section 22.04 of the General Ordinances so that surplus sales and use tax revenues can be used to pre-fund employee benefit costs or fund anticipated or extraordinary annual increases in such costs or supplement the Appropriation for Contingencies. The 2003 resolution was scheduled to sunset at the end of 2011. The 2012 Adopted Budget included a resolution that permanently allows for sales and use tax revenues to pre-fund employee benefit costs or supplement the appropriation for contingencies.

POWER PLANT REVENUE

The Power Plant Revenue budget serves as a depository for proceeds from the sale of the power plant at the Milwaukee Regional Medical Center. The final payment occurred in 2011.

SURPLUS (DEFICIT) FROM PRIOR YEAR

Represents the County's surplus or deficit from two years prior per 59.60(m) of Wisconsin Statutes.

OTHER MISCELLANEOUS REVENUE

Pursuant to Section 59.60, Wisconsin Statutes regarding submission of annual budget estimates, an estimate of revenue from all other sources is included in the budget.

PROPERTY TAXES

Pursuant to Section 59.60 of the Wisconsin Statutes, to determine the property tax levy requires: the total estimated expenditures less the estimated amount of revenue from other than property tax sources and the amount of any surplus at the close of the fiscal year preceding which has not been legally appropriated during the current year.

Wisconsin Act 32 (passed in 2011) included levy limits that impact the County's Budget (Wis Stats. 66.0602): Wisconsin Act 32 changed the local levy limit to the greater of 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, or zero percent. The 2013 Budget levy limit consists of net new construction, which is .670, and the terminated TID percentage, which is .088 percent. The limit also contains adjustments for levy for debt service payments.

The County may not exceed these operating and debt levy rate limits unless one or more specified conditions apply, as described in the statute. Section 59.605 also establishes specific penalties for failure to meet the limit requirements. Among the penalties for exceeding the limits are reductions in state shared revenues and transportation aids.

Detailed property tax levy cap information (Wisconsin Statutes 66.06) is included in the Introduction Section of the Adopted Capital Improvements Budget.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: County-Wide Non-Departmentals

DESCRIPTION

This function includes non-departmental budgets which have a County-wide impact.

TAX LEVY SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
DEPARTMENT				
Civil Air Patrol (Org. 1913)	$ 9,052	$ 10,000	$ 10,000	$ 0
Human Resource and Payroll System (Org. 1921)	(211,167)	0	0	0
Offset to Internal Service Charges (Org. 1930)	0	0	0	0
Charges To Other County Depts. (Org. 1935)	(10,587,574)	(8,189,535)	(7,425,924)	763,611
Appropriation for Contingencies (Org. 1945)	0	1,550,000	4,103,329	2,553,329
Employee Fringe Benefits (Org. 1950)	1,848,034	0	0	0
Litigation Reserve (Org. 1961)	141,416	1,650,000	350,000	(1,300,000)
Wage and Benefit Modification (Org. 1972)	0	(1,750,000)	0	1,750,000
Law Enforcement Grants (Org. 1975)	0	0	463,062	463,062
Capital Outlay/Depreciation Contra (Org. 1985)	0	(3,200,157)	(3,264,474)	(64,317)
Debt Issue Expense (Org. 1987)	183,693	11,500	11,500	0
Investment Advisory Services (Org. 1989)	244,204	245,000	260,000	15,000
TOTAL	$ (8,372,342)	$ (9,673,192)	$ (5,492,507)	$ 4,180,685

CIVIL AIR PATROL

The Civil Air Patrol utilizes a County-owned hangar on lease to Youth & Aviation, Inc., at 9393 West Appleton Avenue, Timmerman Field and the second floor of the Tower Building at Timmerman Field. The County provides appropriations for the utility costs (heat, light, insurance and telephone) of these facilities. The County continues to provide office and hangar space at Timmerman Field.

HUMAN RESOURCE AND PAYROLL SYSTEM

This budget unit contains an appropriation for a fully hosted payroll, human resources and benefits management system. Authority for a contract with Ceridian to implement this system was established in 2006 by the County Board and the County Executive (File No. 05-145 (a)(a)).

OFFSET TO INTERNAL SERVICES CHARGES

The budget for the Offset to Internal Service Charges reduces 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. Expenditure and revenue offsets reflect the charges from the departments of DAS – Risk Management, IMSD and Facilities Management; the Water Utility; and Department of Transportation – Highways Division and Fleet Management.

CHARGES TO OTHER COUNTY ORGANIZATION UNITS

In order to show the full operating cost of many County departments, the costs of certain centralized service departments, such as the Office of the Comptroller – Payroll, Accounting and Audit, DAS – Procurement and Human Resources are allocated to operating departments using the County's Cost Allocation Plan. From 1997-2007, the Central Service Allocation was not included as expenditure in departments' operating budgets. In 2008,

centralized service costs are included as expenditures in departments' operating budgets. As a result, departments receiving grant revenues, indirect revenues (internal service fund departments) or outside (direct) revenues will include the Central Service Allocation, maximizing revenue to the County. In order to avoid double counting centralized service costs, this budget offsets those service costs that are allocated to departments.

APPROPRIATION FOR CONTINGENCIES

The budget for Appropriation for Contingencies includes budgeted expenditures to be used for unanticipated County-wide emergencies or contingencies. A department must obtain approval from the County Board before these funds can be used to offset any budget shortfall.

EMPLOYEE FRINGE BENEFITS

The budget for Employee Fringe Benefits includes expenditures for employee health, life insurance and retirement benefits; retiree health benefits; and the Transit Pass Program. These costs are primarily included in departmental budgets.

LITIGATION RESERVE

The litigation reserve account is intended to provide a source of funds for anticipated costs arising out of litigation brought by Milwaukee County relating to the pension benefit changes from 2000 and 2001.

WAGE AND BENEFIT MODIFICATION

The budget was used for a salary reduction budgeted centrally in 2012 due to an expected increase in vacant positions due to retirement. This org unit is not used in 2013.

LAW ENFORCEMENT GRANTS

This org unit includes expenditure authority for payment to the Milwaukee Police Department to support the full transition of emergency 9-1-1 cellular dispatch in 2013.

CAPITAL OUTLAY/DEPRECIATION CONTRA

The Capital Outlay/Depreciation Contra budget includes entries to offset the cost of depreciation and to reflect the cost of purchasing fixed assets for proprietary fund departments. These entries are required to budget for proprietary fund departments in accordance with Generally Accepted Accounting Principles (GAAP) without including inappropriate charges in the property tax levy.

DEBT ISSUE EXPENSE

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.

INVESTMENT ADVISORY SERVICES

The Investment Advisory Services budget consists of all administrative expenses associated with managing the County's investment portfolio.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: Legislative and Executive

DESCRIPTION

The County departments contributing to this functional area are the County Board, County Board-Department of Audit, County Board - Office of Community Business Development Partners, County Executive General Office and County Executive - Veterans Service.

TAX LEVY SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
DEPARTMENT				
County Board (Org. 1000)	$ 6,305,515	$ 6,541,610	$ 6,656,441	$ 114,831
County Board - Department of Audit (Org. 1001)[1]	2,600,421	2,687,603	0	(2,687,603)
County Executive - General Office (Org. 1011)	1,163,363	1,236,443	1,326,254	89,811
County Executive - Veterans Service (Org. 1021)	275,766	319,211	305,147	(14,064)
County Board - Comm Business Dev Partners (Org. 1040)	927,202	879,257	885,382	6,125
TOTAL	$ 11,272,267	$ 11,664,124	$ 9,173,224	$ (2,490,900)

COUNTY BOARD

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 or pursuant to a resolution or ordinance adopted by it. The general powers of the Board are set down in Section 59.51 of the Wisconsin Statutes.

COUNTY BOARD – OFFICE OF COMMUNITY BUSINESS DEVELOPMENT PARTNERS

The 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 procedures; and procedure for findings of contractor non-compliance.

COUNTY EXECUTIVE

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 appoint 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.

---

[1] The Department of Audit was moved to a division of the Office of the Comptroller in 2012.

COUNTY EXECUTIVE - VETERANS SERVICE

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 when issues related to veterans have varied implications.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: Administration

DESCRIPTION

The County departments contributing to this functional area include the Civil Service Commission, Personnel Review Board, Corporation Counsel, Ethics Board, Department of Labor Relations, Department of Human Resources, and the divisions of the Department of Administrative Services (DAS) which include Risk Management, Administration and Fiscal Affairs, Procurement, Information Management Services, Facilities Management, Economic Development, Water Utility, and Office of Persons with Disabilities.

TAX LEVY SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
DEPARTMENT				
DAS - Office for Persons with Disabilities (Org. 1019)	$ 687,866	$ 706,312	$ 733,507	$ 27,195
Civil Service Commission (Org. 1110)	50,426	13,821	15,514	1,693
Personnel Review Board (Org. 1120)	196,660	266,237	247,362	(18,875)
Corporation Counsel (Org. 1130)	1,480,523	1,564,881	1,528,127	(36,754)
Labor Relations (Org. 1135)	439,708	474,127	471,050	(3,077)
Human Resources (Org. 1140)	1,848,314	3,280,559	4,927,251	1,646,692
DAS - Risk Management (Org. 1150)	389,989	-	-	-
DAS - Fiscal Affairs (Org. 1151)	4,004,279	4,507,775	1,292,520	(3,215,255)
DAS - Procurement (Org. 1152)	680,107	915,458	991,668	76,210
DAS - Information Management Services (Org. 1160)	(983,689)	-	-	-
DAS - Economic Development (Org. 1192) *a*	(2,005,223)	(138,318)	(325,301)	(186,983)
Ethics Board (Org. 1905)	74,801	62,108	77,516	15,408
Water Utility (Org. 5500) *b*	(152,140)	-	-	-
Facilities Management (Org. 5700) *b*	(1,907,490)	(1,268,208)	(638,226)	629,982
TOTAL	$ 4,804,131	$ 10,384,752	$ 9,320,988	$ (1,063,764)

(a) The DAS – Economic Development Division includes the Real Estate Services (1191) and Economic Development (1193) Sections that were transferred from the former Department of Transportation & Public Works – Director's Office Division as part of the 2012 Adopted Budget. Additionally, the former Department of Transportation & Public Works - Architecture, Engineering & Environmental Services Division Section of MCAMLIS (1199) was transferred to the DAS – Economic Development Division as part of the 2012 Adopted Budget.

(b) The 2012 Adopted Budget included the transfer of Facilities Management (5700) and Water Utility (5500) from the Transportation Functional Area (formerly the "Transportation and Public Works" Functional Area) as a result of the Department of Administrative Services and Department of Transportation (formerly the "Department of Transportation and Public Works") reorganization in 2012.

The DAS – Facilities Management Division (5700) includes the former Department of Transportation & Public Works - Architecture, Engineering & Environmental Services Division Sections of Architecture & Engineering Services (5740) and Environment & Energy (5741).

PERSONNEL REVIEW BOARD

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.

CORPORATION COUNSEL

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.

LABOR RELATIONS

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.

ETHICS BOARD

The Ethics Board consists of six members who carry out the provisions of the Code of Ethics established under Chapter 9 of the Milwaukee County Ordinances.

HUMAN RESOURCES

The Department of Human Resources 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.

The General Benefits division is responsible and accountable for the management of the health care and 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 manager of this division is responsible for all aspects of benefits management, including recruitment, management and coordination of staff.

The Employee Retirement System (ERS) division is responsible for managing the pension benefit for active employees and retirees. ERS transitions County employees into retirement status and provides ongoing support for retirees. ERS, at the direction of the pension board, manages the investment portfolio and disburses annual pension payments.

The five-member Civil Service Commission conducts hearings on the merit system and, when necessary, makes recommendations to the County Board or its committees.

DEPARTMENT OF ADMINISTRATIVE SERVICES - OFFICE FOR PERSONS WITH DISABILITIES

The Office for Persons with Disabilities 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 people with disabilities.

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

DEPARTMENT OF ADMINISTRATIVE SERVICES - RISK MANAGEMENT

The Risk Management Section of Fiscal Affairs 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 OF ADMINISTRATIVE SERVICES - ADMINISTRATION AND FISCAL AFFAIRS

The Department of Administrative Services was 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 the Office for Persons with Disabilities and Risk Management. The Fiscal Affairs Division is responsible for preparing and monitoring the County's annual operating and capital budgets

DEPARTMENT OF ADMINISTRATIVE SERVICES - PROCUREMENT

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 OF ADMINISTRATIVE SERVICES - INFORMATION MANAGEMENT SERVICES

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 three functional areas: Client Support, Applications Support and Technical Support. Applications Support and Technical Support and Infrastructure Services are authorized by Section 32.64 of the Milwaukee County Ordinances. Sections 32.65 and 32.66 authorize the Records Center and Records Management Services.

DEPARTMENT OF ADMINISTRATIVE SERVICES - FACILITIES MANAGEMENT

The Department of Administrative Services – Facilities Management Division is comprised of the Facilities Maintenance Section, the Architectural, Engineering, & Environmental Services Section and the Sustainability Section. This Division is also responsible for the management and oversight of the Water Utility.

The Facilities Maintenance Section provides quality and cost effective property management, tenant services, and maintenance and skilled trades services to the various private entities and County departments occupying space within the Courthouse Complex, County Grounds buildings, the Children's Court Center, the Child and Adolescent Treatment Center and the City Campus facility at 27th and Wells Street. Facilities Management also provides maintenance and skilled trades services to other County departments as well as security operations at the Courthouse, City Campus, and Children's Court.

The Architectural, Engineering and Environmental Services Section provide a core competency for County professional and technical services. It is comprised of the following units: Architectural, Airport Engineering, Site Development and Civil Engineering, Environmental Services and Support Services. Through Section efforts, and extended staff provided by consultants, these units research, design, administer and implement a diverse combination of programs and projects.

The Sustainability Section provides guidance, management, and development of sustainability functions related to the County's building and infrastructure assets and to coordinate county-wide sustainability efforts. This Section is responsible for the implementation of the County's Green Print Initiative.

DEPARTMENT OF ADMINISTRATIVE SERVICES - WATER UTILITY

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.

DEPARTMENT OF ADMINISTRATIVE SERVICES - ECONOMIC DEVELOPMENT

The Department of Administrative Services - Economic Development is responsible for supporting employment and business creation and retention in Milwaukee County and is comprised of Economic Development, Real Estate Services, Marketing and MCAMLIS sections.

The Economic Development Section provides management and oversight of the DAS-ED Division. This section also is responsible for the development and administration of business and job retention/development activities focused within Milwaukee County.

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.

The Marketing Section provides for a coordinated and efficient use of County marketing-related resources that actively promotes and improves the marketability of County assets.

The Milwaukee County Automated Mapping and Land Information System (MCAMLIS) Section 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.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: Courts and Judiciary

DESCRIPTION

The County departments contributing to this functional area are the Combined Court Related Operations and the Department of Child Support.

TAX LEVY SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
DEPARTMENT				
Combined Court Related Operations (Org. 2000)	$ 29,829,235	$ 29,476,571	$ 29,530,449	$ 53,878
Department Of Child Support Enforcement (Org. 2430)	376,147	1,350,496	1,328,622	(21,874)
Pre-Trial Services (Org. 2900)	3,464,370	4,333,944	4,473,563	139,619
TOTAL	$ 33,669,752	$ 35,161,011	$ 35,332,634	$ 171,623

COMBINED COURT RELATED OPERATIONS

Family Court Commissioner Division

The Division of the Family Court Commissioner was created pursuant to Section 767.13(2) of the Wisconsin Statutes and is the legal extension of the Family Court Branch of the Circuit Court. 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.

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.

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, juvenile and criminal matters. They also conduct administrative reviews. Milwaukee County comprises the First Judicial Administrative District of the State court system and has 47 judges.

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. In 2011 pre-trial services and the Criminal Justice Resource Center were transferred to a new Organizational Unit 2900, Pre-Trial Services, under direct operational and fiscal management of the Chief Judge.

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.

DEPARTMENT OF CHILD SUPPORT SERVICES

The Department of Child Support Services 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.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: General Government

DESCRIPTION

The County departments contributing to this functional area are the Election Commission, County Treasurer, County Clerk and the Register of Deeds.

TAX LEVY SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
DEPARTMENT				
Election Commission (Org. 3010)	$ 818,042	$ 942,758	$ 605,202	$ (337,556)
County Treasurer (Org. 3090)	(2,636,981)	(1,644,653)	(1,936,091)	(291,438)
County Clerk (Org. 3270)	346,767	324,124	345,193	21,069
Register of Deeds (Org. 3400)	61,198	(89,131)	(916,670)	(827,539)
Office of the Comptroller (Org. 3700)	0	0	5,703,588	5,703,588
TOTAL	$ (1,410,974)	$ (466,902)	$ 3,801,222	$ 4,268,124

ELECTION COMMISSION

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 holds spring and fall elections. The primary and general elections held in the spring are Judicial, County, Municipal and School Board elections. In presidential election years, there is also a presidential primary election held in conjunction with the Spring primary election. 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.

COUNTY TREASURER

The County Treasurer 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.

COUNTY CLERK

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.

REGISTER OF DEEDS

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.

OFFICE OF THE COMPTROLLER

In accordance with Wisconsin Statute 59.255, the elected Comptroller maintains Milwaukee County's accounting books, monitors and reports on budget versus actual fiscal results, prepares annual financial reports of the government and government agencies, and analyzes proposals for the use of County funds. The Office of the Comptroller prepares the County's Official Statements and issues debt; and is responsible for centralized payroll, accounts payable, reconciling County checking accounts and determination of financial and cost accounting policies

Pursuant to Section 59.47 of the Wisconsin Statutes and Chapter 57 of the Milwaukee County Ordinances, the Office of the Comptroller (Audit Section) is responsible for post auditing the fiscal concerns of Milwaukee County. Audit also reviews 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. In addition, the Department maintains a Hotline to receive information from citizens and employees regarding waste, fraud and abuse of Milwaukee County resources.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: Public Safety

DESCRIPTION

The County departments contributing to this functional area are the Office of the Sheriff, District Attorney, and the Medical Examiner.

TAX LEVY SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
DEPARTMENT				
Sheriff (Org. 4000)	$ 77,434,597	$ 66,253,154	$ 72,418,608	$ 6,165,453
House of Correction (Org. 4300)[1]	55,642,306	55,707,840	53,208,131	(2,499,709)
District Attorney (Org. 4500)	11,405,401	11,610,741	12,062,564	451,822
Medical Examiner (Org. 4900)	3,278,169	2,697,915	2,884,242	186,328
TOTAL	$ 147,760,473	$ 136,269,650	$ 140,573,545	$ 4,303,894

OFFICE OF THE 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, which is under the Sheriff. The Sheriff's Office also acts as an arm of the criminal justice system carrying out criminal investigations, effecting arrests and warrants, detaining prisoners, providing court security, serving process papers, transporting prisoners and patients and extraditing criminals. Security is provided at the 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 department provides specialized services to the community, County government, and municipal police agencies by means of investigative expertise, crowd control, photography, fingerprint and document examination, drug investigations, training, and emergency response.

HOUSE OF CORRECTION

The 2013 Budget requires that the House of Correction be re-created as a stand-alone department under management of the Executive Branch effective April 1, 2013.

The functions of the House of Correction (Currently named the Community Corrections Facility – South) 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 work release, 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 pre-sentenced prisoners from the Milwaukee County Sheriff. The department also operates a program of home detention using electronic surveillance equipment and other systems of control.

---

[1] The House of Correction has been under the management of the Office of the Sheriff since 2009, and will be transitioned to a stand-alone department effective April 1, 2013. 2011 actual, 2012 budget and one-quarter of 2013 budget figures were/are included in Org. 4000. The figures are re-stated for comparative purposes.

DISTRICT ATTORNEY

Pursuant to Wisconsin Statutes Section 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 investigatory proceedings; issues subpoenas and other processes 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 Wisconsin Statutes Section 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.

MEDICAL EXAMINER

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.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: Transportation

DESCRIPTION

This function includes the budgets for the five divisions of the Department of Transportation which are Airport, Highway, Fleet Management, Milwaukee County Transit/Paratransit System and the Director's Office.

TAX LEVY SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
DEPARTMENT				
Airport (Org. 5040)	$ (4,810,496)	$ -	$ -	$ -
Highway Maintenance (Org. 5100)	(168,880)	889,222	1,085,027	195,805
Fleet Management (Org. 5300)	(4,334,355)	(1,994,293)	(1,236,827)	757,466
Transit/Paratransit System (Org. 5600)	17,136,209	19,101,658	18,878,860	(222,798)
Director's Office (Org. 5800)	234,217	(132,173)	(128,961)	3,212
TOTAL	$ 8,056,695	$ 17,864,414	$ 18,598,099	$ 733,685

DIRECTOR'S OFFICE

The Director's Office is responsible for the management of the DOT's administrative functions, including establishment and implementation of policy and procedures, personnel administration, accounting and general public information services. The 2012 Adopted Budget transferred the Real Estate Services and Economic Development Sections from the DOT-Director's Office to the Department of Administrative Services-Economic Development Division as Sections.

AIRPORT

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 Field 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).

HIGHWAY

This division is comprised of Transportation Services and Highway Maintenance due to their operating/capital highway functions and anticipated staff management and oversight efficiencies (via consolidation under a shared division). The mission of Transportation Services is to cost-effectively plan, design and implement projects necessary to maintain and enhance the safety and efficiency of the County's highways, bridges, traffic control facilities and transit systems. The Highway Maintenance Division maintains all Milwaukee County trunk highways, state trunk highways and expressways. It is responsible for maintaining vacant freeway lands and the North Shore right-of-way.

FLEET MANAGEMENT

The Fleet Management Division provides a broad array of services to the County and its customers, including developing vehicle replacement programs, developing and designing vehicle specifications, managing the County's fuel system, assigning vehicles and equipment to users, managing vehicle and equipment disposal through periodic auctions, maintaining all automotive equipment owned by the County, as well as authorizing and acquiring vehicles and equipment in the Fleet Capital Budget. Under the direction of the director of fleet operations, the Fleet Management Division controls, manages and maintains all automotive equipment owned by

the County. It also centrally maintains materials and parts for the Parks Recreation and Culture and DOT-Transportation Divisions.

MILWAUKEE COUNTY TRANSIT/PARATRANSIT SYSTEM

Milwaukee Transport Services, Inc., is a private, non-profit corporation which manages and operates the Transit/Paratransit System, under contract, for Milwaukee County. The corporation uses facilities and equipment owned and provided by Milwaukee County. The DOT-Transportation Services Section provides County oversight, conducts various transit-related studies, and prepares and administers federal and state transit grants. The DOT-Transportation Services Section also facilitates the acquisition of capital equipment and provides design and construction services for capital facilities.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: Health and Human Services

DESCRIPTION

The County Departments contributing to this functional area are the Department of Health and Human Services (DHHS) - Behavioral Health Division (BHD), the Department on Aging, the Department of Family Care, and the Department of Health and Human Services (DHHS).

TAX LEVY SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
DEPARTMENT				
DHHS - Behavioral Health Division (Org. 6300)	$ 58,945,787	$ 61,163,133	$ 63,082,270	$ 1,919,137
Department On Aging (Org. 7900)	570,655	1,916,257	1,402,656	(513,601)
Department Of Family Care (Org. 7990)	(9,676,436)	0	0	0
Dept of Health & Human Services (Org. 8000)	21,338,845	24,664,999	21,765,238	(2,899,761)
TOTAL	$ 71,178,851	$ 87,744,389	$ 86,250,164	$ (1,494,225)

DEPARTMENT OF HEALTH AND HUMAN SERVICES - BEHAVIORAL HEALTH DIVISION

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 contract with community service providers or at community clinics. EMS operates under Chapter 97 of the Milwaukee County Ordinances pertaining to comprehensive emergency medical care services. The EMS (Paramedics) Program is responsible for managing all EMS related functions. 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.

DEPARTMENT ON AGING

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 for older people in Milwaukee County under the State of Wisconsin's Family Care initiative.

DEPARTMENT OF FAMILY CARE

The Department of Family Care, formerly named the Department On Aging - Care Management Organization (CMO), was created in response to the Family Care initiative. 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 of Family Care 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 OF HEALTH AND HUMAN SERVICES

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. The Department also operates the County's housing programs. Many of the services provided are mandated by State Statute and/or provided through a State/County contract.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: Parks, Recreation and Culture

DESCRIPTION

The County departments contributing to the Parks, Recreation and Culture functional area are the Parks Department, the Zoological Department, and the University of Wisconsin Extension. This functional area also includes contributions to various non-departmental activities such as the Milwaukee County Historical Society, VISIT Milwaukee[1], War Memorial, Villa Terrace/Charles Allis Art Museums, Marcus Center for the Performing Arts, the Federated Library System, Milwaukee County Fund for the Performing Arts, and the Milwaukee Public Museum.

TAX LEVY SUMMARY				
	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
DEPARTMENT				
Milwaukee County Historical Society (Org. 1908)	$ 242,741	$ 206,167	$ 206,167	$ -
VISIT Milwaukee (Org. 1912)	25,000	-	-	-
War Memorial (Org. 1914)	1,885,508	1,278,905	1,491,405	212,500
Villa Terrace/Charles Allis Art Museums (Org. 1915)	182,742	207,108	207,108	-
Marcus Center for the Performing Arts (Org. 1916)	960,000	1,088,000	1,088,000	-
Federated Library System (Org. 1966)	66,650	66,650	66,650	-
Milwaukee County Funds for the Performing Arts (Org. 1974)	379,077	321,035	321,035	-
Parks, Recreation & Culture (Org. 9000)	25,579,509	23,066,864	24,465,029	1,398,165
Zoological Department (Org. 9500)	6,843,682	5,399,817	4,918,755	(481,062)
Milwaukee Public Museum (Org. 9700)	3,502,376	3,502,376	3,502,376	-
UW Extension (Org. 9910)	336,930	337,632	335,864	(1,768)
TOTAL	$ 40,004,215	$ 35,474,554	$ 36,602,389	$ 1,127,835

DEPARTMENT OF PARKS, RECREATION AND CULTURE

The Parks Department administers and operates the Milwaukee County Park System. The Park System spans almost 15,000 acres and encompasses 150 parks and parkways, 15 golf courses, two community/recreation centers, two indoor pools, eight 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.

ZOOLOGICAL DEPARTMENT

The Zoological Department is charged with the general management of the Zoo facility. This includes 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. Most of the Zoo's animal collection and exhibits are acquired through private funding. There are presently 16 animal groupings at the Zoo, including the Reptile and Aquarium group, Australian group, Asiatic group, and the Heritage Farm.

[1] In 2012 the funding for Visit Milwaukee was moved to the DAS – Economic Development Division (Org 1192)

MILWAUKEE COUNTY UW EXTENSION

The Milwaukee County UW Extension Service provides a Cooperative Extension Service by joint agreement between Milwaukee County and the University of Wisconsin. The Extension identifies and responds to family and community needs for practical education, research and knowledge. It provides Milwaukee County with 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. The Extension strives to empower individuals, families, and communities by encouraging development of critical skills in leadership, strategic planning, problem solving and decision-making.

NON-DEPARTMENTAL BUDGETS

The Milwaukee County Historical Society collects and preserves the records and salient historical features of the County. The War Memorial Center is a memorial to those who have served in war by providing art, drama, music, public discussion and social assembly to serve the living. The Villa Terrace is an Italian Renaissance-style home richly decorated with antiques and retains almost all of its original fixtures dating back to the 1920s. The Charles Allis Art Museum was the home of a wealthy Milwaukeean who collected a vast quantity of museum-quality artifacts. The building and its contents were originally donated to the City of Milwaukee in 1946 and transferred to the County in 1979 under the War Memorial Corporation. The Marcus Center for the Performing Arts was deeded to the 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 Federated Library System County contribution provides support for the system. The Milwaukee County Fund for the Performing Arts provides cultural, artistic and musical programming administered by the County Cultural, Artistic and Musical Programming Advisory Council (CAMPAC). The Milwaukee Public Museum is one of the leading natural history museums in the nation, providing a valuable educational opportunity to visitors.

ADOPTED 2013 BUDGET

MAJOR FUNCTION: Debt Service

DESCRIPTION

This function includes the budgets for General County Debt Service on general obligation bonds issued in accordance with Chapter 67 of the Wisconsin Statutes. General obligation bonds of the County are obligations for which the County pledges its full faith, credit and power to levy *ad valorem* taxes without limit as to rate or amount.

TAX LEVY SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
General County Debt Service (Org. 9960)	$ 56,523,834	$ 56,552,601	$ 51,563,478	$ (4,989,123)

As of December 31, 2012, the County had general obligation bonds outstanding totaling $745,865,000. Debt outstanding on December 31, 2012, represents 25.8 percent of the County's $2,889,115,115 constitutional debt limit.

On July 21, 1994, the County Board of Supervisors adopted several debt management and capital financing policies or goals. These policies included a requirement that the County Executive's annual recommended budget include a summary of the impact that borrowing proposals contained in the recommended budget would have on various measures of debt affordability. The policies also established limitations on capital improvement borrowing by requiring an increase in project pay-as-you-go cash financing.

Policy Goals

1. Tax supported debt service costs shall not exceed actual sales and use tax revenue.

2. Cash financing for capital improvements shall provide for a minimum of 20 percent of County financed project costs.

3. Direct debt shall not exceed 1.5 percent of equalized property value.

4. Financing terms shall not exceed 16 years for corporate purpose projects and 20 years for airport projects.

5. Average principal maturities shall not exceed ten years for corporate purpose projects and 12.5 years for airport projects.

6. Net present value savings for proposed advance refundings should total a minimum of three percent to five percent of refunded principal.

7. Direct debt per capita shall not exceed $500.

8. Bond insurance will be used when it provides a net economic benefit.

9. County corporate purpose bond issue increases will be limited to a principal amount of no more than $1 million over the principal amount of the previous year's corporate purpose bond issue through 2007.

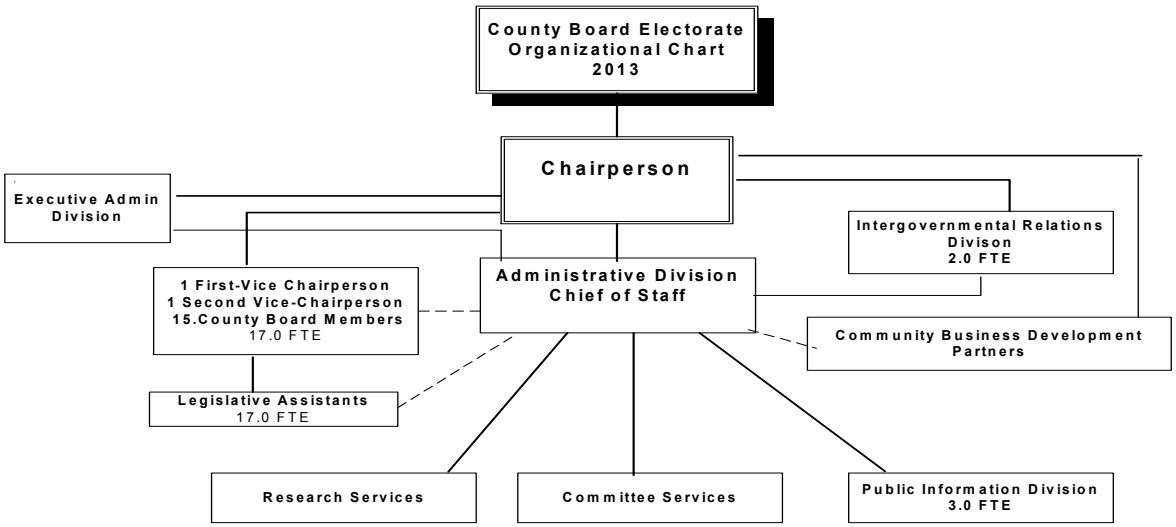
10. Corporate purpose bond issues for 2008 and forward are limited to a principal amount of $30 million plus three percent per year for inflation.

Debt Issue Expense

The County budgets tax levy of $11,500 to finance costs associated with the issuance of its general obligation bonds that are not eligible for bond financing or costs associated with proposed bond financings that for various reasons are not issued.

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

	2013	2012/2013 Change
Expenditures	6,656,441	114,831
Revenue	0	0
Levy	6,656,441	114,831
FTE's	56.4	(0.5)

Major Programmatic Focus

- Unfunded Grant Writer/Coordinator position.
- Legislative Workflow and Public Access Program.
- Funding for Wisconsin Counties Association Membership.

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 18 legislative representatives elected by residents of 18 supervisory districts in the County. Legislative Services includes 18 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 ordinances 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 eight 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, Personnel 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, preparing committee reports for Board action, entering 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'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 legislative and budgetary package, and interfaces with other local units of government.

2013 Budget

Approach and Priorities

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

Legislative Workflow and Public Access Program ***$5,713***

The third year contract stipulates a 5% increase on maintenance of $493 from $16,431 to $16,924. Part of the budget increase was for an additional service, OLS (on-line service) Module which will allow off-site access to the software. With this County Board upgrade, other departments in Milwaukee County will be able to access the Legistar software easier. During 2012, a database hosting change had been made from the City of Milwaukee servers in 2011 to the Granicus servers. Granicus servers are more robust and will give us unlimited storage space, backup service at two locations and a disaster recovery plan. This capital improvement project 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. In an effort to be good stewards of taxpayer resources, the County Board will be utilizing existing staff to launch Legistar II. This efficient alternative for implementing new technology is being used instead of taking steps to hire a new full-time staff person.

Position Changes ***($24,768)***

1.0 FTE Grant Writer/Coordinator is unfunded for the whole year that had been previously funded for 2012 for .50 FTE, resulting in a tax levy decrease for active salary, social security and fringe benefit costs of $38,462. Funding for the Office Assistant 1 Hourly position is also reduced by $10,522.**

Decreased Funding for Sundry Services ***($2,500)***

Sundry Materials & Supplies are decreased by $3,500 from the amount budgeted for 2012. While an increase in another account partially offsets this reduction, the overall net reduction for these two allocations is $2,500.

Increased Funding for Memberships ***$35,000***

Membership expenses are increased $35,000 reflecting Milwaukee County's 2013 membership in Wisconsin Counties Association. The Board's payment of these membership dues from its budget will benefit all of Milwaukee County since the Association provides two useful news services to all member counties.

Legal Services ***$50,000***

An appropriation of $50,000 is provided in a legal services account to allow the County Board to access outside legal counsel opinions that may be needed as part of the role of the policymaking body. The Chairperson of the County Board shall determine when outside legal counsel should be retained in order to assist the County Board. County Ordinances shall be followed in the procurement of any legal services.

Web-Based Community Calendar ***$11,634***

Milwaukee County will develop an interactive web-based calendar that will provide a "one-stop shop" for all county constituents to view county and municipal events via the internet. The calendar will be designed in a layer format, with separate layers available for Milwaukee County, the City of Milwaukee and other municipalities in Milwaukee County to post events related to their respective jurisdictions. The calendar will be hosted by the County Board and developed with staff assistance from the Department of Administrative Services-Information Management Services Division. Implementation costs for this initiative are estimated at $11,634.

BUDGET SUMMARY

Account Summary	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Personal Services (w/o EFB)	$ 2,806,181	$ 3,096,404	$ 3,080,060	$ (16,344)
Employee Fringe Benefits (EFB)	2,375,622	2,311,778	2,370,717	58,939
Services	255,955	286,731	371,078	84,347
Commodities	41,761	74,750	72,750	(2,000)
Other Charges	2,425	2,500	3,500	1,000
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	823,664	769,447	758,336	(11,111)
Abatements	0	0	0	0
Total Expenditures	$ 6,305,608	$ 6,541,610	$ 6,656,441	$ 114,831
Direct Revenue	96	0	0	0
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 96	$ 0	$ 0	$ 0
Direct Total Tax Levy	6,305,512	6,541,610	6,656,441	114,831

PERSONNEL SUMMARY

	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Position Equivalent (Funded)*	**58.5**	**56.9**	**56.4**	**(0.5)**
% of Gross Wages Funded	**100.0**	**98.3**	**100.0**	**1.7**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amounts.

PERSONNEL CHANGES

Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Office Assistant 1-Hourly**	86681	Increase	0	0.0	Admin Services	$ 13,506
Grant Writer/Coordinator	12761	Unfund	(1)	(0.5)	Admin Services	$ (25,546)
					TOTAL	$ (12,040)

** The action taken on the Office Assistant 1 – Hourly was a current year action and therefore, although it is reflected here, no budgetary action is needed.

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."

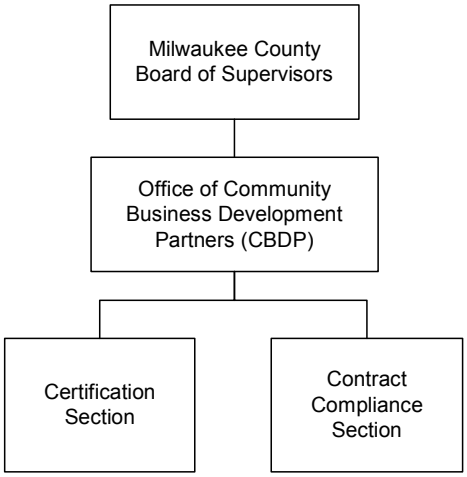
COUNTY BOARD – DEPARTMENT OF AUDIT

COUNTY BOARD – DEPARTMENT OF AUDIT (1001)

- Pursuant to Wisconsin Act 62, the County Board – Department of Audit has been transferred to the Office of the Comptroller (3700).

COUNTY BOARD –
OFFICE OF COMMUNITY BUSINESS DEVELOPMENT PARTNERS

COUNTY BOARD-OFFICE OF COMMUNITY BUSINESS PARTNERS (1040)



MISSION

The mission of the Office of Community Business Development Partners (CBDP) is to increase overall economic viability for small and disadvantaged businesses (SBEs and DBEs) in Milwaukee County. In achieving this mission, CBDP is dedicated to:

- Promoting contracting opportunities and capacity building measures to small businesses.
- Certifying and registering firms qualified to participate in DBE and SBE programs.
- Establishing contract goals to assist ready, willing, and able DBEs in participating on County projects.
- Monitoring of contracts for compliance.

Budget Summary

	2013	2012/2013 Change
Expenditures	**1,143,618**	**219,361**
Revenue	**258,236**	**213,236**
Levy	**885,382**	**6,125**
FTE's	**7.7**	**1.7**

Major Programmatic Focus

- Implementation of DBE Program updates to include increased oversight and contract monitoring activities and the launch of a formal small business participation program.

OBJECTIVES

- Implement DBE Program updates to include a formal SBE element and actual work site monitoring.
- Provide County department and division personnel education on the County Ordinances and DBE Program updates, and training in the proper implementation of associated policies and procedures.
- Review replacement of manual DBE processes such as contract review, approval, monitoring, and closeout for integration into an electronic workflow system.
- Conduct community outreach to attract potential small businesses to contract opportunities.

DEPARTMENTAL PROGRAM DESCRIPTION

CBDP is responsible for designing, implementing, monitoring and enforcing Milwaukee County's DBE Program in order to maintain compliance with Federal Regulations and Milwaukee County Ordinances. CBDP submits triennial overall goal reports to the Federal Aviation Administration (FAA) and the Federal Transit Administration (FTA); establishes DBE goals on a contract-by-contract basis, certifies small businesses as DBEs and/or registers them as SBEs, monitors contracts for compliance and enforces necessary remediation, actively promotes greater utilization of small businesses, participates in small business development and technical assistance initiatives, administers a revolving loan account to provide short-term assistance to qualifying DBEs; and engages in numerous small business seminars on effective business operations and contracting practices; all of which assist in increasing overall economic viability for small and disadvantaged businesses in Milwaukee County. Milwaukee County receives an average in excess of $50,000,000 annually in Federal and State funding for its airport, highway and transit operations and capital improvement program budgets from the United States Department of Transportation (USDOT). The County's DBE program, in addition to being a requirement of receiving this direct Federal funding, ensures that full compliance is maintained with all Federal DBE laws.

2013 Budget

Approach and Priorities

- Continuing required services.
- Improvement of outreach to current and prospective DBEs and SBEs informing them of available contractual opportunities.

Programmatic Impacts

- Implementation of a federally required SBE element.
- Implementation of federally required enhanced monitoring (including on-site review) and oversight of contracts that have DBE participation.

Budget Highlights

US Code of Federal Regulations

Pursuant to the most recent mandates of the United States Code of Federal Regulations Title 49, Part 26 (CFR 49), Milwaukee County is required to implement a formal Small Business Enterprise (SBE) element as part of its existing Disadvantaged Business Enterprise (DBE) Program. The updates to the CFR also require enhanced monitoring and oversight of contracts that have DBE participation, which is in addition to the tracking and monitoring measures currently in place.

Personnel Changes *$92,980*

The following positions are created related to increased DBE Program mandates:

- 1.0 FTE Certification Analyst (created but unfunded) and 2.0 FTE Contract Specialists. This action increases net salary and benefit costs by $235,372 and includes a vacancy and turnover savings of ($58,836) from hiring for these positions no earlier than March 1, 2013.

Charges to the Capital Improvement Program *($158,236)*

Staffing costs of $158,236 are charged to the Capital Improvement program for 2013. CBDP will develop a methodology for tracking of staffing charged to capital to be implemented no later than April 1, 2013. The methodology will be reviewed and approved by the Comptroller's Office prior to implementation. Final staff charges will be based upon actual work performed.

CBDP Review of Contracts for Services ***$0***

A Countywide policy is established whereby the fiscal note form for any and every Milwaukee County resolution that authorizes entering into a contract for services shall include a box that must be checked to determine if CBDP has reviewed the contract for compliance with disadvantaged business enterprise (DBE) requirements.

Automated Contract Tracking Initiative ***$55,363***

The Office of Community Business Development Partners (CBDP) shall issue a request for proposals (RFP) and / or a request for qualifications (RFQ) for implementation of web-based software in 2013 to allow CBDP to track contracts in real-time, generate automated reports, create mass notification for contract opportunities, maintain an active automatically updated directory and allow real-time monitoring and tracking of DBE goals and participation. An appropriation of $55,363 is included for the purchase and implementation of the software.

Small Business Opportunity Initiative ***$100,000***

Small business owners are key to the local economy and to job creation. According to the Small Business Administration, small businesses, and self-employed individuals, have created 64 percent of all new jobs during the recent recession. Access to capital, space and technical assistance are continuing issues for small business owners who encounter increased difficulty in accessing these resources in the current economy.

1. To address the needs of small businesses in Milwaukee County, a Small Business Opportunity Initiative is created for the following purposes:

2. Explore leveraging the Milwaukee County Research Park business incubator facility for small business owners with specializations in professional and management service areas, with an emphasis on expanding the pool of businesses used for county procurement, where small and disadvantaged firms are underutilized.

3. Explore providing relevant training to such small businesses at the Milwaukee County Research Park through utilization of seminars provided by CBDP to include how to do business with the county and how to leverage Small Business Certifications to grow small businesses.

4. Assist businesses with Small Business Enterprise and Disadvantaged Business Enterprise Certification to ensure their ability to participate in public sector procurement.

5. Utilize the CBDP Revolving Loan Fund (which has a current balance of approximately $302,000) for providing loans of up to $35,000 for labor and materials for Small Business Enterprises working on county projects. CBDP is authorized to pursue grant matching funds from federal, state and/or local sources to increase the Revolving Loan Fund.

6. Establish a new Micro Loan Program – with loans of $1000-$5000 for equipment, technical assistance and software while empowering self-employed and low income entrepreneurs who create a minimum of one permanent fulltime job for underserved young adults, unemployed individuals or transitional workers. This Program will be funded with $100,000 in Potawatomi Revenue previously allocated to the Safe Alternatives for Youth Program.

DEPT: County Board-Office of Community Business Partners **UNIT NO.** 1040
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 358,623	$ 401,483	$ 486,968	$ 85,485
Employee Fringe Benefits (EFB)	261,582	262,428	301,881	39,453
Services	196,196	96,796	242,231	145,435
Commodities	5,849	7,020	6,500	(520)
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	148,706	156,530	106,038	(50,492)
Abatements	0	0	0	0
Total Expenditures	$ 970,956	$ 924,257	$ 1,143,618	$ 219,361
Direct Revenue	13,756	0	100,000	100,000
State & Federal Revenue	0	0	0	0
Indirect Revenue	30,000	45,000	158,236	113,236
Total Revenue	$ 43,756	$ 45,000	$ 258,236	$ 213,236
Direct Total Tax Levy	927,200	879,257	885,382	6,125

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**6.0**	**6.0**	**7.7**	**1.7**
% of Gross Wages Funded	**100.0**	**100.0**	**95.8**	**(4.2)**
Overtime (Dollars)	**$ 94**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

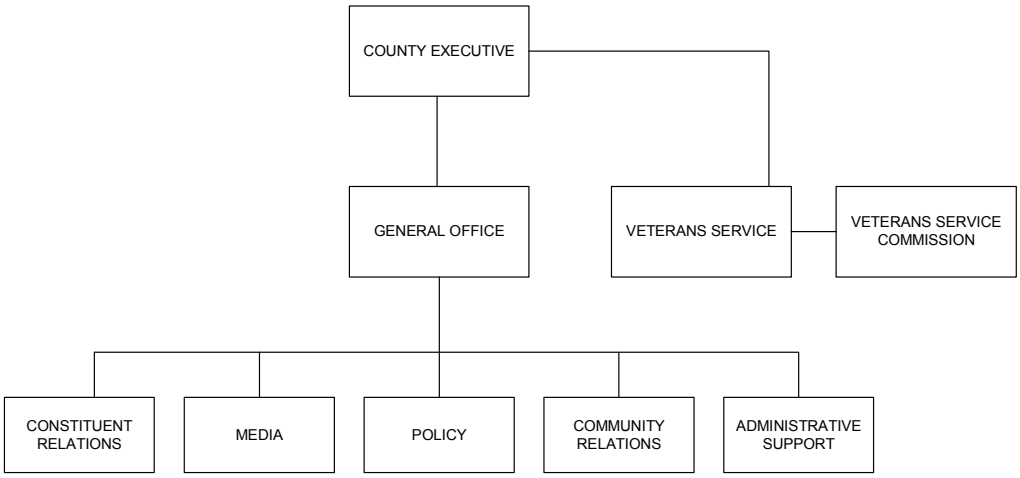
* For 2011 Actuals, the Position Equivalent is the budgeted amount.

Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Certification Analyst	12910	Create/Unfund	1	1.0	CBDP	$ 0
Contract Specialist	57322	Create	2	2.0	CBDP	98,780
					TOTAL	$ 98,780

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

	2013	2012/2013 Change
Expenditures	1,326,254	89,811
Revenue	0	0
Levy	1,326,254	89,811
FTE's	9.5	0.0

OBJECTIVES

- The County Executive will direct his Cabinet and staff to continue providing all citizens with the services they need to support their efforts 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, including high quality mental health services, managed care, child support services, and supportive accessible housing to the County's most vulnerable residents.
- 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 financial oversight, implementation of policy, and other efforts to increase the sustainability of the County's services into the future.
- 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.

2013 BUDGET

Approach and Priorities

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

Budget Highlights

Director of Strategic Planning ***($7,863)***
One position of Director of Strategic Planning was reclassified in the September 2012 cycle, resulting in a lower pay grade and a savings of $7,863. This reclassification placed all the senior staff with comparable duties in the same pay grade.

Administrative Secretary – Director of Legislative Affairs ***$11,709***
One position of Administrative Secretary - Director of Communications was reclassified and retitled to Director of Legislative Affairs in the September 2012 cycle, which resulted in a slightly higher pay grade and a cost of $11,709. This reclassification placed all the senior staff with comparable duties in the same pay grade.

Administrative Secretary – Director of Communications ***$45,644***
In 2012, the position of Administrative Secretary – Executive Assistant to the County Executive position was funded for one-half of the year; for 2013, an additional 1040 hours are funded for a salary and active fringe cost of $45,644. This position was also retitled to Director of Communications in the September 2012 cycle, which resulted in no fiscal impact.

Vacancy and Turnover Reduction ***($49,956)***
These costs are offset by a vacancy and turnover reduction of $49,956.

ADOPTED 2013 BUDGET

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

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 533,234	$ 631,304	$ 704,904	$ 73,600
Employee Fringe Benefits (EFB)	365,818	414,833	433,470	18,637
Services	17,581	12,850	22,850	10,000
Commodities	4,243	6,150	6,150	0
Other Charges	500	500	500	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	241,986	170,806	158,380	(12,426)
Abatements	0	0	0	0
Total Expenditures	$ 1,163,362	$ 1,236,443	$ 1,326,254	$ 89,811
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	1,163,362	1,236,443	1,326,254	89,811

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**9.0**	**9.5**	**9.5**	**0.0**
% of Gross Wages Funded	**100.0**	**97.4**	**95.0**	**(2.4)**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages are the budgeted amounts.

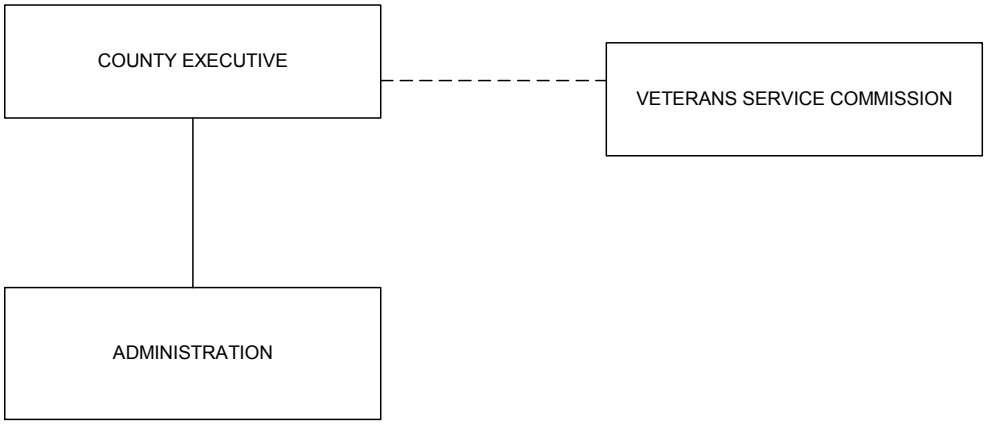
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Director of Communications	80002	Re-fund	1	0.50	General Office	$ 30,922
					TOTAL	$ 30,922

* This position is a full-time position funded for 1040 hours in 2012; an additional 1040 hours are funded in 2013.

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

	2013	2012/2013 Change
Expenditures	318,147	(14,064)
Revenue	13,000	0
Levy	305,147	(14,064)
FTE's	5.5	(0.5)

- One position is assumed vacant for one-half of the year in 2013.

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), Milwaukee Child Support Services (supportive services) and the Marquette Volunteer Legal Clinic (legal services). Throughout the year, briefings and seminars are conducted at public venues to increase the awareness of veterans programs and benefits.

2013 Budget

Approach and Priorities

- Expand services by collaborating with existing governmental and social service agencies.
- Maintain the Milwaukee County Needy Veterans Fund of $18,500 which provides limited emergency financial aid to veterans and/or their families, including, within guidelines, aid for emergency loss of income, emergency travel, burial of indigent veterans, and security deposits for homeless veterans moving into independent living.
- Maintain funding for flags placed on veterans graves throughout Milwaukee County.

Budget Highlights

Position Vacancy ***($34,992)***
For 2013, it is assumed that the position of Veterans Assistant Program Supervisor will be held vacant for half of the year in 2013, based on a stable workload. Vacancy and turnover in the amount of $34,992 is applied to half of the active cost of the position, for a tax levy reduction of $34,992.

Operating Expenditures ***$10,715***
Services increase in 2013 by $7,715, or 34 percent, to $30,575, mainly due to inclusion of space rental costs for the full year of $3,625, and funding to lease a new workstation/copier and other office equipment for $4,950. These increases are offset by reductions in other areas totaling $860. Commodities increase by $3,000 or 9 percent to $35,000 for office supply costs.

ADOPTED 2013 BUDGET

DEPT: County Exec-Veterans Service **UNIT NO.** 1021
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 113,178	$ 139,675	$ 122,410	$ (17,265)
Employee Fringe Benefits (EFB)	99,888	115,834	109,365	(6,469)
Services	24,722	22,860	30,575	7,715
Commodities	25,020	32,000	35,000	3,000
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	25,956	21,842	20,797	(1,045)
Abatements	0	0	0	0
Total Expenditures	$ 288,764	$ 332,211	$ 318,147	$ (14,064)
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	275,764	319,211	305,147	(14,064)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**6.0**	**6.0**	**5.5**	**(0.5)**
% of Gross Wages Funded	**100.0**	**100.0**	**83.7**	**(16.3)**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

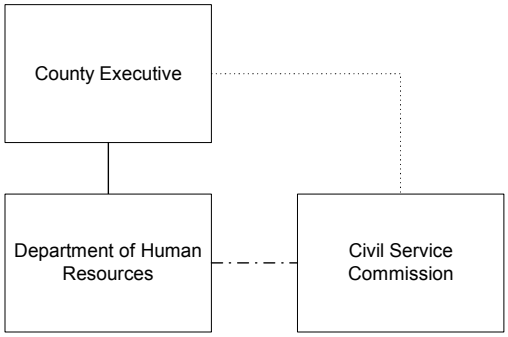
* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amount.

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."

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

	2013	2012/2013 Change
Expenditures	**15,514**	**1,693**
Revenue	**0**	**0**
Levy	**15,514**	**1,693**
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.

2013 BUDGET

Approach and Priorities

- Maintain same level of service.

Budget Highlights

- Maintain same level of service.

ADOPTED 2013 BUDGET

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

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 40,771	$ 9,722	$ 9,611	$ (111)
Employee Fringe Benefits (EFB)	7,108	44	44	0
Services	910	4,055	4,055	0
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	1,636	0	1,804	1,804
Abatements	0	0	0	0
Total Expenditures	$ 50,425	$ 13,821	$ 15,514	$ 1,693
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	50,425	13,821	15,514	1,693

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 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**

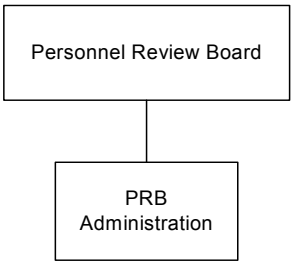
* For 2011 Actuals, the Position Equivalent is the budgeted amount.

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."

PERSONNEL REVIEW BOARD

PERSONNEL REVIEW BOARD (1120)



MISSION

The mission of the Milwaukee County Personnel Review Board (MCPRB) is to protect the rights of employees and officials in the classified civil service by providing a quasi-judicial forum in which to appeal disciplinary suspensions, demotions, or charges for discharge from County service; to provide a final review of grievances by classified civil service employees who are not currently subject to a bargaining agreement; and to ensure the proper execution of Milwaukee County civil service rules, policies, and procedures.

Budget Summary

	2013	2012/2013 Change
Expenditures	**247,362**	**(18,875)**[1]
Revenue	**0**	**0**
Levy	**247,362**	**(18,875)**[1]
FTE's	**7.3**	**0.0**

Major Programmatic Focus

- Provide core services and maintain high case processing standards while processing more complex cases amid high case volume.
- Changing internal and external climate impacting personnel matters and MCPRB decisions requires increased communication with outside legal counsel.
- Modified automated workflow mechanism intends to enhance efficiency and communication between departments.

OBJECTIVES

- Work closely with MCPRB counsel to ensure procedural integrity of case preparation, hearing and review process, case management, and case resolution as required by specific ordinances, laws, codes, rules, and/or regulations.

- Enhance communication and record keeping among the MCPRB, its staff, and relevant County agencies by use of workflow systems, expanded data tracking, and periodic online training.

- Maintain statistical records on MCPRB employee disciplinary cases to potentially assist the County in litigation; to provide data useful for determining patterns in disciplinary behavior and

[1] The DAS Services crosscharge is decreased by $51,049 in 2013. As a result, the 2013 tax levy for this department represents an increase of $32,174, or 15.0%.

management/supervisory training needs; and to evaluate administration of discipline under and applications of Milwaukee County civil service rules.

- Consider developments in the fields of administrative law, dispute resolution, and employment relations law and practice in order to model best practices in the fulfillment of MCPRB's core duties.

DEPARTMENTAL PROGRAM DESCRIPTION

In order to fulfill its role as an independent and fair adjudicator, the MCPRB has been carefully organized and its board members have been appointed by the Milwaukee County Executive and confirmed by the Milwaukee County Board of Supervisors for staggered five-year terms, with opportunity for reappointment. The administrative responsibilities of the MCPRB are administered by its staff that, along with counsel, assists the MCPRB in achieving its mission of ensuring that the civil service rules of Milwaukee County are enforced in a fair and impartial manner. The following in large part establish the MCPRB and authorize its activities:

1. Pursuant to Wis. Stats. 63.10 and 63.12 and Chapter 33 of the Milwaukee County General Ordinances (M.C.G.O.), the five-member MCPRB 1) 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 suspension (second in six months or more than eleven days), demotion, or discharge; and 2) hears citizen complaints.

2. Pursuant to Chapter 33 and M.C.G.O. 17.207, the MCPRB provides administrative file review or quasi-judicial hearings of final step grievance appeals by County employees, where not superseded by a bargaining agreement.

3. Pursuant to Chapter 9, M.C.G.O. and the Board's own Rules of Procedure, the MCPRB 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.

4. Also pursuant to Chapter 33, M.C.G.O., the MCPRB is responsible for annually reviewing and reporting on the rules, practices and procedures of the Milwaukee County Civil Service Commission.

The Personnel Review Board Executive Secretary and staff allot a percentage of their time to staff and manage the Office of the Ethics Board. Based on historical practice, 75% of staff time is charged to the MCPRB and 25% is charged to the Ethics Board.

2013 BUDGET

Approach and Priorities

The 2013 budget has been prepared by averaging the 2012 budgeted expenses with the five-year (2007-2011) actual expenditures of the MCPRB. Additionally, this budget considers the following administrative priorities:

1. Preserve core services and process cases with efficiency, accuracy, and timeliness.

2. Work with departments, bargaining units, or attorneys to identify and address barriers to reducing average turnaround time of MCPRB cases to within a 6 to 9 month period.

3. Reduce time to prepare case outcome documents and respond to inquiries more quickly.

4. Enhance communication and interaction with departments and produce online procedural training modules related to the MCPRB rules, procedures, and decisions.

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

Budget Highlights

Outside Counsel ***$12,000***
The MCPRB budget for outside legal services is increased to provide periodic services, such as when conflict of interest issues prevent Corporation Counsel from giving advisory opinions to the MCPRB.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 85,121	$ 115,574	$ 124,869	$ 9,295
Employee Fringe Benefits (EFB)	52,553	64,177	78,501	14,324
Services	28,207	2,540	14,570	12,030
Commodities	2,230	1,550	1,300	(250)
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	28,547	82,396	28,122	(54,274)
Abatements	0	0	0	0
Total Expenditures	$ 196,658	$ 266,237	$ 247,362	$ (18,875)
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	196,658	266,237	247,362	(18,875)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**7.3**	**7.3**	**7.3**	**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 2011 Actuals, the Position Equivalent is the budgeted amount.

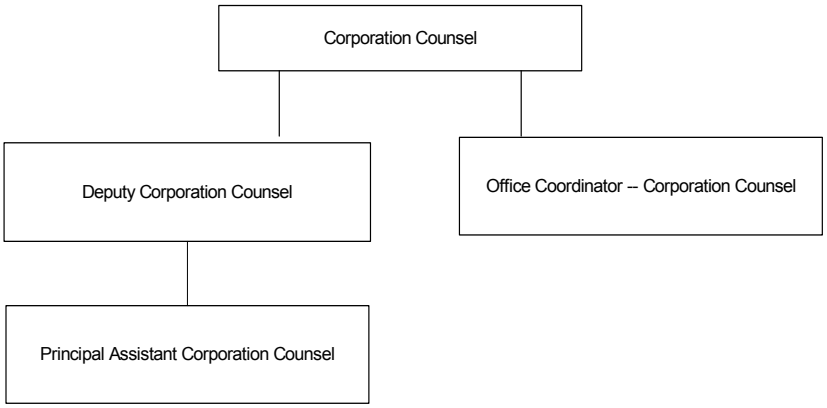
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
None						$
					TOTAL	$ 0

ACTIVITY AND STATISTICAL SUMMARY				
	2009	**2010**	**2011**	**2012** Estimates
Docketed Discipline/Grievance Hearings	235	307	297	364
Number of PRB Meetings	27	28	26	27
Hours Met in Session	81	61	86	110

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

The mission of the Office of Corporation Counsel is to 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

	2013	2012/2013 Change
Expenditures	**1,648,127**	**(71,754)**
Revenue	**120,000**	**(35,000)**
Levy	**1,528,127**	**(36,754)**
FTE's	**19.0**	**0.2**

Major Programmatic Focus

- Maintain current level of services provided.

OBJECTIVES

- Maintain positive constituent relations by providing reliable services 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.

2013 Budget

Approach and Priorities

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

Budget Highlights

Charges to County Departments ***$88,044***

The crosscharge from Corporation Counsel to individual departments for attorneys whose time is completely or partially dedicated increases $88,044 from $1,294,794 to $1,382,838. This crosscharge is based on an hourly rate for the cost of staff and an estimated number of hours to be billed.

	2012	2013	2012/2013 Change
Employee Benefits	$ 30,000	$ 35,000	$ 5,000
Child Support	$ 5,000	$ 2,500	$ (2,500)
Airport	$ 295,338	$ 295,338	$ -
Highways	$ 25,000	$ 10,000	$ (15,000)
Behaviorial Health	$ 647,312	$ 700,000	$ 52,688
Aging	$ 99,232	$ 150,000	$ 50,768
Family Care	$ 102,912	$ 100,000	$ (2,912)
Health and Human Services	$ 90,000	$ 90,000	$ -
TOTAL	**$ 1,294,794**	**$ 1,382,838**	**$ 88,044**

Outside Counsel

On occasion, Corporation Counsel requires the services of outside counsel to protect the county's interests. The selection of outside counsel requires the evaluation of many factors, including the expertise and diversity of the legal firm or attorney, ability to meet required timelines and fees that reflect that the bill is being paid by the taxpayers. In order to improve the selection of outside counsel, Corporation Counsel is authorized and directed to develop a procedure that, at a minimum, incorporates the following:

- A maximum hourly fee cap and/or a process to obtain approval from the County Board for a waiver of the cap.
- An immediate notification of all County Board Supervisors whenever outside legal counsel is retained, accompanied by a written statement from Corporation Counsel why the case is not expected to exceed $50,000.

Corporation Counsel shall submit a report to the County Board for review and approval by February 1, 2013, that describes the reformed process for selecting outside legal counsel.

ADOPTED 2013 BUDGET

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

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 1,716,493	$ 1,695,885	$ 1,607,709	$ (88,176)
Employee Fringe Benefits (EFB)	950,300	968,302	972,902	4,600
Services	60,595	58,402	151,652	93,250
Commodities	24,687	19,100	27,000	7,900
Other Charges	1,298	10,000	10,000	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	300,762	262,986	261,702	(1,284)
Abatements	(1,467,506)	(1,294,794)	(1,382,838)	(88,044)
Total Expenditures	$ 1,586,629	$ 1,719,881	$ 1,648,127	$ (71,754)
Direct Revenue	106,108	155,000	120,000	(35,000)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 106,108	$ 155,000	$ 120,000	$ (35,000)
Direct Total Tax Levy	1,480,521	1,564,881	1,528,127	(36,754)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**19.7**	**18.8**	**19.0**	**0.2**
% of Gross Wages Funded	**98.5**	**99.1**	**100.0**	**0.9**
Overtime (Dollars)	**$ 405**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

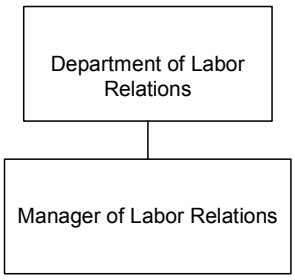
* For 2011 Actuals, the Position Equivalent is the budgeted amount.

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 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 certified bargaining units.

Budget Summary

	2013	2012/2013 Change
Expenditures	471,050	(3,077)
Revenue	0	0
Levy	471,050	(3,077)
FTE's	3.0	(0.6)

Major Programmatic Focus

- Negotiation of successor agreements with all certified County labor unions.
- Represent Milwaukee County in mediation and arbitration cases.

OBJECTIVES

- Negotiate successor agreements in accordance with State Law to the existing labor contracts.
- Administer labor contracts in accordance with State Law.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Labor Relations (DLR) negotiates and administers all collective bargaining agreements, and implements directives from the Wisconsin Employment Relations Commission, U.S. Department of Labor, or the Wisconsin Department of Workforce Development. DLR may, under the direction of the County Board Committee on Finance, Personnel, and Audit, carry out those procedural responsibilities delegated to that committee by Chapter 80 of the Milwaukee County General Ordinances.

2013 BUDGET

Approach and Priorities

- Maintain same level of service.

Programmatic Impacts

At the time of publication, Milwaukee County has reached agreements with none of the County's certified bargaining units for 2013. DLR will continue to negotiate successor agreements with all of the remaining certified units representing County employees, and/or, if necessary, put the County in the best position to win in interest arbitration.

Budget Highlights

- Maintain the same level of service.

DEPT: Department of Labor Relations **UNIT NO.** 1135
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 202,119	$ 249,833	$ 254,123	$ 4,290
Employee Fringe Benefits (EFB)	134,158	150,783	149,054	(1,729)
Services	67,617	35,655	30,580	(5,075)
Commodities	3,679	4,100	4,100	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	32,134	33,756	33,193	(563)
Abatements	0	0	0	0
Total Expenditures	$ 439,707	$ 474,127	$ 471,050	$ (3,077)
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	439,707	474,127	471,050	(3,077)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**2.8**	**3.5**	**3.0**	**(0.5)**
% of Gross Wages Funded	**100.0**	**100.0**	**98.3**	**(1.7)**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

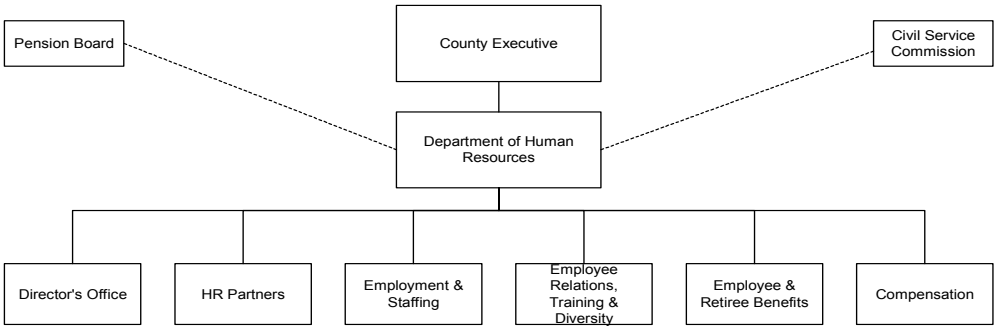
* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amounts.

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 HUMAN RESOURCES

HUMAN RESOURCES (1140)



MISSION

The Department of Human Resources (DHR) will provide Milwaukee County with quality HR services to attract, develop, motivate and retain a diverse workforce within a supportive, customer service-driven work environment.

DHR will focus on helping Milwaukee County build a fully engaged workforce, and ultimately become an "employer of choice." We will build a total rewards environment at Milwaukee County to enhance service, quality and efficiency. This includes developing programs and practices that establish competitive compensation practices, cost-effective yet competitive employee & retiree benefits plans, encourage a healthy work-life balance, support career development, and reward employees for their good work. DHR will also build management and leadership competency across the County through training and development initiatives, to ensure leaders have both the skills and the tools necessary to effectively and fairly manage staff. DHR will maintain an appropriate balance between employee and management rights, and will build a culture of accountability for leaders and employees.

At all times, DHR will assure adherence to Civil Service Rules, State, Federal laws and County ordinances, regulations and policies related to human resources and EEO/affirmative action.

Budget Summary

	2013	2012/2013 Change
Expenditures	**6,410,941**	**1,755,173**
Revenue	**1,483,690**	**108,481**
Levy	**4,927,251**	**1,646,692**
FTE's	**55.8**	**5.1**

Major Programmatic Focus

- Analysis of all County jobs from a compensation perspective, considering both internal and external market data.
- Re-design of position grading system to ensure consistency and equity.
- Develop human resources policies and practices that reward and recognize employee performance.
- Roll out management and leadership training courses to build competency and accountability.
- Develop and implement a County-wide employee onboarding and orientation program.
- Develop employee communications tools (employee handbook, online tools, etc.)

OBJECTIVES

- **Effectively attract and hire the most qualified employees to serve Milwaukee County**. This will include a thorough review of the hiring process, from both the hiring manager and candidate perspectives to dramatically decrease cycle time, enhance applicant user experience on our recruitment system, train managers on effective interviewing techniques, and build knowledge within Human Resources about the goals and objectives of each Department.

- **Provide a fair and competitive Total Rewards package to all Milwaukee County employees**. This will include an extensive review of all County positions, in terms of grade level/base compensation, utilizing internal and external market data. We will benchmark against both public and private sector employers to develop a recommended compensation model that rewards employees for achieving results. We will review and recommend recognition programs and activities that incent employees to perform at exceptional levels. We will develop performance management systems that encourage a results-oriented culture across all levels.

- **Build a fully engaged workforce at Milwaukee County**. This objective will be achieved through developing new communication mechanisms, providing quality management and leadership training programs, and developing management and employee accountabilities. Creating a new employee onboarding program will represent the beginning of an employee's experience at Milwaukee County, and putting systems in place to encourage open communications between employees and managers will result in a positive ongoing work experience at Milwaukee County.

- **Develop and implement strategies to reduce the cost of health care and pension benefits provided to employees and retirees, while maintaining high quality of care and accurate, efficient administration.** This will involve continued refinement of the V3 Pension System and Ceridian Benefits System. Creating greater efficiencies in system utilization, better financial controls, and increased automated processing will enable staff to spend more time counseling clients on benefits and pension issues.

DEPARTMENTAL PROGRAM DESCRIPTION

The **Director's Office** develops and drives the overall long-term vision for DHR, while ensuring effective departmental operations on a day-to-day basis. Administers human resources programs, assigns projects, and assists County departments in identifying resources for training and staff development. The Director's Office provides analyses and recommendations on new approaches to human resource/human capital management. Manages escalated employee relations issues, including legal claims, and provides counsel to senior leaders on the most complex employment matters. Prepares the Affirmative Action report, submits and manages the annual departmental budget, presents all department recommendations to the Civil Service Commission and the Finance, Personnel, and Audit Committee of the County Board. 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. The Director of Human Resources serves as secretary of the Civil Service Commission. The Director's Office provides ongoing leadership, coaching and guidance to employees of the Department of Human Resources.

HR Partners, formerly referred to as "HR Field Staff," play a critical role as DHR delivers service to all employees and managers. HR Partners operate as HR Generalists at Milwaukee County -- they maintain in-depth knowledge of Human Resources disciplines such as, employee relations, compensation, and training and development, and a general knowledge of other HR disciplines, such as benefits. They provide guidance to both employees and managers to ensure the goals and objectives of each business unit are met. HR Partners research, investigate and resolve employee concerns thoroughly, helping maintain a fair and equitable workplace. They ensure that managers and employees are working effectively, in compliance with all federal, state and local laws. HR Partners provide coaching and guidance to managers on matters relating to organizational

development, County HR processes, and employee development, to ensure the goals of the business unit, and ultimately, the County, are met.

Employee Relations, Training & Diversity is responsible for administering employee and management training and development programs, including training with broad application to all County employees (such as Diversity, Workplace Harassment Awareness Training, and Title VII). Investigates and resolves employee complaints and concerns. This office completes the required filing of EE04 and EE01 reports for affirmative action, as well as ongoing diversity reporting. Also, the County diversity committees are coordinated through this office. Manages general DHR support functions, including the drug testing process and the reception desk.

Compensation develops and recommends compensation design changes, and performs analyses of reclassification and reallocation requests. Recommends changes in compensation policies and practices. Maintains the job classification system, performs job analyses, maintains salary provisions mandated by labor contracts or County ordinances, and prepares recommendations to County ordinances reflecting various compensation related policies such as the Fair Labor Standards Act (FLSA).

Employment and Staffing 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 group is responsible for activities associated with recruiting employees to the Milwaukee County Classified Service, as well as the maintenance of appropriate records, applicant tracking and reports.

Employee and Retiree Benefits: Employee Retirement Services (ERS) operates two retirement plans: ERS for regular County employees and OBRA for part-time seasonal employees. The ERS operation conducts individual retirement interviews, performs benefit calculations, determines eligibility, generates payments, and provides 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.

2013 BUDGET

Approach and Priorities

- The Department's primary focus is to position DHR to more fully support the County's overall mission to provide efficient, high-quality services to the community. The staffing and initiatives in this budget represent several changes and enhancements to the prior function of the department, and are consistent with the role of Human Resources within large, service-driven organizations. To best service citizens, DHR must focus on building an engaged workforce that strives to provide the best possible value and quality of service to the community.

Programmatic Impacts

- The 2013 budget represents numerous key initiatives that are intended to create a more efficient, effective, and customer service-driven workforce at Milwaukee County. These changes will result in increased value to the citizens of Milwaukee County and, over time, decreased cost.

- To improve the County's position control system, departments have taken appropriate action to ensure that all employees are placed in funded positions, where available. If a position is not available, the incumbent's position is funded and offset through increasing Vacancy and Turnover. This initiative has no tax levy impact. In 2013, Human Resources will work with departments to reduce a significant number of vacant unfunded positions.

- Administrative expenses of the Employee Retirement System (ERS) are reimbursed by the Milwaukee County Pension Fund. Administrative expenses are amortized over a 10 year period at an 8 percent interest rate. In 2013, amortization of administrative expenses shall be reviewed by the Office of the Comptroller, DAS-Fiscal Affairs, Human Resources, Corporation Counsel, County Board staff and the pension fund actuary to determine if a different approach is more cost effective. Any suggested changes to the amortization period of administrative expenses shall be submitted to the County Board for review and approval. Changes may also have to be submitted to the Pension Study Commission for review and report.

- DHR will explore opportunities for collaboration with the City of Milwaukee in the areas of Clerical Testing, Pre-Employment Drug Screenings and Medicals, Employee Assistance Programming, and Employee Training.

Budget Highlights

Centralization of HR Partners ***$301,526***

Four positions that perform Human Resources duties have been identified and are transferred to DHR to continue the centralization initiative that begun in 2012.

Org	Org Name	Title Code	Position	FTE
6333	Behavioral Health Division	00000007	Office Supp Asst 2	1.0
6333	Behavioral Health Division	00000017	Clerical Asst 2 NR	1.0
6333	Behavioral Health Division	00001293	Clerical Spec MHD	1.0
BHD				
4001	Sheriff	00096635	Human Res Manager	1.0
Sheriff				
			TOTAL	**4.0**

Personnel Changes ***$6,136***

- 1.0 FTE Wellness Coordinator, 1.0 FTE Employee Relations Specialist, and 1.0 FTE Employee Development Coordinator are created for a portion of the year for a total salary and benefit cost of $183,572.

- 1.0 FTE Pension Research Analyst is created for a portion of the year. The cost of the position is fully offset by revenue from the Employee Retirement System for no tax levy impact.

- 0.5 FTE Human Resources Intern is funded for a salary and benefit cost of $12,468.

- 1.0 FTE Management Assistant – HR is unfunded and 1.0 FTE Financial Analyst Employee Benefits is abolished for a total salary and benefit savings of $189,904.

Leadership and Management Training ***$60,000***
Expenditures increase $60,000 for external leadership and management training for employees.

Elimination of Cross charges for HR Partners ***$1,278,942***
Field staff was centralized under central HR in 2012 and departments were crosscharged for HR staff. Those crosscharges are discontinued in 2013, allowing DHR to flexibly allocate staff to most effectively meet the needs of departments. No tax levy impact results from this action.

Dependent Eligibility Audit ***$0***
Employee Benefits will conduct a dependent eligibility audit to verify that enrolled dependents satisfy the County's criteria for coverage. Any potential savings from this audit will be reflected in the Non-Departmental budget for Employee Fringe Benefits (Org Unit 1950).

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 596,416	$ 3,101,734	$ 3,396,922	$ 295,188
Employee Fringe Benefits (EFB)	549,469	1,891,224	2,080,728	189,504
Services	114,474	237,018	235,502	(1,516)
Commodities	19,149	42,900	55,733	12,833
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	574,977	661,834	642,056	(19,778)
Abatements	0	(1,278,942)	0	1,278,942
Total Expenditures	$ 1,854,485	$ 4,655,768	$ 6,410,941	$ 1,755,173
Direct Revenue	6,173	1,375,209	1,483,690	108,481
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 6,173	$ 1,375,209	$ 1,483,690	$ 108,481
Direct Total Tax Levy	1,848,312	3,280,559	4,927,251	1,646,692

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**37.1**	**50.6**	**55.8**	**5.2**
% of Gross Wages Funded	**95.7**	**98.9**	**95.3**	**(3.6)**
Overtime (Dollars)	**$ 4,032**	**$ 0**	**$ 9,156**	**$ 9,156**
Overtime (Equivalent to Position)	**0.1**	**0.0**	**0.2**	**0.2**

* For 2011 Actuals, the Position Equivalent is the budgeted amount.
** The change in Position Equivalent (Funded) from 2011 Actual to 2012 Budget reflects centralization of HR Partners and consolidation of Employee and Retirement Benefits from a standalone department to DHR as part of the 2012 Adopted Budget.

ADOPTED 2013 BUDGET

DEPT: Human Resources **UNIT NO.** 1140
FUND: General - 0001

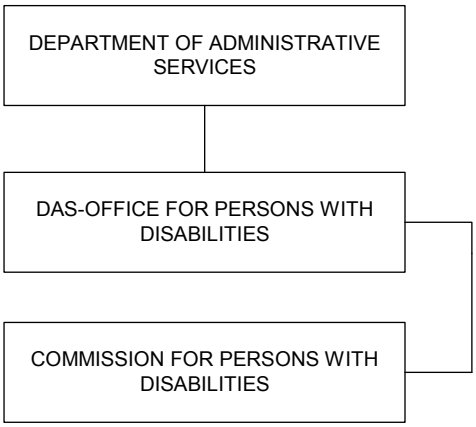
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Wellness Coordinator[1]	Z0024	Create	1	1.0	Health Benefits	$ 47,206
Employee Relations Spec[2]	Z0023	Create	1	1.0	Training/Relations	$ 36,990
Employee Dev Coord[2]	00004962	Create	1	1.0	Training/Relations	$ 38,428
Pension Research Analyst[3]	Z0029	Create	1	1.0	Retirement	$ 37,692
Human Res Intern	00087710	Fund	1	0.5	Director's Office	$ 11,584
Management Asst HR	00000019	Unfund	(1)	(1.0)	Director's Office	$ (34,518)
Fin Analyst Employee BE	00009415	Abolish	(1)	(1.0)	Health Benefits	$ (95,182)
Office Supp Asst 2	00000007	Transfer-in	1	1.0	Director's Office	$ 29,350
Clerical Asst 2 NR	00000017	Transfer-in	1	1.0	Director's Office	$ 37,870
Clerical Spec MHD	00001293	Transfer-in	1	1.0	Director's Office	$ 41,612
Human Res Mgr	00076635	Transfer-in	1	1.0	Director's Office	$ 87,012
					TOTAL	$ 238,044

[1] Position is funded for 10 months
[2] Position is funded for 8 months
[3] Position is funded for 7 months

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 – 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

	2013	2012/2013 Change
Expenditures	**888,007**	**39,661**
Revenue	**154,500**	**12,466**
Levy	**733,507**	**27,195**
FTE's	**4.1**	**0.0**

Major Programmatic Focus

- OPD will implement revised recreation contracts to include use of social media and additional inclusive recreation opportunities.
- Staff will continue development of accessibility app's featuring Milwaukee County facilities and programs.
- OPD staff will promote increased use of social media by supporting training and distribution of information using these resources.
- Staff will identify potential uses for its Wil-O-Way Grant Recreational Center to maximize income and facility utilization.
- In conjunction with MCTS, will continue efforts to enhance accessible transportation alternatives for people with disabilities.

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 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.

2013 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 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 will maximize revenue from community rental of the Wil-O-Way Recreation Centers. With the impending loss of a longtime lessee at Grant, Goodwill Industries of Southeastern 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. Recent statistics reveal that wheelchair ridership on the fixed route system has increased 38% over the previous time span. (Note that wheelchair ridership is approximate to New Freedom recipients but not an exact measure). A total of 2,401 New Freedom passes have been distributed to County residents.

Budget Highlights

Wil-O-Way Rental Revenue Increase ***($15,466)***
Rental revenue increases $15,466 from $84,534 in 2012 to $100,000 in 2013 based on an increased volume of private rentals. Staff will seek new long-term lessee to replace the lease with Goodwill Industries following completion of building renovations.

Recreation Contract Expenditure Increase ***$12,711***
A 5% increase in the 2013 recreation contract is projected based on the anticipated results of a RFP publicized in August 2012. The cost of the contract has not increased since 2010.

Housekeeping Service Fees Increase ***$2,000***
Housekeeping expenditures for 2013 are projected to increase $2,000 from 2012 expenditures. This reflects a price adjustment from the vendors and increased community rental activities.

Ash-Rubbish-Waste Disposal Increase ***$2,350***
Based on increased rental traffic, price adjustment, and the addition of recycling costs, 2013 expenditures increase $2,350.

Sundry Services Increase ***$10,000***
2013 Sundry Expenditures increase $10,000. In order to mitigate risk to the County, community rental managers will be retained through a temporary help agency rather than the longstanding practice of hiring independent contractors. Additional rental activity also increases costs.

Wil-O-Way Key Card Revenue Reduction ***$3,000***
Wil-O-Way Key Card program revenue decreases $3,000. The reduction in utilization reflects general economic stress by participants many of whom are on fixed incomes.

Natural Gas Expenditures Reduction ***($4,000)***
For the Wil-O-Way Centers at Grant and Underwood, 2013 expenditures are projected to be $10,500 in 2013 from projected expenditures of $14,500 in 2012. This reflects improved efficiency of HVAC equipment and reduced natural gas rates.

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 2013 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.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 223,939	$ 266,822	$ 269,158	$ 2,336
Employee Fringe Benefits (EFB)	162,523	178,829	183,757	4,928
Services	208,519	233,286	243,636	10,350
Commodities	7,804	8,811	9,030	219
Other Charges	254,226	254,226	266,937	12,711
Debt & Depreciation	0	0	0	0
Capital Outlay	68,922	78,000	78,000	0
Capital Contra	0	0	0	0
County Service Charges	71,604	57,572	69,689	12,117
Abatements	(124,224)	(229,200)	(232,200)	(3,000)
Total Expenditures	$ 873,313	$ 848,346	$ 888,007	$ 39,661
Direct Revenue	185,449	142,034	154,500	12,466
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 185,449	$ 142,034	$ 154,500	$ 12,466
Direct Total Tax Levy	687,864	706,312	733,507	27,195

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 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)	**$ 161**	**$ 972**	**$ 924**	**$ (48)**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amounts.

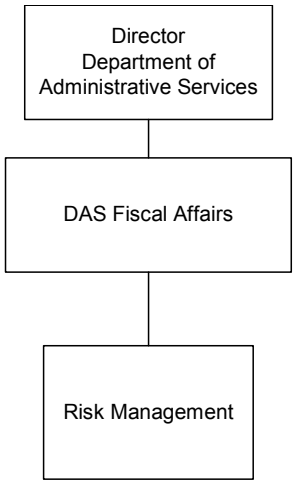
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Comm Center Manager	41510	Re-title*	(1)	(1.00)	Administration	(44,558)
Disabilities Recreation Mgr	41530	Re-title*	1	1.00	Administration	44,558
					TOTAL	$ 0

*Position to be re-titled from Comm Center Manager to Disabilities Recreation Manager. No change in salary range. This is a correction that reflects a re-title of the position which was previously approved by the County Board

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 – 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

	2013	2012/2013 Change
Expenditures	**8,345,206**	**145,969**
Revenue	**8,345,206**	**145,969**
Levy	**0**	**0**
FTE's	**7.0**	**2.0**

Major Programmatic Focus

- Continued implementation of Federal secondary payer reporting requirement related to Medicare/Medicaid and self-insured Work Compensation Program.
- Continued 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.
- Increase communication to departments related to claim reporting, loss information, and methods of loss control with emphasis on reducing Workers Compensation Claim exposure.
- Enhance coordination of Occupational Health Program with overall loss control efforts.
- Establish and maintain a comprehensive and standardized data collection system for Family Medical Leave Act (FMLA), including ensuring that policies and procedures are in compliance and the program is administered consistent with the law.

DEPARTMENTAL PROGRAM DESCRIPTION

Risk Management is divided into five sections: Administration, Loss Control, Self-insurance/Deductibles, Insurance Purchases, and Claims Management.

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 FMLA Specialists ensure that the FMLA policies and Procedures are in compliance and administered consistent with the laws.

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 Wisconsin Occupational Safety and Health Administration (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 claims 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; and researching the market as well as negotiating with brokers and companies for insurance policies.

The **Claims Management Section** is responsible for administering the Worker's 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 Worker's Compensation reports, claim management recovering payments made from negligent third parties, coordinating return to work program with departments as well as developing and coordinating defense and settlement strategies for litigated claims with Corporation Counsel. In addition, a database is maintained for all Worker's Compensation claims.

2013 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 Worker's Compensation Claim processing.
- Effectively manage County's Occupational Health activities.
- Utilize a combination of insurance programs, including self-insurance and commercial insurance, to minimize adverse effects from unplanned events.
- Assist departments in expanding light duty and injury prevention programs.
- Develop and implement policies and procedures to maintain compliance with FMLA laws.

Programmatic Impacts

- Risk Management assumes administration of FMLA so that this type of leave as well as leave covered under Worker's Compensation can be administered within a single department.
- 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 the County's self-insured program.

Budget Highlights[1]

Personnel Changes ***$84,082***

- 1.0 FTE Human Resources Specialist FMLA is created to reflect the administration of the Family Medical Leave Act within Risk Management for an additional salary and benefit cost of $84,082. 1.0 FTE of BHD Operations Analyst is abolished within the Behavioral Health Division (Org. Unit 6300) to offset this position action and reflect centralization of FMLA functions within Risk Management.

Insurance Services ***($142,901)***

Insurance purchases decrease $142,901 from $1,948,686 to $1,805,785. The decrease in expenditures is expected to result from more favorable rates for insurance coverage. The insurance coverages are currently being bid through a Request for Proposal (RFP), the results of which are expected during late 2012.

Claims Management (Worker's Compensation) ***$0***

Workers' Compensation self-insurance expenditures remain at the 2012 budgeted level of $3,663,545 (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.

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

The 2013 Budget includes a Contribution from the Risk Management Reserve (Reserve) of $500,000 which funds additional appropriations for Worker's Compensation claims. The 2013 budgeted contribution from the Risk Management Reserve remains at the same level included in the 2012 Budget. In past years, Risk Management has requested a fund transfer in mid-year to cover additional worker's compensation expenses. The Contribution from Reserve will allow Risk Management to postpone the fund transfer until November or December when a more accurate projection of year-end expense can be made. At year-end close, the Comptroller's will review actual Worker's Compensation expenses, any available fund balance, the actuarial report for the Reserve, and return any applicable portion of the budgeted contribution back to the Reserve.

Activity and Statistical Summary

Insurance Premiums and Self Insurance

	2011 Actual	2012 Budget	2013 Budget
Retained Losses (self insured/deductible)	$759,399	$956,500	$956,500
Insurance Premiums	$1,805,379	$1,948,686	$1,805,785

Workers Compensation

	2011 Actual	2012 Budget	2013 Budget
Workers Comp Claims Processed	533	570	540
Dollar Amount of Work Comp Claims Processed	$4,349,543	$4,163,545	$4,163,545

Contract Review

	2011 Actual	2012 Estimate	2013 Estimate
Relative to Insurance Requirements*	375	350	365

**Does not include language for RFP's*

[1] As in prior budgets, expenses for Risk Management are fully charged to countywide user departments.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 288,529	$ 361,387	$ 476,433	$ 115,046
Employee Fringe Benefits (EFB)	293,799	276,774	329,094	52,320
Services	69,847	141,502	149,950	8,448
Commodities	2,509	7,900	13,400	5,500
Other Charges	7,101,184	7,268,731	7,155,830	(112,901)
Debt & Depreciation	397	1,117	2,234	1,117
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	123,941	141,826	218,265	76,439
Abatements	0	0	0	0
Total Expenditures	$ 7,880,206	$ 8,199,237	$ 8,345,206	$ 145,969
Direct Revenue	127,256	633,088	606,542	(26,546)
State & Federal Revenue	0	0	0	0
Indirect Revenue	7,362,962	7,566,149	7,738,664	172,515
Total Revenue	$ 7,490,218	$ 8,199,237	$ 8,345,206	$ 145,969
Direct Total Tax Levy	389,988	0	0	0

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**5.1**	**5.0**	**7.0**	**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**

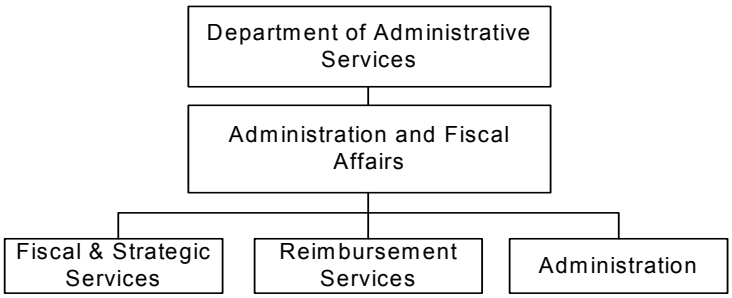
* For 2011 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
FMLA Specialist	5329	Create	1	1.0	Risk Management	$ 56,026
					TOTAL	$ 56,026

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

The Administrative and Fiscal Affairs Division provides 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

	2013	2012/2013 Change
Expenditures	**1,292,520**	**(3,292,667)**
Revenue	**0**	**(77,412)**
Levy	**1,292,520**	**(3,215,255)**
FTE's	**13.2**	**(30.9)**

Major Programmatic Focus

- Restructure the Fiscal and Strategic Services Section to provide more long-term, strategic fiscal analysis.
- Implement a performance measurement and management process.
- Incorporate long-term capital asset planning into decision-making processes.

OBJECTIVES

- Implement a new CountySTAT program, which will improve 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.
- Implement a performance measurement and management process that provides effective, transparent analysis of program efficiency that will improve data-based decision-making and resource allocation.
- Work with policymakers to identify program priorities, taking into account mandated and non-mandated services, availability of outside revenue, and other factors.
- Continue to investigate and implement new budgeting strategies, such as outcomes-based budgeting.
- Improve collaboration between DAS divisions and explore potential for increased efficiencies.
- 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.
- Develop a long-term plan for the County's financial stability, including pursuing changes to State Statute to allow the County to maintain adequate levels of reserves, reducing the County's long-term liabilities and reducing the County's structural deficit.
- Initiate an update of crucial sections of the Administrative Manual and continue efforts to post the Administrative Manual on the County intranet.

DEPARTMENTAL PROGRAM DESCRIPTION

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

Administration. The DAS Director is responsible for coordinating the operations of all DAS divisions, including Procurement, Information Management Services, Fiscal Affairs, Risk Management, Economic Development, Facilities Management and Office for Persons with Disabilities.

Fiscal and Strategic Services Section. 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 Office of the Comptroller, 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 changes to the current year budget; and (c) providing special studies for the County Executive and County Board committees as requested. This Section will also take the lead in working with policymakers and departments to develop a countywide strategic plan, a performance measurement and management system, and a long-range capital asset planning process.

Reimbursement Services is responsible for administering the countywide Tax Refund Intercept Program (TRIP).

2013 BUDGET

Approach and Priorities

- Implement a new long-term, strategic budgeting process that includes strategic planning, performance measurements and a management system, and incorporate long-term fiscal needs into fiscal and management analysis through the creation of a new CountySTAT program.
- Work with outside agencies to identify ways to reduce overall public service costs by consolidation of services.
- Shift field staff to the departments in which they work to provide consistency among fiscal and policy staff countywide.

Programmatic Impacts

- With the enactment of 2011 Wisconsin Act 62 which created the Office of the Comptroller and legislation enacted by the County Board, two employees who were responsible for creation and implementation of the capital budget have been transferred to the Office of the Comptroller. Therefore, with the limited staffing currently in the department, the department will be seeking opportunities to increase revenues so that an additional staff person can be brought on to assist in the creation and implementation of future capital budgets.

Budget Highlights

Transfer of Field Staff ***($38,841)***
There are two significant staffing changes implemented in the DAS-Fiscal Budget: the transfer of field staff to their home departments and the implementation of CountySTAT.

Transfer of Field Positions
The structure of DAS-Fiscal through 2012 has included a number of "field staff" that technically report to the Fiscal and Budget Administrator, but provide fiscal management services to other departments. This results in an inconsistent structure across the entire organization, as several other departments such as Courts, Parks, the Sheriff, and others have their own "in-house" fiscal staff. In order to standardize the reporting structure of fiscal and staff countywide, budget authority and management responsibility for following positions are transferred out of DAS-Fiscal and into their "home" departments:

- 1.0 FTE Budget Manager-Aging is transferred to the Department on Aging.
- 1.0 FTE Fiscal and Budget Manager-Highways is transferred to the Department of Transportation-Highways Division.
- 1.0 FTE Budget and Policy Administrator, 1.0 FTE Fiscal and Management Analyst II, and 1.0 FTE Fiscal and Management Analyst III are transferred to the Department of Health and Human Services.
- 1.0 FTE Fiscal and Management Analyst III is transferred to the DHHS -Behavioral Health Division.

Indirect Fringe Benefit costs and crosscharges to these departments are eliminated, for a net levy shift of $38,841.

Creation of CountySTAT ***$17,148***
Milwaukee County currently utilizes an incremental, line item budget system that is department based. There are several weaknesses with this approach:

- Resources are allocated largely on prior year levels, rather than the true programmatic need. As a result, there is a high likelihood of a misallocation of resources.
- Specific expenditure and revenue line items may be analyzed, but there is no linkage to throughput or outcome measures. Consequently, drivers of expenditure and revenue changes can be analyzed, but service level impacts are not appropriately scrutinized.
- Per unit cost of services provided as well as related efficiency and effectiveness measures cannot be determined without linkages to outputs and outcomes. Benchmarking to experience, peers or standards cannot occur.
- Finally, a departmental focus does not lend to the assessment of specific programs within departments. It is difficult to identify duplication of service delivery due to a lack of identification of programmatic outcomes.

An analysis of high-performance units of local government has been undertaken, and a proposal to restructure the Fiscal and Strategic Services section was approved during the September 2012 Board Cycle. The goal of the proposal is to implement a long-range, strategic fiscal and management analysis regime that incorporates performance measurement and management, and a focus on long-term capital asset needs. The process is modeled on that used by the City of Baltimore, MD, King County, Washington (Seattle), and the City of Milwaukee, WI, which all utilize a form of "CountySTAT or CitySTAT."

The goal of this proposal is to provide policymakers with enhanced data for decision-making purposes, and to provide additional transparency on performance to the public.

The proposal reclassified three existing Fiscal and Management Analyst III positions into three higher-level positions that would, in addition to existing duties of a Fiscal and Management Analyst, be responsible for implementing CountySTAT: 1.0 FTE Fiscal and Strategic Planning Coordinator, 1.0 FTE Fiscal and Performance Management Coordinator, and 1.0 FTE Fiscal and Strategic Asset Coordinator. This request is fully funded under the 2013 budget with the positions funded at step 1 of pay range 38M.[1]

Reimbursement Program ***($107,168)***
In 2013, additional administrative overhead costs are charged to the reimbursement program (collections) based on actual utilization of staff resources. Charges to user departments increase by $77,535, or 43 percent, to $258,628. These charges are offset by increased revenue realized by the privatized collections contract, which has seen significant improvement since the assignment to a new vendor. Total TRIP collections increase countywide by $90,033, or 16 percent, from $550,058 to $640,091.

Narrative Language ***$0***
Beginning with the 2014 Recommended Budget, DAS – Fiscal Affairs shall develop and implement an enhanced Personnel Summary table for each applicable organizational unit that, in addition to what was displayed in the 2013 Recommended Budget, shall illustrate how many individuals are attached to each department. The addition of this information is expected to decrease the confusion related to the full-time equivalents (FTE's) number that can be misleading as to the number of employees working in each department.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 2,560,503	$ 2,938,584	$ 1,139,260	$ (1,799,324)
Employee Fringe Benefits (EFB)	1,909,714	1,968,152	653,311	(1,314,841)
Services	102,206	86,233	82,855	(3,378)
Commodities	10,912	10,693	6,293	(4,400)
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	581,602	582,814	337,173	(245,641)
Abatements	(1,081,806)	(1,001,289)	(926,372)	74,917
Total Expenditures	$ 4,083,131	$ 4,585,187	$ 1,292,520	$ (3,292,667)
Direct Revenue	78,867	70,000	0	(70,000)
State & Federal Revenue	0	7,412	0	(7,412)
Indirect Revenue	0	0	0	0
Total Revenue	$ 78,867	$ 77,412	$ 0	$ (77,412)
Direct Total Tax Levy	4,004,264	4,507,775	1,292,520	(3,215,255)

[1] The original paragraph was deleted by technical amendment and also revised by Amendment 1C010. Since the amended language contains additional budgetary direction, it is retained in the Adopted Budget narrative.

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**42.7**	**44.1**	**13.2**	**(30.9)**
% of Gross Wages Funded	**93.0**	**97.4**	**100.0**	**2.6**
Overtime (Dollars)	**$ 4,476**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.1**	**0.0**	**0.0**	**0.0**

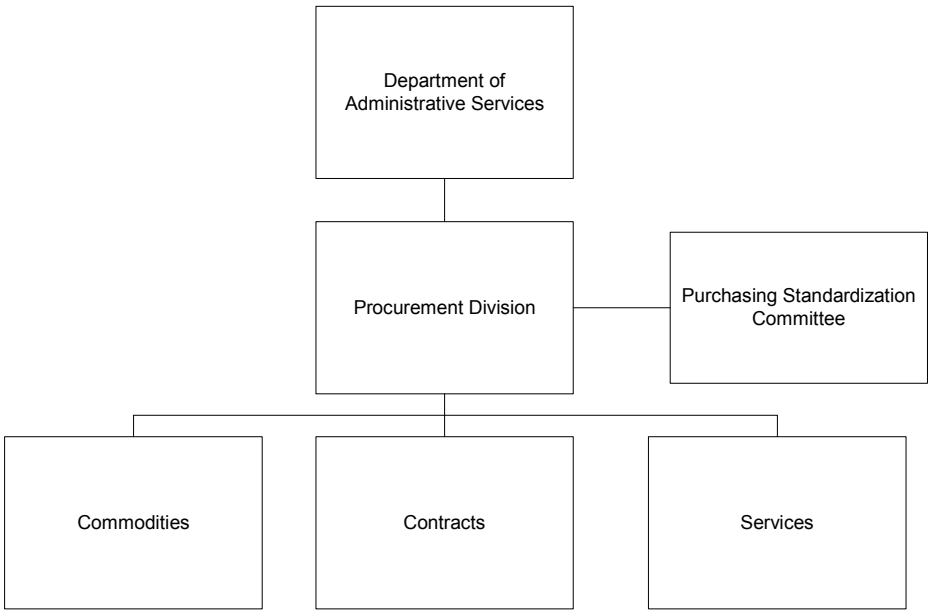
* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amount.

Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Fiscal & Mgmt Analyst 2	12230	Transfer Out	(1)	(1.0)	Fiscal and Strategic Affs	(58,690)
Fiscal & Mgmt Analyst 3	12220	Transfer Out	(2)	(2.0)	Fiscal and Strategic Affs	(141,328)
Fisc & Bud Mgr-Hwy	76170	Transfer Out	(1)	(1.0)	Fiscal and Strategic Affs	(68,027)
Budget Mgr-Aging	76160	Transfer Out	(1)	(1.0)	Fiscal and Strategic Affs	(80,390)
Budget & Policy Admin	86260	Transfer Out	(1)	(1.0)	Fiscal and Strategic Affs	(80,390)
					TOTAL	$ (428,825)

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

	2013	2012/2013 Change
Expenditures	**991,668**	**76,210**
Revenue	**0**	**0**
Levy	**991,668**	**76,210**
FTE's	**7.5**	**0.0**

Major Programmatic Focus

- Continue to expand Procurement services to include three different areas of Commodities, Contracts, and Services.

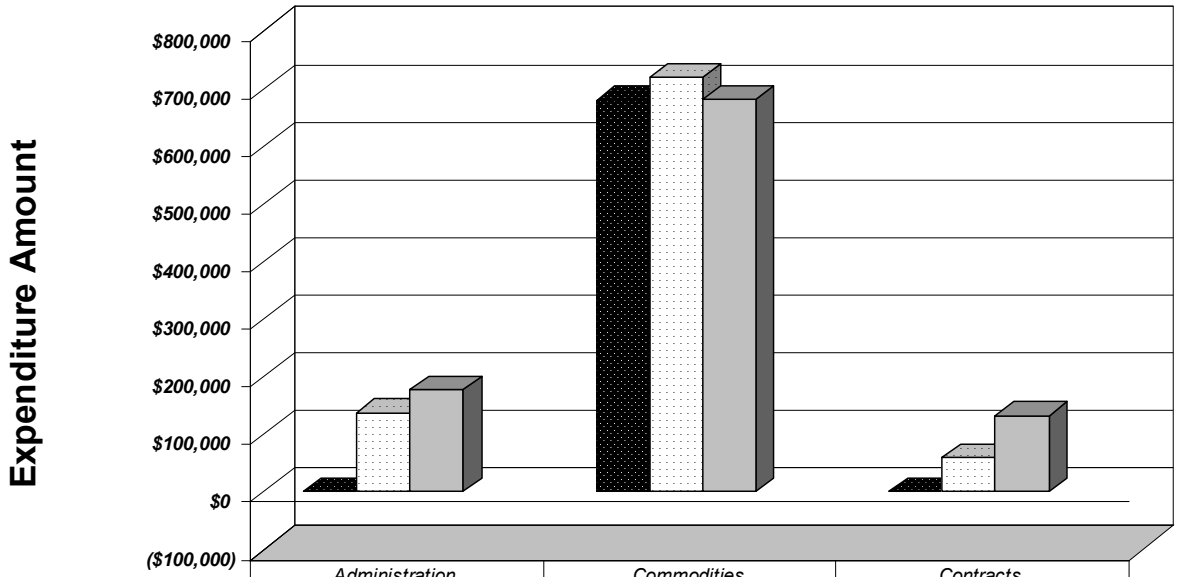
OBJECTIVES

- Procure needed goods and services for County departments in an efficient, cost-effective, legal, 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.
- Provide a central location, working with Corporation Counsel, for negotiation of all contracts and leases.

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.

Expenditure Summary



	Administration	Commodities	Contracts
2011 Actual	$0	$680,107	$0
2012 Budget	$137,287	$719,121	$59,050
2013 Budget	$177,390	$681,867	$132,411
Percent Change 12-13	29.21%	-5.18%	124.24%

2013 BUDGET

Approach and Priorities

- Continue strategic partnerships with other County departments and government agencies.
- Develop more in-house expertise on the development and evaluation of Request for Proposals (RFP).
- Continue to create a “best in class” procurement operation for the County, utilizing best practices in public sector procurement.

Budget Highlights

Procurement Services

The 2013 Budget continues to develop the Procurement Division updates included as part of the 2012 Budget.

Procurement staff continues to work in the Commodities area.

The Services area will focus on having a central location to assist departments with service related procurements.

The position of Contracts Administrator is funded for the full year in 2013. The Contracts area will work with staff in the departments to create standard contracts language and determine fair market value for lease rates.

Personnel Changes ***$18,068***

- 0.5 FTE Contracts Administrator is funded for an additional salary and benefit cost of $65,838. The addition of 0.5 FTE funds the Contracts Administrator for a full year bringing the total for this position in 2013 to 1.0 FTE. This position will work with the Procurement Director and existing contracts staff in the departments to create standard contracts language and determine fair market value for lease rates.

- 1.0 FTE Office Support Assistant 2 is abolished for a decrease in salary and benefit cost of $47,770. The duties of this position will be consolidated with and performed by the existing position of Admin Specialist–Procurement.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 318,908	$ 518,262	$ 579,769	$ 61,507
Employee Fringe Benefits (EFB)	247,935	303,822	313,174	9,352
Services	50,371	21,950	19,800	(2,150)
Commodities	859	2,980	2,880	(100)
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	62,032	68,444	76,045	7,601
Abatements	0	0	0	0
Total Expenditures	$ 680,105	$ 915,458	$ 991,668	$ 76,210
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	680,105	915,458	991,668	76,210

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**5.5**	**7.5**	**7.5**	**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 2011 Actuals, the Position Equivalent is the budgeted amount.

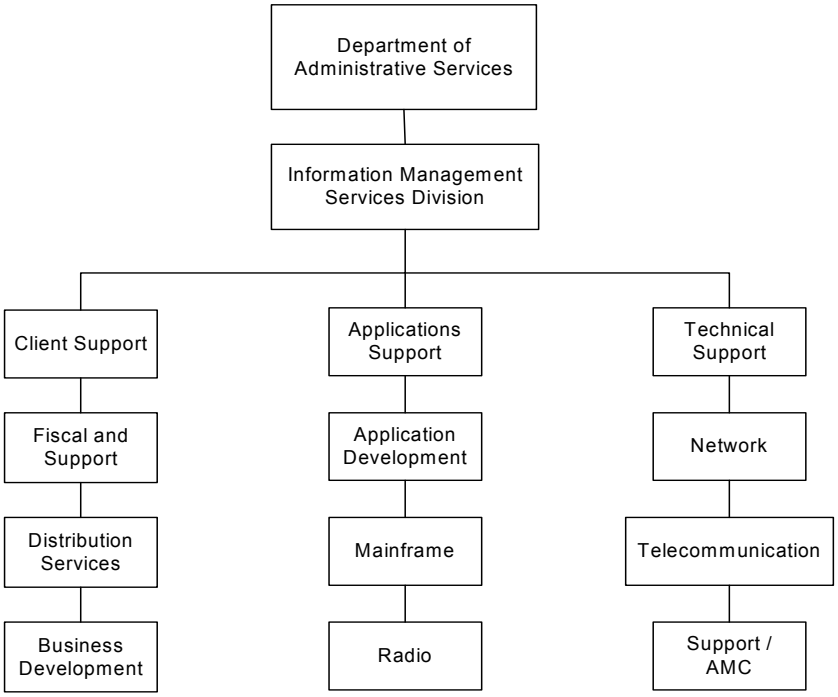
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Contracts Administrator	80106	Fund	0	0.50	Contracts	$ 47,586
Office Support Assistant 2	00007	Abolish	(1)	(1.00)	Commodities	$ (26,534)
					TOTAL	$ 21,052

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Administration	Expenditure	$ 0	$ 137,287	$ 177,390	$ 40,103
	Revenue	0	0	0	0
	Tax Levy	$ 0	$ 137,287	$ 177,390	$ 40,103
Commodities	Expenditure	$ 680,107	$ 719,121	$ 681,867	$ (37,254)
	Revenue	0	0	0	0
	Tax Levy	$ 680,107	$ 719,121	$ 681,867	$ (37,254)
Contracts	Expenditure	$ 0	$ 59,050	$ 132,411	$ 73,361
	Revenue	0	0	0	0
	Tax Levy	$ 0	$ 59,050	$ 132,411	$ 73,361

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

The vision for the Information Management Services Division (IMSD) is to be a trusted and respected function in Milwaukee County that collaboratively develops and provides secure, cost-effective solutions that meet the needs of Milwaukee County government and its citizens.

In support of that vision, IMSD must:

- Support the business of Milwaukee County by managing its information technology resources well and establishing long term goals to increase productivity, increase efficiencies and deliver good customer service.
- Be transformed such that the fundamentals of information technology management are practiced well, consistently and with predictability with respect to cost, quality and promised levels of service.
- Continually seek opportunities for collaborative sourcing in order to deliver cost-effective managed services to both clients and customers with appropriate quality, security and speed.

Budget Summary

	2013	2012/2013 Change
Expenditures	**16,252,317**	**367,014**
Revenue	**16,252,317**	**367,014**
Levy	**0**	**0**
FTE's	**58.9**	**0.9**

Major Programmatic Focus

- Continue to support the business of Milwaukee County by managing information technology resources in a manner that drives efficiencies, effectiveness and results; while continually safeguarding Milwaukee County networks, technologies, and information.

OBJECTIVES

Short Term

- Continue to work towards compliance with HIPAA and CJIS requirements, and continually safeguard Milwaukee County networks, technologies and information.
- Resource and manage projects for success.
- Establish a cost conscious and effective budget and project portfolio that lays the foundation for investments aligned with IMSD strategy.
- Continue to provide service and support to a complex business across a wide variety of locations, by addressing the current portfolio of projects.

Long Term

- Simplify technologies and right-size processes to drive efficiencies, effectiveness, and results.
- Lead the County to integrated business processes, data, and information.
- "Right source" technologies/services to maximize value for the taxpayer dollar.
- Partner with municipal, state, and other government agencies to achieve operational efficiencies.

DEPARTMENTAL PROGRAM DESCRIPTION

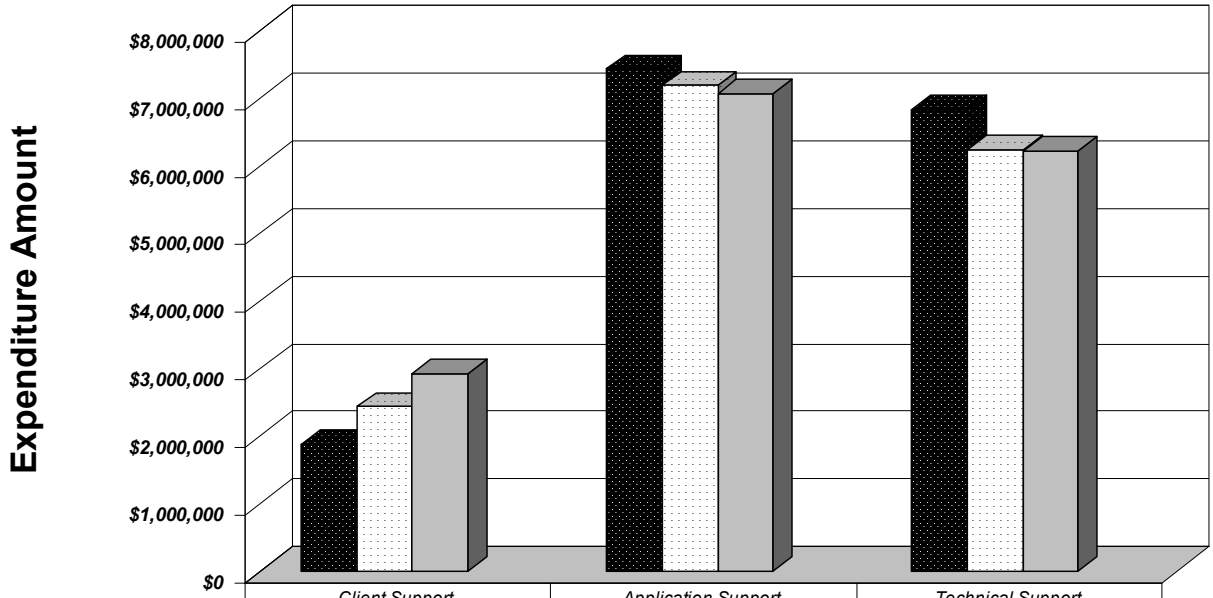
The Information Management Services Division of the Department of Administrative Services consists of three areas of service: Client Support, Applications Support, and Technical Support.

Client Support focuses on the administrative aspects of information technology services 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 platforms including mainframe as well as public safety radio.

Technical Support focuses on the implementation, management, and maintenance of the Milwaukee County information technology infrastructure. The IT infrastructure includes the hardware and operating systems for servers, internet, telecommunications, and local desktop computers.

Expenditure Summary



	Client Support	Application Support	Technical Support
2011 Actual	$1,879,212	$7,434,362	$6,843,526
2012 Budget	$2,441,499	$7,198,842	$6,244,963
2013 Budget	$2,937,048	$7,083,809	$6,231,460
Percent Change 12-13	20.30%	-1.60%	-0.22%

2013 BUDGET

Approach and Priorities

- Maintain Core Services: Continuation of core IT services to user departments.
- Security: Continue to work towards compliance with HIPAA and CJIS; continually safeguard Milwaukee County networks, technologies, and information with innovative technology solutions to reduce cost and drive user department efficiencies.
- Innovative Solutions: Align IT with business needs to gain overall efficiencies by focusing on innovative, shareable, enterprise-class solutions to replace proprietary costly customized applications.
- Best Practices: Build an organizational culture where repeatable standards and processes can be applied to continuous service delivery improvements.

Programmatic Impacts

- The core function of IMSD is to deliver reliable, timely, and innovative IT services and solutions to County departments and its citizens.

Budget Highlights[1]

Services Provided to the State of Wisconsin ***($470,560)***
Revenue increases $470,560 for the provision of IT related services to the State of Wisconsin through the Department of Health Services (DHS) and the Department of Children & Families for State administered economic support programs and the continuation of all IT services for these programs.

Depreciation Costs ***($752,664)***
IMSD operates within an internal service fund and must accrue for certain expenditure categories including depreciation. Charges issued to the division decrease by $752,664.

Position Changes ***$42,030***
1.0 FTE Business Solutions Manager position is created for an expenditure increase of $126,578. This amount is partially offset by abolishing the position of Admin Assistant 3 for an expenditure decrease of $84,548.

Change in Wide Area Network Services Vendor ***$170,520***
The County is changing its wide area network service provider in order to obtain a more favorable contract that ensures public safety, provides scalability, and managed costs. Though there is a cost increase in 2013, the new contract will be budget neutral over a five-year period.

Electronic Medical Records ***$0***
Expenditures increase $250,000 to support IT services at BHD during the transitional period between legacy systems and new technologies. This amount is fully offset by a direct service charge to the Behavioral Health Division.

Security Compliance Services ***$215,000***
Expenditures increase $215,000 to develop a plan and begin implementation of technologies and processes that continually safeguard Milwaukee County networks, technologies, and information, including the support of HIPPA and CJIS security.

Software Licenses ***$201,127***
Milwaukee County licenses over 145 applications from software vendors. Annual increases in support and maintenance of these licenses are anticipated to cost $201,127.

Phone Support ***$51,100***
Expenditures increase $51,100 to ensure that County phone systems will remain in service for 2013. Current telephone systems at the Zoo, Community Correctional Facility South, and the County Courthouse will be out of support in July 2013.

.

[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 less Direct, State & Federal revenue is crosscharged to user departments.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 3,769,970	$ 4,321,678	$ 4,402,508	$ 80,830
Employee Fringe Benefits (EFB)	3,254,281	2,734,624	2,843,222	108,598
Services	6,104,464	5,610,371	6,538,119	927,748
Commodities	648,659	234,599	444,450	209,851
Other Charges	0	0	0	0
Debt & Depreciation	1,588,898	2,342,000	1,589,231	(752,769)
Capital Outlay	0	0	0	0
Capital Contra	(27,627)	0	0	0
County Service Charges	1,200,252	1,291,590	1,309,337	17,747
Abatements	(381,819)	(649,559)	(874,550)	(224,991)
Total Expenditures	$ 16,157,078	$ 15,885,303	$ 16,252,317	$ 367,014
Direct Revenue	194,463	50,000	125,834	75,834
State & Federal Revenue	1,060,090	833,795	1,304,355	470,560
Indirect Revenue	15,886,231	15,001,508	14,822,128	(179,380)
Total Revenue	$ 17,140,784	$ 15,885,303	$ 16,252,317	$ 367,014
Direct Total Tax Levy	(983,706)	0	0	0

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**61.3**	**58.0**	**58.9**	**0.9**
% of Gross Wages Funded	**96.7**	**96.8**	**96.8**	**0.0**
Overtime (Dollars)	**$ 18,870**	**$ 28,644**	**$ 28,968**	**$ 324**
Overtime (Equivalent to Position)	**0.3**	**0.4**	**0.4**	**0.0**

* For 2011 Actuals, the Position Equivalent is the budgeted amount.

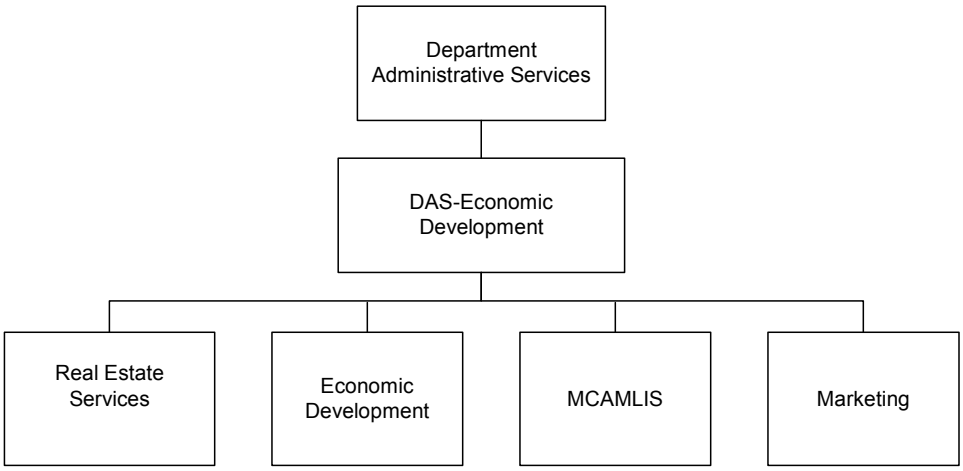
PERSONNEL CHANGES						
Job Title/Classification	**Title Code**	**Action**	**# of Positions**	**Total FTE**	**Division**	**Cost of Positions (Salary Only)**
Adm Asst 3 - IMSD	9491	Abolish	(1.0)	(1.0)	Client Support	$ (56,404)
Business Solutions Mgr	Z0015	Create	1.0	1.0	Client Support	90,532
					TOTAL	$ 34,128

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Client Support	Expenditure	$ 1,879,212	$ 2,441,499	$ 2,937,048	$ 495,549
	Revenue	2,512,250	2,441,499	2,937,048	495,549
	Tax Levy	$ (633,038)	$ 0	$ 0	$ 0
Application Support	Expenditure	$ 7,434,362	$ 7,198,842	$ 7,083,809	$ (115,033)
	Revenue	7,608,384	7,198,842	7,083,809	(115,033)
	Tax Levy	$ (174,022)	$ 0	$ 0	$ 0
Technical Support	Expenditure	$ 6,843,526	$ 6,244,963	$ 6,231,460	$ (13,503)
	Revenue	7,020,156	6,244,962	6,231,460	(13,502)
	Tax Levy	$ (176,630)	$ 1	$ 0	$ (1)

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 – ECONOMIC & COMMUNITY DEVELOPMENT

DAS-ECONOMIC AND COMMUNITY DEVELOPMENT (1192)



MISSION

The mission of the DAS-Economic & Community Development Division is to provide and implement a comprehensive strategy that includes business and employment expansion and retention within Milwaukee County while working in coordination with all incorporated municipalities and their economic development agents.

Budget Summary

	2013	2012/2013 Change
Expenditures	**2,583,279**	**4,891**
Revenue	**2,908,580**	**191,874**
Levy	**(325,301)**	**(186,983)**
FTE's	**8.0**	**(1.0)**

Major Programmatic Focus

- Job retention and expansion.
- Economic expansion activities that develop, retain, and attract industry and business.

OBJECTIVES

- Function as the central point of communication for job development and retention, as well as economic expansion and strategy among civic, regional economic development and non-profit community organizations.

- Leverage County resources and financial position to support job creation and retention through the efforts of staff with a high level of expertise.

DEPARTMENTAL PROGRAM DESCRIPTION

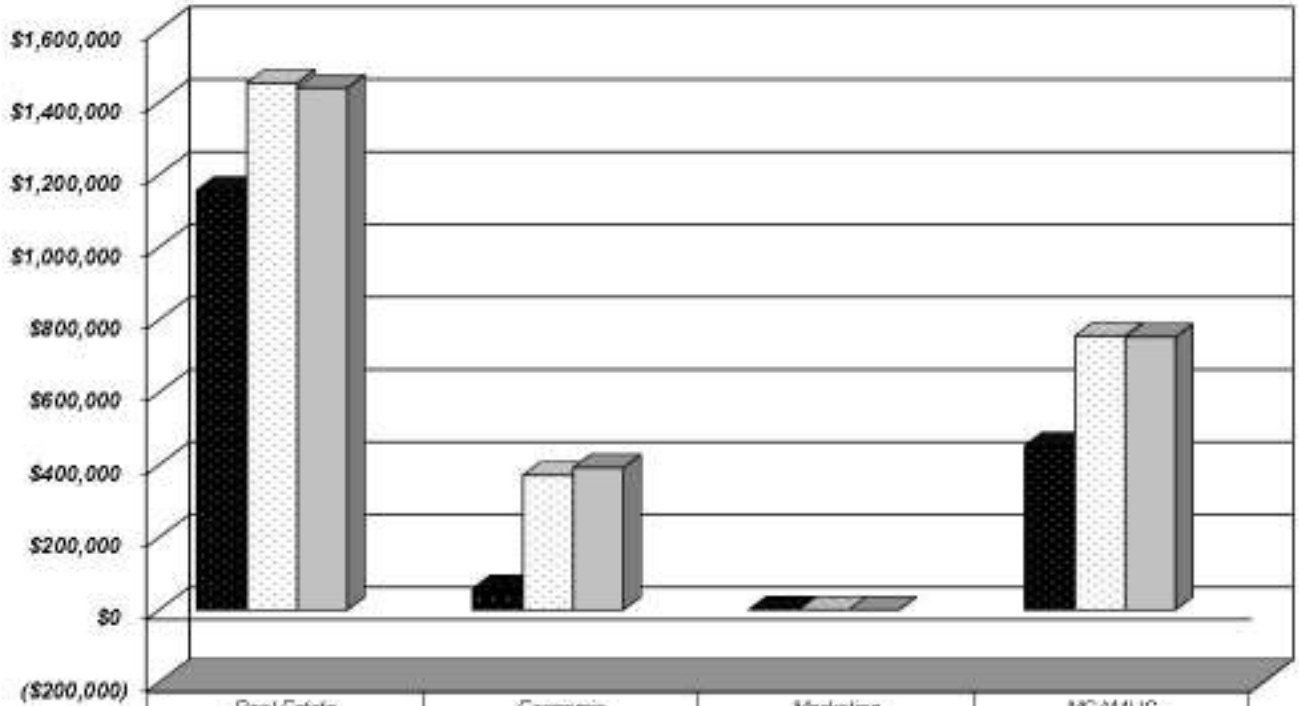
The **Economic Development Section** provides management and oversight of the DAS-ED Division. This section also is responsible for the development and administration of business and job development and retention activities focused within Milwaukee County.

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 property management and disposition of tax delinquent properties acquired by Milwaukee County through the tax foreclosure process.

This Section also establishes and provides the due diligence procedures and standards to which departments must comply prior to executing any lease agreement.

The **Marketing Section** provides for a coordinated and efficient use of County marketing-related resources that actively promote and improve the marketability of County assets.

The **Milwaukee County Automated Mapping and Land Information System (MCAMLIS) Section** functions as the County's Land Information Office. Pursuant to Section 59.72 of the Wisconsin Statutes and County Board Resolution, 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.



	Real Estate	Economic Development	Marketing	MCAMLIS
2011 Actual	$1,157,403	$58,474	$0	$452,298
2012 Budget	$1,452,914	$370,474	$0	$755,000
2013 Budget	$1,439,188	$392,011	$0	$752,080
Percent Change 12-13	-0.94%	5.81%	0.00%	-0.39%

2013 BUDGET

Approach and Priorities

- Coordinate efforts to market Milwaukee County to businesses and business organizations.
- Facilitate employment retention and growth.
- Provide assistance to businesses considering expanding operations in Milwaukee County.

Budget Highlights

Marketing ***$0***
Marketing staff will remain budgeted and physically located in their current locations for 2013 but are anticipated to be transferred into DAS-ED. During 2013, DAS-ED and County marketing staff will work to develop the centralized function for the Marketing section.

East Wisconsin Counties Railroad Consortium ***$25,000***
A contribution of $25,000 is budgeted for the East Wisconsin Counties Railroad Consortium.

Cell Tower Revenue ***($25,000)***
Revenue from cellular tower contracts increases $25,000 from $208,000 to $233,000.

Parking Revenue ***($179,994)***
Total parking revenue increases $179,994 from $1,327,506 to $1,507,500. This net increase reflects the current market for parking rentals and the anticipated loss of revenue from expiration of existing parking leases.

Aerotropolis Contribution ***$7,500***
A contribution of $7,500 is budgeted for the Aerotropolis Corporation.

Position Action ***$0***
The position of Economic Development Director (Pay Range 901E) is abolished and a new position of Director of County Economic Development (Pay Range 901E) is created effective January 1, 2013. Milwaukee County General Ordinance 17.30(2) shall be modified to reflect the new position title in the list of positions requiring County Board confirmation upon appointment.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 353,972	$ 579,933	$ 562,035	$ (17,898)
Employee Fringe Benefits (EFB)	256,249	309,388	340,266	30,878
Services	860,198	1,374,200	1,439,498	65,298
Commodities	2,205	15,165	8,380	(6,785)
Other Charges	49,798	110,809	60,000	(50,809)
Debt & Depreciation	-	0	0	0
Capital Outlay	-	20,000	10,000	(10,000)
Capital Contra	-	0	0	0
County Service Charges	145,750	168,893	163,100	(5,793)
Abatements	-	0	0	0
Total Expenditures	$ 1,668,172	$ 2,578,388	$ 2,583,279	$ 4,891
Direct Revenue	3,663,782	2,716,706	2,908,580	191,874
State & Federal Revenue	20	0	0	0
Indirect Revenue	9,593	0	0	0
Total Revenue	$ 3,673,395	$ 2,716,706	$ 2,908,580	$ 191,874
Direct Total Tax Levy	(2,005,223)	(138,318)	(325,301)	(186,983)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**6.2**	**9.0**	**8.0**	**(1.0)**
% of Gross Wages Funded	**88.1**	**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 2011 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)
Dir of County Econ Dev	Z0039	Create	1	1.0	Economic Dev	82,234
ExDir1 - Econ Dev Director	80094	Abolish	(1)	(1.0)	Economic Dev	(82,234)
					TOTAL	$ -

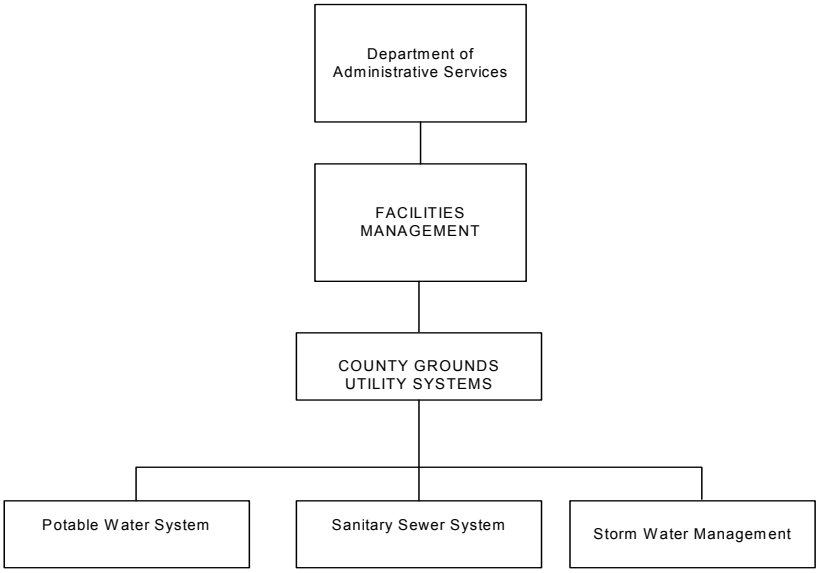
ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Real Estate	Expenditure	$ 1,157,403	$ 1,452,914	$ 1,439,188	$ (13,726)
	Revenue	2,988,839	1,961,706	2,156,500	194,794
	Tax Levy	$ (1,831,436)	$ (508,792)	$ (717,312)	$ (208,520)
Economic Development	Expenditure	$ 58,474	$ 370,474	$ 392,011	$ 21,537
	Revenue	-	-	-	-
	Tax Levy	$ 58,474	$ 370,474	$ 392,011	$ 21,537
Marketing	Expenditure	$ -	$ -	$ -	$ -
	Revenue	-	-	-	-
	Tax Levy	$ -	$ -	$ -	$ -
MCAMLIS*	Expenditure	$ 452,298	$ 755,000	$ 752,080	$ (2,920)
	Revenue	684,557	755,000	752,080	(2,920)
	Tax Levy	$ (232,259)	$ -	$ -	$ -

**MCAMLIS does not receive tax levy. Any Year-End Surplus in the MCAMLIS Section is designated for the MCAMLIS Reserve Account, while any Year-End Deficit in the MCAMLIS Section requires a Fund Transfer from the MCAMLIS Reserve Account.*

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 – WATER UTILITY

DAS-WATER UTILITY (5500)



MISSION

The Milwaukee County Water Utility, located on the County Grounds, 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

	2013	2012/2013 Change
Expenditures	4,087,687	(105,643)
Revenue	4,087,687	(105,643)
Levy	0	0

Major Programmatic Focus

- Ensure efficient maintenance and operations of the water systems located on the County Grounds.

OBJECTIVES

- Ensure the water distribution, sanitary sewer and storm-water systems comply with all local, state and federal laws and regulations.
- Provide clean and 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. In addition, fire protection services are also provided to users of the water system. These systems provide water, sewer, storm and fire 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, and 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, storm and fire are functions of that water consumption. For 2013, County entities are anticipated to represent approximately 6.5 percent of total water consumption.

2013 BUDGET

Approach and Priorities

- Maintain current service levels with regard to quality and quantity.

Budget Highlights

Rate Overview

There are no operational changes being made to this program for 2013. Total expenditures/rates decrease by $105,643 or by -2.5 percent over 2012. This decrease is primarily made up of a net of utilities, depreciation, bond interest, staff charges and reserve adjustments. The net decreased cost of operations will be offset by corresponding revenue decreases from County and non-County users of the Water Utility.

Management/Oversight of Water Utility Fund ***$0***

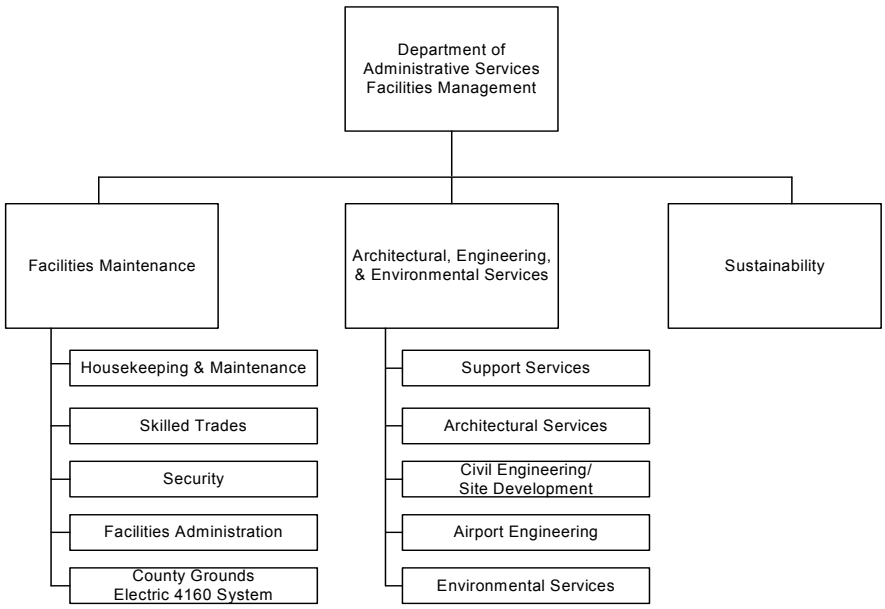
DAS – Facilities Management staff will continue management and oversight of the Water Utility Fund.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Employee Fringe Benefits (EFB)	$ 0	$ 0	$ 0	$ 0
Services	975,078	1,128,341	1,059,762	(68,579)
Commodities	3,425	4,600	4,600	0
Other Charges	0	1,484,547	1,477,542	(7,005)
Debt & Depreciation	240,853	224,570	240,855	16,285
Capital Outlay	240,857	450,000	450,000	0
Capital Contra	(40,272)	0	0	0
County Service Charges	919,207	901,272	854,928	(46,344)
Abatements	0	0	0	0
Total Expenditures	$ 2,339,148	$ 4,193,330	$ 4,087,687	$ (105,643)
Direct Revenue	2,315,598	3,937,012	3,815,829	(121,183)
State & Federal Revenue	0	0	0	0
Indirect Revenue	175,691	256,318	271,858	15,540
Total Revenue	$ 2,491,289	$ 4,193,330	$ 4,087,687	$ (105,643)
Direct Total Tax Levy	(152,141)	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."

DEPARTMENT OF ADMINISTRATIVE SERVICES – FACILITIES MANAGEMENT

DAS-FACILITIES MANAGEMENT (5700)



MISSION

The DAS-Facilities Management Division provides asset management and preservation of County owned property, and ensures that all County-owned buildings are clean, safe, user-friendly, and meet the needs of all tenants, employees and the general public as well as provide technical services to plan, design, construct, manage, operate and preserve Milwaukee County's natural resources and public facilities.

Budget Summary

	2013	2012/2013 Change
Expenditures	**28,390,509**	**1,478,796**
Revenue	**29,028,735**	**848,814**
Levy	**(638,226)**	**629,982**
FTE's	**163.9**	**9.4**

Major Programmatic Focus

- Creation of a Facilities Assessment Team.
- Expand energy conservation programs to include buildings on the County Grounds.
- Implement an online construction bid document and consultant RFP for the document notification and distribution process.
- Expand the facilities assessment information database that will include finding's from all Preventive Maintenance (PM) Units.
- Promote increased use of the facilities assessment database for capital and major maintenance planning by all departments.
- Develop standard operating procedures for maintaining and updating the facilities assessment database.
- Continue streamlining of the Facilities Management Division by centralizing budget and support staff within the Facilities Director's Office.

OBJECTIVES

- Maximize the quality and timeliness of services provided within authorized operating and capital budgets.

- 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.
- Minimize overhead costs and standardize overhead rates to maximize cost effective use of County resources in capital project management.
- Continue implementation of the County-wide sanitary sewer monitoring and maintenance program, stormwater management and NR-216 permit administration, and promote 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.
- Continue implementation of the County's inventory of facilities and increase the utilization of this information for maintenance, assessments, and future capital planning.

DEPARTMENTAL PROGRAM DESCRIPTION

DAS – Facilities Management Division
The 2013 Budget continues centralization and streamlining of facilities management, consistent with the Audit Department's recommendation to centralize property management services.

Facilities Management Director's Office
The Director's Office provides centralized budget and support functions as well as facility assessment services.

Budget & Support Services provides oversight of the budget, revenue tracking, contract coordination, records retention, and centralized accounting. This group ensures adherence to revenue and expenditure targets through responsible budget management.

Inspection provides building review and inspection services related to County-owned facilities. This group is also responsible for maintaining the County's facilities assessment database.

Facilities Maintenance
Facilities Maintenance provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments. Facilities Maintenance is the steward of County owned properties including 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 and the electric system on the County Grounds. Facilities Maintenance provides services and performs functions in two areas: maintenance operations and property management.

Maintenance Operations 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 services 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.

Management Services is responsible for property management and lease administration functions for Facilities Management. Group 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 group acts as a liaison between the County and major tenants, such as the Milwaukee Regional Medical Center and WE Energies.

Facilities Maintenance 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.

The Architectural, Engineering and Environmental Services

The Architectural, Engineering and Environmental Services 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. AE&ES is comprised of the Architectural Services, Civil Engineering/Site Development, Airport Engineering and Environmental Services.

Architectural Services 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.

Airport Engineering provides planning, design and construction management services for all major maintenance and capital projects at General Mitchell International and Lawrence J. Timmerman Airports. This coordinates planning and administration of projects with state and federal agencies, and with airlines and other airport tenants.

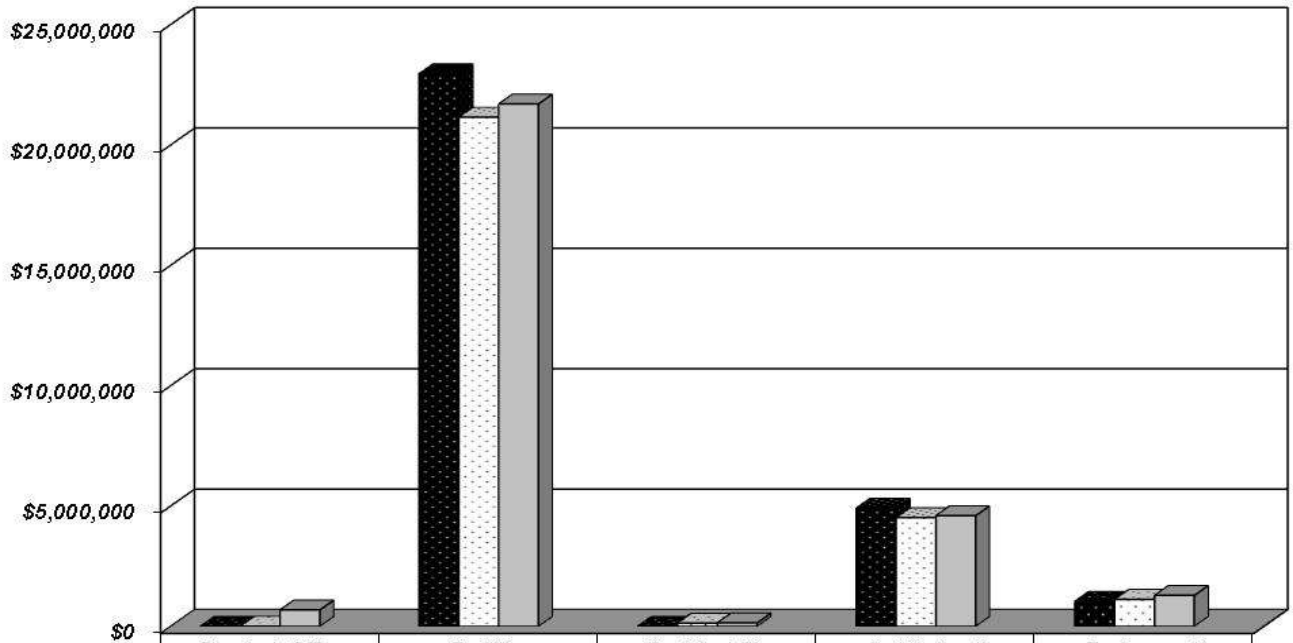
Civil Engineering and Site Development provides civil engineering and land surveying services. Specific services include project management; design and preparation of drawings, technical specifications and bidding documents; engineering feasibility studies and needs assessments for County facilities; certified survey maps, site surveys and construction staging.

Environmental Services 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, stormwater management and hazardous substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). This group also monitors underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields.

Sustainability

Sustainability provides guidance, management, and development of sustainability functions related to the County's building and infrastructure assets and coordinates county-wide sustainability efforts. This Section is responsible for the implementation of the County's Green Print Initiative.

Expenditures



	Director's Office	Facilities Maintenance	Sustainability	Architectural/ Engineering Services	Environment/ Energy
2011 Actual	$0	$22,949,713	$0	$4,907,881	$1,037,679
2012 Budget	$0	$21,149,720	$130,413	$4,512,015	$1,119,564
2013 Budget	$678,121	$21,698,466	$138,359	$4,593,668	$1,281,894
Percent Change 12-13	0.00%	2.59%	6.09%	1.81%	14.50%

2013 BUDGET

Approach and Priorities

- Maintain and operate buildings and grounds under Facilities Management's purview in a manner consistent with current operations.
- Review space planning, utilization, and, where appropriate, implement as required to ensure the most efficient and best use of County assets.
- Maintain a high quality level of service that addresses the needs of client departments.
- Provide project management for the capital program so that the County may effectively address its infrastructure needs.
- Implement the County's Green Print Initiative.

Programmatic Impacts

- Centralize budget and staff support function for DAS-Facilities Management Division Sections through the creation of the DAS-Facilities Management-Director's Office Section.
- Implement Assessment Team inspections of County-owned facilities.
- Monitor the Franklin and Doyne Landfill transitions from consultants to AE&ES staff.
- Complete facilities inspections, itemize deficiencies and confirm implementation of major maintenance projects to correct deficiencies.

Budget Highlights

For purposes of presentation, a change in tax levy is identified for each budget highlight, however, since Facilities net expenditures are charged to other departments, the true levy impact is realized in department's budgets.

DAS-Facilities Management - Director's Office ***$0***
A Director's Office Section is created for centralization of budget and support staff currently located in the Facilities Maintenance and Architectural, Engineering and Environmental Services Sections. The budget and support positions that will be transferred into the Director's Office include:

From the Facilities Maintenance Section

- 1.0 FTE Accountant 2
- 1.0 FTE Accounting Coordinator DPW
- 1.0 FTE ExDir Facilities Management

From the Architectural, Engineering, and Environmental Services Section

- 1.0 FTE Contract Payment Specialist
- 1.0 FTE Cost Scheduling Analyst
- 1.0 FTE Support Services Manager
- 1.0 FTE Records Center Tech
- 1.0 FTE Facilities Assessment Coordinator

No new positions result from the creation of the Director's Office Section.

Facilities Assessment Team ***$0***
The 2013 Budget includes the creation of a Facilities Assessment Team (Team) that will provide inspection services to all County-owned facilities. The Team shall review facility maintenance / repair deficiencies in tandem with the 5-Year Capital Plan, the facilities database, and the recent facilities assessment study.

The Long Range Strategic Plan Steering Committee along with staff dedicated great effort to the strategic planning process beginning in November 2009 and resulting in directives including a facilities resolution. This resolution was approved by the County Board and signed by the County Executive March 2011. The resolution requires a comprehensive facilities plan to realize the following goals:

- Maximize value leveraged through a sale
- Consolidate County holdings based on best use
- Consider the safety of the building while also reducing costs of operation
- Reduce long-standing liabilities associated with ownership of a facility
- Reduce the Geographic Scope of real estate holdings

To carry out this directive, the 2012 Budget funded the development of a comprehensive facilities plan for select County properties which is ongoing with results (including an implementation plan and market analysis) expected in December 2012.

The Team shall return to the Committee on Transportation, Public Works & Transit (TPWT) in April 2013 with a report on the progress of strategically downsizing County holdings or a thorough report on alternate recommendations from the Assessment Team based on their studies.

The TPWT Committee will aim to develop a strategic facilities plan in time for the 2014 budget. The TPWT Committee shall provide oversight as needed and request status reports at appropriate junctures based on the Team's progress.

The TPWT Committee shall receive a full report on the makeup of the Assessment Team and shall also determine whether a separate Courthouse complex plan shall be initiated including review of WC087 New Huber

Facility in the 2013 Capital Budget which provides money to plan and design for reconstruction or demolition and construction of a new Huber Facility. The TEAM will report back for the June, 2013 cycle of the Committees on Transportation, Public Works and Transit and Judiciary, Safety and General Services.

The Team shall consist of the following positions created in the 2013 Budget:

- 1.0 FTE Architect
- 2.0 FTE Heating and Equipment Mechanic
- 1.0 FTE Electrical Mechanic

Total Personnel Expenditures for these positions is $433,920. In 2013, the cost for these positions will be offset with revenue from existing capital project WO949 – Inventory & Assessment, as these positions will be performing work that is directly chargeable to this capital project.

DAS-Facilities Management staff will develop a cross-charge methodology by which departments will be charged for inspection and review services provided by the Team in future years beginning with the 2014 Budget.

Courthouse Food Services Initiative ***$0***

DAS-Facilities Management shall begin negotiations with Milwaukee Area Technical College (MATC) to provide culinary and food services in the Courthouse. Facilities Management shall provide a report to the Judiciary, Safety, and General Services Committee and the Transportation, Public Works and Transit Committee in the March 2013 committee cycle on costs/revenues associated and potential start dates for MATC to provide culinary and food services. Upon Board approval, this public-public partnership shall begin in July 2013.

Capital Outlay-Lease Purchase ***($396,060)***

The Capital Outlay-Lease Purchase is adjusted downward by $396,060 in order to more accurately budget for the costs related to the County Performance Contracting work implemented at DAS-Facilities Management operated facilities.

Utilities Adjustment ***$217,959***

Major utilities were increased by $217,959 to $5,314,751 to be more in line with the 3 year and 5 year average historical costs.[1]

Facilities Maintenance Related Staffing Modifications

Create 1.0 FTE Facility Worker 4 and Abolish 1.0 FTE RC-Facility Worker 4 ***($3,530)***

Historically, RC positions are used to cap a group of positions that have been determined to be abolished upon vacancy. Additionally, other positions are held in abeyance awaiting the vacancy of the RC position. In 2012, the last Facility Worker 4 - RC position became vacant and is being abolished. However, the offsetting position has been lost over the years due to adjustments of Facility Worker staff. Therefore 1.0 FTE Facility Worker 4 is created to offset the RC position. Net tax levy savings from this position action is $3,530.

AE & ES Related Staffing Modifications

In order to meet the needs of AE & ES Section, the following positions are created:

Create 1.0 FTE Managing Engineer-Environmental and Abolish 1.0 FTE (vacant) Managing Engineer-Field Operations ***$0***

1.0 FTE Managing Engineer-Environmental position is created and 1.0 FTE (vacant) Managing Engineer-Field Operations is abolished. This Managing Engineer-Environmental position is needed to continue the level of service in capital and major maintenance projects. Responsibilities of the (vacant) Managing

[1] *Major utilities include electricity, natural gas, sewage, telephone, steam, water, chilled water, heat, and storm water. The 5-YR average historical costs for these utilities is approximately $5,320,000 and the 3-YR average historical costs is approximately $5,314,000.*

Engineer-Field Operations are absorbed by existing staff. There is no change in personnel expenditures resulting from this action as the costs for each position offset one another. All costs for the Managing Engineer-Environmental position are charged to County-wide capital or maintenance projects for no tax levy.

Create 1.0 FTE Construction Cost Estimator ***$0***
1.0 FTE Construction Cost Estimator position is created. This position will provide County-wide estimates for major maintenance and capital projects. This position will also assist in the management of consultants and construction contracts. All costs for this position are charged to County-wide capital or maintenance projects for no tax levy.

Create 1.0 FTE Unpaid Engineering Intern Student ***$0***
1.0 FTE Engineering Intern position is created. This new position will work in any area of the division where appropriate and is needed to continue the level of service in capital and major maintenance project delivery County-wide, based on the projection of work volumes in the foreseeable future while being a benefit to the local student community and allowing flexibility to utilize lower cost staff and to reduce the number of hours worked as required during periods of lower work volume. As this position is unpaid, there is no personnel expenditure tax levy impact.

Create 1.0 FTE Clerical Assistant 2 Hourly ***$52,180***
1.0 FTE Clerical Assistant 2 Hourly position is created. This position will help to stabilize the clerical staffing situation for the division by providing needed resources to continue the level of service in capital and major maintenance project delivery. Based on work volumes this position will allow for the flexibility to reduce work hours during periods of low administrative work. This position action results in a personnel expenditure increase of $52,180 to the tax levy.

BUDGET SUMMARY

Account Summary	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Personal Services (w/o EFB)	$ 8,348,764	$ 8,913,888	$ 9,868,107	$ 954,219
Employee Fringe Benefits (EFB)	6,447,692	6,189,718	6,444,487	254,769
Services	8,253,639	7,670,402	7,543,664	(126,738)
Commodities	591,590	681,389	685,942	4,553
Other Charges	1,311,107	0	0	0
Debt & Depreciation	8,957	0	0	0
Capital Outlay	1,843,208	1,335,943	939,883	(396,060)
Capital Contra	-	0	0	0
County Service Charges	17,374,511	16,601,099	16,972,944	371,845
Abatements	(15,284,202)	(14,480,726)	(14,064,518)	416,208
Total Expenditures	$ 28,895,266	$ 26,911,713	$ 28,390,509	$ 1,478,796
Direct Revenue	4,947,418	3,901,739	3,804,622	(97,117)
State & Federal Revenue	35,882	0	0	0
Indirect Revenue	26,126,916	24,278,182	25,224,113	945,931
Total Revenue	$ 31,110,216	$ 28,179,921	$ 29,028,735	$ 848,814
Direct Total Tax Levy	(2,214,949)	(1,268,208)	(638,226)	629,982

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**118.2**	**154.5**	**163.9**	**9.4**
% of Gross Wages Funded	**94.2**	**96.5**	**97.3**	**0.8**
Overtime (Dollars)	**$ 297,990**	**$ 80,004**	**$ 100,000**	**$ (19,996)**
Overtime (Equivalent to Position)	**4.9**	**1.3**	**1.8**	**0.5**

** For 2011 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)**
RC - Facilities Worker 4	13630	Abolish	(1)	(1.00)	Facilities Management	(45,194)
Facilities Worker 4	13620	Create	1	1.00	Facilities Management	42,326
Engineering Intern Student	85580	Create	5	1.00	Facilities Management	-
Clerical Assistant 2 (Hourly)	00048	Create	1	1.00	Facilities Management	30,118
Construction Cost Estimator	Z0009	Create	1	1.00	Facilities Management	55,232
Managing Eng Field Operations	35830	Abolish	(1)	(1.00)	Facilities Management	(82,038)
Managing Eng Environment	Z0008	Create	1	1.00	Facilities Management	82,038
Principal Architect**	08605	Create	1	1.00	Facilities Management	83,494
Heating & Equipment Mechanic	27280	Create	2	2.00	Facilities Management	155,508
Electrical Mechanic	23800	Create	1	1.00	Facilities Management	64,104
Engineer *	35750	Fund	1	1.00	Facilities Management	-
Managing Eng Electrical*	35810	Fund	1	1.00	Facilities Management	-
Painter Supv*	21560	Fund	1	1.00	Facilities Management	-
Facilities Worker Security Hrly*	62010	Fund	1	1.00	Facilities Management	-
					TOTAL	$ 385,588

** Position changes due to technical adjustments moving incumbents into vacant funded positions from unfunded positions.*
***BRASS and the Adopted Budget Personnel Changes Table reflect the creation of 1.0 FTE Principal Architect. During the classification process, this position was created as 1.0 FTE Managing Architect.*

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Director's Office	Expenditure	$ 0	$ 0	$ 678,121	$ 678,121
	Revenue	0	0	678,121	678,121
	Tax Levy	$ -	$ -	$ -	$ -
Facilities Maintenance	Expenditure	$ 22,949,713	$ 21,149,720	$ 21,698,466	$ 548,746
	Revenue	24,920,699	23,037,771	22,932,453	(105,318)
	Tax Levy	$ (1,970,986)	$ (1,888,051)	$ (1,233,987)	$ 654,064
Sustainability	Expenditure	$ -	$ 130,413	$ 138,359	$ 7,946
	Revenue	-	0	0	-
	Tax Levy	$ -	$ 130,413	$ 138,359	$ 7,946
Architectural/Engineering Services	Expenditure	$ 4,907,881	$ 4,512,015	$ 4,593,668	$ 81,653
	Revenue	5,589,423	4,692,601	4,795,914	103,313
	Tax Levy	$ (681,542)	$ (180,586)	$ (202,246)	$ (21,660)
Environment/Energy	Expenditure	$ 1,037,679	$ 1,119,564	$ 1,281,894	$ 162,330
	Revenue	600,100	449,549	622,247	172,698
	Tax Levy	$ 437,579	$ 670,015	$ 659,647	$ (10,368)

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)

Ethics Board

MISSION

The mission of the Milwaukee County Ethics Board (MCEB) is to facilitate the reduction of conflicts of interest on the part of County elected or appointed officials and County employees by acting as the primary source of interpretation of the Milwaukee County Ethics Code; by responding to requests for advisory opinions regarding various activities as they pertain to the Ethics Code; by assessing potential areas of risk with respect to violations of the Ethics Code; by providing periodic applied ethics education in relationship to the Ethics Code; by examining requests for investigation and verified complaints; and by enforcing the Ethics Code through the hearing and resolution process.

Budget Summary

	2013	2012/2013 Change
Expenditures	**77,516**	**15,408**
Revenue	**0**	**0**
Levy	**77,516**	**15,408**
FTE's	**0.8**	**0.0**

Major Programmatic Focus

- No significant changes

OBJECTIVES

- Continue to promote voluntary compliance with the requirements of the ethics code, Chapter 9, of the Milwaukee County ordinances, through ongoing communication and multi-option training modules.
- Establish means of collaborating with other agencies to determine risk unique to their areas of responsibility and recommend options for avoiding conflicts of interest and other ethics code violations.
- Review financial disclosure forms to determine issues requiring clarification on an individual or an agency level.

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Chapter 9 of the Milwaukee County ordinances, the six-member 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 of the ordinances, 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.
- Use blended learning techniques to actively provide multi-faceted training and education services related to the Milwaukee County Ethics Code and general principles of business ethics.

The Ethics Board promotes voluntary compliance with the Ethics Code and voluntary resolution of alleged Ethics Code violations whenever possible. The Executive Secretary of the Personnel Review Board and other PRB staff serve as office staff and management to the Ethics Board and allot approximately 25% or more time to the administrative needs of the Ethics Board.

2013 BUDGET

Approach and Priorities

- Continue providing core services accurately and efficiently.
- Aim to quantify effectiveness of ongoing, in-house training and education activities.
- Enhance use of technology to improve operational efficiencies and to fulfill communication efforts.

Programmatic Impacts

The Milwaukee County Ethics Board provides ongoing, in-house training and education related to the Milwaukee County Ethics Code.

1. The Ethics Board will continue to implement and oversee the broad delivery of a multi-faceted training system that utilizes periodic online, hard copy, and in-person training modules and coordinates efforts with other agency goals and objectives.
2. Increased awareness of the Ethics Code and developing understanding of its principles results in an increase in inquiries to the Ethics Board and its staff, while staff levels remain unchanged to meet the rising demand.

Budget Highlights

Legal Services ***$3,800***

The increased awareness of the Ethics Code has resulted in an increase in requests for advisory opinion, requests for investigation, and receipt of verified complaints, as well as informal inquiries regarding application of the code. The 2013 budget includes an additional $3,800 for outside legal counsel whenever conflicts of interest may arise by working with in-house counsel.

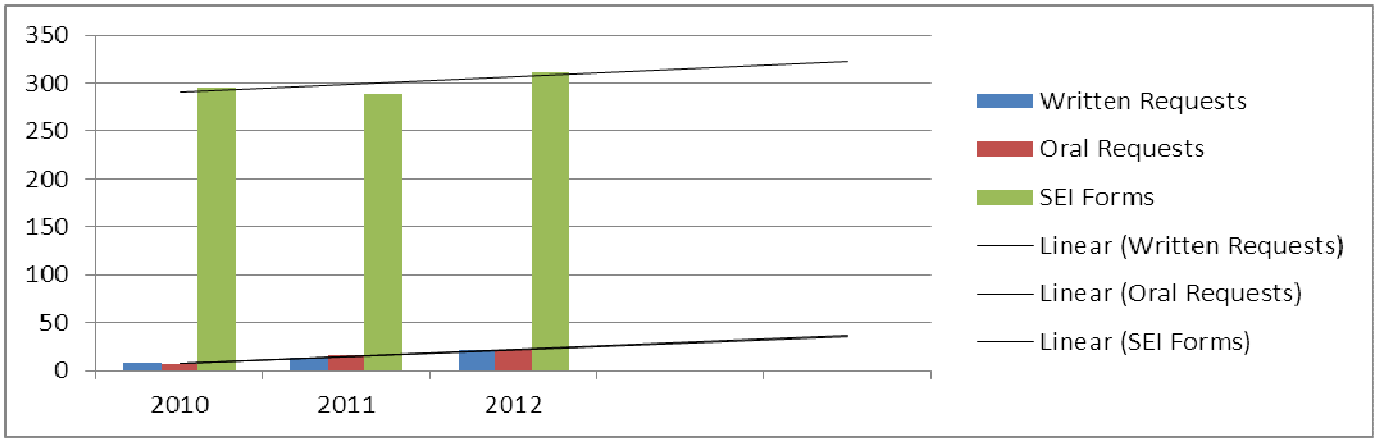
DEPT: Ethics Board **UNIT NO.** 1905
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 33,669	$ 31,696	$ 33,572	$ 1,876
Employee Fringe Benefits (EFB)	17,295	17,198	25,506	8,308
Services	22,808	11,925	16,705	4,780
Commodities	337	750	750	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	691	539	983	444
Abatements	0	0	0	0
Total Expenditures	$ 74,800	$ 62,108	$ 77,516	$ 15,408
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	74,800	62,108	77,516	15,408

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**0.8**	**0.8**	**0.8**	**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 2011 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



	2010	2011	2012
Written Requests	8	14	22
Oral Requests	7	16	22
SEI Forms	295	289	311

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.

NON-DEPARTMENTAL REVENUE SUMMARY				
Org	2011 Actual	2012 Budget	2013 Budget	Budget Change
1901 Unclaimed Money	$ 1,800,000	$ 0	$ 1,335,000	$ 1,335,000
1933 Land Sales	0	0	0	0
1937 Potawatomi Allocation	3,984,441	4,011,477	4,026,477	15,000
1969 Medicare Part D Revenues	3,236,779	3,023,647	850,000	(2,173,647)
1991 Property Taxes	264,101,810	275,370,836	279,321,196	3,950,360
1992 Earnings on Investments	3,021,426	1,711,411	1,711,411	0
1993 State Shared Taxes	38,198,637	30,890,224	30,990,382	100,158
1994 State Exempt Computer Aid	3,592,344	3,561,551	3,566,195	4,644
1996 County Sales Tax Revenue	63,968,447	64,000,880	60,789,514	(3,211,366)
1997 Power Plant Revenue	356,880	0	0	0
1998 Surplus from Prior Years	4,144,018	8,179	5,538,786	5,530,607
1999 Other Misc. Revenue	864,457	140,000	205,000	65,000
TOTAL NON-DEPT. REVENUES	$ 390,844,011	$ 382,718,205	$ 388,333,961	$ 5,615,756

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). Unclaimed funds are realized in odd years only. In 2013, unclaimed funds are projected to be $1,335,000. Monies identified and submitted to the County Treasurer as unclaimed from calendar years 2011 and 2012 will be published in early 2013.

Land Sales: Accounts for the sale of County land approved by the County Board. 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.

The first $50,000 in land sale revenue received by the County, above the amount budgeted in Real Estate Services to cover operating expenditures, shall be appropriated to establish a public art capital project. The Department of Administrative Services shall process an administrative transfer to allocate the funds to a public art capital project. The Milwaukee County Public Art Committee shall make funding recommendations for the repair or refurbishment of existing public art owned by Milwaukee County. If the Committee does not recommend allocation of the money, the funding balance will roll over to the following year in the public art capital project for use in future years. Additionally, the Milwaukee Public Art Committee may solicit donated funds to supplement the County allocation or for inclusion into the public art capital budget.

Once the first $450,000 in land sales revenue is received to cover Real Estate Services and the public art capital project, the next $250,000 of land sale revenue, to the extent that it is received, shall be allocated to a newly created Parks Amenities Matching Fund. The Parks Amenities Fund is further explained in Org. Unit 9000 – Parks.

Potawatomi Revenues: Represents payments, based on Class III Net Win during the period July 1, 2012 to June 30, 2013 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating departments (see below). The 2011 net win payment (after allocations) was $3,984,441. Based on actual

receipts in 2012 and the projected level of gaming activity, the amount is increased $15,000 from the 2012 Budget. Allocations to departments total $1,488,523 and are also unchanged from the 2012 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.

County Board – Office of Community Business Development Partners (Org. 1040)

An allocation of $100,000 is budgeted to establish a Micro Loan Program within the Small Business Initiative of the Community Business Development Partners Office

Medicare Part D Revenues: Due to the implementation of the Employee Group Waiver Plan (EGWP) for prescription drug benefits, the County will no longer receive a direct reimbursement from the Federal government for retiree drug benefits. Instead, savings will be achieved directly through lower expenditures paid for prescription drug benefits in Org 1950 – Employee Fringe Benefits. The remaining $850,000 accounts for the anticipated 2012 fourth quarter payment which will be received in 2013.

Earnings on Investments: Represents the County's income earned on the investment of funds not immediately needed as estimated by the County Treasurer. Based on 2011 actual experience, the average daily balance for 2013 is projected at $382 million. Of this amount, the average daily balances in in all cash bank and fund holdings are projected at $115 million. In addition, the average daily balance in the County's collateralized main bank account is approximately $45 million for which Milwaukee County receives interest earnings of 5 basis points (.05%). With the Federal Reserve rate continue to hover around zero, overall earned interest rates for cash holding in 2013 are projected to average 0.12% - which would yield approximately $192,500 in interest revenue. The average daily investment balance is projected at $190 million with an average projected rate of return calculated at 1.08%. That would yield approximately $2,060,000 in earnings on investments. In addition, with the introduction of the first stage of cash-flow analysis, a new category of $32,000,000 in shorter term liquid investments with a projected return of 30 basis points which would yield approximately $96,000 Therefore, the total earnings on all funds (including trusts and bonds holdings) in 2013 are projected at $2,347,071.

Statistical Reporting Data	**2011 Actual**	**2012 Budget**	**2013 Budget**
Earnings on all Funds (net of Mark-to-Market)	$3,887,463	$2,441,385	$2,347,071
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	($800,378)	($458,980)	($400,660)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	($690,944)	($270,994)	($235,000)
General Fund Earnings	$2,396,141	$1,711,411	$1,711,411

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
Restricted earnings are budgeted for a total of $400,660 for 2012. 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. Based on 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 2013 Budget includes $235,000 allocated to 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.

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 $100,158 from $30,890,224 to $30,990,382. The change is a result of an increase in the utility payment.

STATISTICAL SUPPORTING DATA	2011 Actual	2012 Budget	2013 Budget
Base Payment	$ 55,343,365	$ 47,026,480	$ 47,026,480
Utility Payment	2,956,572	3,965,044	4,065,202
Subtotal State Shared Taxes	$ 58,299,937	$ 50,991,524	$ 51,091,682
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	$ 38,198,637	$ 30,890,224	$ 30,990,382

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 2013 is $4,065,202.

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 2013 Requested Budget of $3,561,551 is the same amount that was included in the 2012 Adopted Budget.

County Sales Tax Revenue: Based on an analysis of recent trends, 2013 gross collections of the County's 0.5 percent sales and use tax are anticipated to increase $2,795,318, or 4.3%. The net sales tax budgeted in Org 1996 is the gross sales tax collections of $67,192,280, less an allocation of $6,402,766 for capital improvements for a total of $60,789,514. $53,083,478 is dedicated to debt service for 2013, resulting in a net of $7,706,036 for general fund purposes.

STATISTICAL SUPPORTING DATA	2011 Actual	2012 Budget	2013 Budget
Estimated County Sales Tax Collections, Excluding Retailer's Discount	$ 65,494,603	$ 65,593,771	$ 68,389,089
State Administrative Fee	(1,146,156)	(1,147,891)	(1,196,809)
County Sales Tax Collections	**$ 64,348,447**	**$ 64,445,880**	**$ 67,192,280**
Less County Sales Tax Allocated to Capital Improvements	$ (380,000)	$ (445,000)	$ (6,402,766)
County Net Sales Tax Collections	$ 63,968,447	$ 64,000,880	$ 60,789,514
Less Sales Tax Dedicated to Debt Service	(53,259,873)	(56,552,601)	(53,083,478)
Available for General Fund	$ 10,708,574	$ 7,448,279	$ 7,706,036

Power Plant Revenue: In 1995, the County negotiated the sale of its co-generation power plant, located at the Milwaukee Regional Medical Center, to the Wisconsin Electric Power Company. Phase I of the sale related to power plant electrical generation and distribution and was finalized on December 29, 1995. Phase II of the sale, related to all remaining portions of the power plant, including steam and chilled water generation, occurred on December 2, 1996. Sales revenues totaling $58 million were realized over several years. The 2011 payment of $356,880 represented the final payment by WE Energies for the sale, therefore there is no revenue budgeted for 2013.

Surplus (Deficit) from Prior Year: Represents the County's 2011 surplus per 59.60 of Wisconsin State Statutes. The final 2011 surplus is $5,538,786.

Other Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. The Budget of $205,000 is a reflection of excess Milwaukee County taxes collected by a TIF that is anticipated to close in the City of Oak Creek in 2013.

ADOPTED 2013 BUDGET

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

BUDGET SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
Property Tax Levy	$ 269,476,582	$ 275,370,836	$ 279,321,196

STATISTICAL SUPPORTING DATA

	2012 Budget	2013 Budget	2012/2013 Change
General County			
Expenditures	$ 1,227,294,103	$ 1,356,107,751	$ 128,813,648
Revenues	945,795,767	1,003,068,194	57,272,427
Bond Issues	6,127,500	73,718,361	67,590,861
General County Property Tax Levy	$ 275,370,836	$ 279,321,196	$ 3,950,360

Summary of 2013 Tax Levy

Dept. No.	Department Description	2013 Budget Expenditures	Revenues	Tax Levy	Type Fund**
Legislative and Executive					
1000	County Board	$ 6,656,441	$ 0	$ 6,656,441	GEN
1001	County Board-Department of Audit	0	0	0	GEN
1011	County Executive-General Office	1,326,254	0	1,326,254	GEN
1021	County Exec-Veteran's Services	318,147	13,000	305,147	GEN
1040	County Board-Office of Community Business Development Partners	1,143,618	258,236	885,382	GEN
	Total Legislative and Executive	$ 9,444,460	$ 271,236	$ 9,173,224	
Staff Agencies					
1019	DAS-Office for Persons w/Disabilities	$ 888,007	$ 154,500	$ 733,507	GEN
1110	Civil Service Commission	15,514	0	15,514	GEN
1120	Personnel Review Board	247,362	0	247,362	GEN
1130	Corporation Counsel	1,648,127	120,000	1,528,127	GEN
1135	Labor Relations	471,050	0	471,050	GEN
1140	Human Resources	6,410,941	1,483,690	4,927,251	GEN
1150	DAS-Risk Management	8,345,206	8,345,206	0	INTER
1151	DAS-Fiscal Affairs	1,292,520	0	1,292,520	GEN
1152	DAS-Procurement	991,668	0	991,668	GEN
1160	DAS-Information Mgt Services	16,252,317	16,252,317	0	INTER
1192	DAS-Economic Development	2,583,279	2,908,580	(325,301)	GEN
1905	Ethics Board	77,516	0	77,516	GEN
5500	DAS-Water Utility	4,087,687	4,087,687	0	INTER
5700	DAS-Facilities Management	28,390,509	29,028,735	(638,226)	GEN
	Total Staff Agencies	$ 71,701,703	$ 62,380,715	$ 9,320,988	
County-Wide Non-Departmental Revenues					
1901	Unclaimed Money	$ 0	$ 1,335,000	$ (1,335,000)	GEN
1933	Land Sales	0	0	0	GEN
1937	Potawatomi Revenue	0	4,026,477	(4,026,477)	GEN
1969	Medicare Part D	0	850,000	(850,000)	GEN
1992	Earnings on Investments	0	1,711,411	(1,711,411)	GEN
1993	State Shared Taxes	0	30,990,382	(30,990,382)	GEN
1994	State Exempt Cmptr Aid	0	3,566,195	(3,566,195)	GEN
1996	Cnty Sales Tax Revenue	0	60,789,514	(60,789,514)	GEN
1997	Power Plant Revenue	0	0	0	GEN
1998	Surplus from Prior Year	0	5,538,786	(5,538,786)	GEN
1999	Other Misc Revenue	0	205,000	(205,000)	GEN
	Total County-Wide Non-Departmental Revenues	$ 0	$ 109,012,765	$ (109,012,765)	

Summary of 2013 Tax Levy

Dept. No.	Department Description	2013 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	0	0	0	GEN
1930	Internal Service Abatement	(60,747,869)	(60,747,869)	0	GEN
1935	Charges to Other County Units	(7,425,924)	0	(7,425,924)	GEN
1945	Appropriation for Contingencies	4,103,329	0	4,103,329	GEN
1950	Employee Fringe Benefits	16,976,607	16,976,607	0	GEN
1961	Litigation Reserve	350,000	0	350,000	GEN
1975	Law Enforcement Grants	463,062	0	463,062	GEN
1985	Capital/Depreciation Contra	707,689	3,972,163	(3,264,474)	GEN
1987	Debt Issue Expense	21,500	10,000	11,500	GEN
1989	Investment Advisory Svcs	260,000	0	260,000	GEN
	Total County-Wide Non-Departmentals	$ (45,281,606)	$ (39,789,099)	$ (5,492,507)	
Courts and Judiciary					
2000	Combined Court Related Services	$ 38,751,027	$ 9,220,578	$ 29,530,449	GEN
2430	Department of Child Support	20,328,901	19,000,279	1,328,622	GEN
2900	Courts-Pre Trial Services	5,071,664	598,101	4,473,563	GEN
	Total Courts and Judiciary	$ 64,151,592	$ 28,818,958	$ 35,332,634	
General Government					
3010	Election Commission	$ 655,952	$ 50,750	$ 605,202	GEN
3090	County Treasurer	1,469,159	3,405,250	(1,936,091)	GEN
3270	County Clerk	820,518	475,325	345,193	GEN
3400	Register of Deeds	4,484,866	5,401,536	(916,670)	GEN
3700	Comptroller	5,778,288	74,700	5,703,588	GEN
	Total General Government	$ 13,208,783	$ 9,407,561	$ 3,801,222	
Public Safety					
4000	Sheriff	$ 84,869,149	$ 12,450,541	$ 72,418,608	GEN
4300	House of Correction	58,303,595	5,095,464	53,208,131	GEN
4500	District Attorney	18,382,237	6,319,673	12,062,564	GEN
4900	Medical Examiner	4,664,277	1,780,035	2,884,242	GEN
	Total Public Safety	$ 166,219,258	$ 25,645,713	$ 140,573,545	

Summary of 2013 Tax Levy

Dept. No.	Department Description	2013 Budget Expenditures	Revenues	Tax Levy	Type Fund**
Public Works					
5040	DOT-Airport	$ 86,997,816	$ 86,997,816	$ 0	ENTER
5100	DOT-Highway Maintenance	20,963,846	19,878,819	1,085,027	GEN
5300	DOT-Fleet Maintenance	9,538,738	10,775,565	(1,236,827)	GEN
5600	Transit/Paratransit	163,909,968	145,031,108	18,878,860	ENTER
5800	DOT-Director's Office	140,219	269,180	(128,961)	GEN
	Total Public Works	$ 281,550,587	$ 262,952,488	$ 18,598,099	
Health and Human Services					
6300	DHHS-Behavioral Health Division	$ 177,003,401	$ 113,921,131	$ 63,082,270	GEN
7900	Department on Aging	18,463,736	17,061,080	1,402,656	GEN
7990	Department of Family Care	294,816,671	294,816,671	0	GEN
8000	Dept of Health & Human Services	85,380,628	63,615,390	21,765,238	GEN
	Total Health and Human Services	$ 575,664,436	$ 489,414,272	$ 86,250,164	
Parks, Recreation and Culture					
1908	Milwaukee County Historical Society	$ 206,167	$ 0	$ 206,167	GEN
1914	War Memorial	1,491,405	0	1,491,405	GEN
1915	Villa Terrace/Charles Allis	207,108	0	207,108	GEN
1916	Marcus Center for the Performing Arts	1,088,000	0	1,088,000	GEN
1966	Federated Library	66,650	0	66,650	GEN
1974	Milwaukee County Fund for the Arts	321,035	0	321,035	GEN
9000	Parks, Recreation and Culture	42,119,737	17,654,708	24,465,029	GEN
9500	Zoological Department	24,603,556	19,684,801	4,918,755	GEN
9700	Museum	3,502,376	0	3,502,376	GEN
9910	University Extension	480,214	144,350	335,864	GEN
	Total Parks, Recreation and Culture	$ 74,086,248	$ 37,483,859	$ 36,602,389	
Debt Service					
9960	General County Debt Service	$ 67,520,200	$ 15,956,722	$ 51,563,478	DEBT
	Total Debt Service	$ 67,520,200	$ 15,956,722	$ 51,563,478	
Capital Projects					
120	Capital Improvements*	$ 121,852,389	$ 119,241,663	$ 2,610,726	CAP
	Total Capital Projects	$ 121,852,389	$ 119,241,663	$ 2,610,726	

Summary of 2013 Tax Levy

Dept. No.	Department Description	2013 Budget Expenditures	Revenues	Tax Levy	Type Fund**
Expendable Trust Funds					
0601	Office for Disabilities Trust Fund	$ 25,000	$ 25,000	$ 0	TF
0701	BHD Trust Funds	35,100	35,100	0	TF
0319	Zoo Trust Funds	954,602	954,602	0	TF
	Total Expendable Trust Funds	$ 1,014,702	$ 1,014,702	$ 0	
	Total County	$ 1,356,107,751	$ 1,076,786,555	$ 279,321,196	

Note: For Department 5600 Transit/Paratransit, the Passenger Abatement of $45,025,000 is presented as revenue rather than a negative expense.

* The 2013 Capital Improvements Budget includes reprogramming of bonds from Project WP191 Moody Pool Refurbishment ($2,959,920) and Project WO950 Milwaukee County Public Art ($471,151) to other capital projects. The Summary of 2013 Tax Levy and the Statistical Supporting Data tables do not include these amounts.

** 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			
	2011 Actual	2012 Budget	2013 Budget
County Historical Society	$ 242,741	$ 206,167	$ 206,167

MISSION

The Milwaukee County Historical Society (MCHS) was founded in 1935 to collect, preserve and make available materials relating to the history of the Milwaukee community. Through a broad range of activities, the Historical Society seeks to recognize and preserve our local history. In promoting a greater appreciation of Milwaukee County's heritage, the Historical Society hopes to develop a better understanding of the issues and challenges facing Milwaukee County today. The Society's research library, museum collections, exhibitions, public programs, historic sites and special events serve a variety of constituencies including scholars, students, genealogists, local businesses, civic organizations, and Milwaukee County residents and visitors.

OBJECTIVES

The primary goal and objective of the MCHS is to be a place that changes the world through educational and inspiring experiences with history. To fulfill this vision, the Society continually seeks to facilitate:

1. Experiences that inspire, challenge, and question;
2. Experiences that inform and educate;
3. Experiences that nurture enrichment, reflection, and action through authentic connections with people and place;
4. Experiences that use one-of-a-kind stories and collections to benefit community;
5. Experiences that document, preserve, and interpret Milwaukee County's history; and
6. Experiences that exhibit leadership in the fields of public service, citizenship, and history.

OVERVIEW OF OPERATION

The MCHS's operating budget for 2013 is $1,082,477 with $876,310 coming from non-County funds. Significant sources of non-County income include charitable gifts, grants, special events, membership dues, facility rentals, admissions, and public programming fees.

In support of operations, the MCHS employs four full-time employees, 3 part-time employees, 1 contract employee, and over 20 interns. The MCHS also benefits from over 100 active volunteers. This team operates and administers five facilities located on Milwaukee County, including:

1. The Milwaukee County Historical Center in downtown Milwaukee (County owned).
2. The Kilbourntown House in Estabrook Park in Shorewood (County owned).

3. The Lowell Damon House in Wauwatosa.
4. The Jeremiah Curtin House in Greendale.
5. Trimborn Farm in Greendale (County owned).

The MCHS, a Smithsonian and Wisconsin Historical Society affiliate, is a 501(c)3, not-for-profit organization, and is governed by a board of seventeen directors.

The following list references examples of initiatives, activities, and programs implemented and underway by the MCHS:

1. Educational Experiences: In 2011-2012, the MCHS continued offering a diverse combination of educational experiences including public programs, exhibits, and tours. These included the popular exhibits, *Faith, Family, Festa: Milwaukee's Italians*, *Milwaukee in Miniature*, *African American Firsts*, and *Billie the Brownie*. The MCHS also hosted public programming, concerts, and lectures featuring presentations about Gimbels Department Store, Milwaukee during prohibition, and ethnic music traditions. During 2011-2012, the MCHS also initiated a new slate of educational experiences including behind-the-scenes tours of the Society's collections and, *I'm New Here*, a program supporting access to, and the use of, the Society's Research Library. Most excitingly, in 2012 the Society announced plans to present Alan Kulwicki: A Champion's Story, a major exhibition exploring the life and legacy of NASCAR champion Alan Kulwicki.

2. Special Events: In 2011-2012, the MCHS presented a series of unique and compelling special events to the public. Of particular significance were the *Ice Cream Social* at the Kilbourntown House, the first annual *Milwaukee Meatball Challenge* at the Milwaukee County Historical Center, and the first annual WWII Encampment, 29th Annual Harvest Arts and Crafts Festival, and the 7th Annual Civil War Weekend, all at Trimborn Farm. The MCHS also partners with multiple organizations to present and/or host special events, and in 2012, examples of these successful partnerships included the MCHS's active participation in Doors Open Milwaukee and the holiday Festival of Lights.

3. Historic Site Management and Operation: The MCHS operates and manages five distinct historic sites located throughout Milwaukee County, all of which are listed on the National Register of Historic Places. In each case, the MCHS offers guided tours of these facilities and implements a full range of historic preservation and strategic management operations at the sites.

4. Research Library: The MCHS' research library features a significant and large collection of archival and photographic materials, and is open to the public six days per week. The library supports active research use by scholars, students, and the general public, and serves as the primary repository for Milwaukee County records.

5. Collections Management: The MCHS serves as steward for over 500,000 artifacts representing the full tapestry of Milwaukee County history. These materials are used to support research, exhibition and public programming initiatives of the MCHS and are actively loaned to other organizations for educational purposes.

6. County Landmarks: Since 1976, the MCHS 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.

7. Civic Leadership: The MCHS values and embraces its civic role, and as such, the organization and its staff team actively support and participate in a variety of civic and community endeavors. These efforts include supporting and serving the Westown Association, the Milwaukee River Walk, and collecting charitable donations for both the United Way and the Hunger Task Force. Additionally, members of the MCHS' staff team serve in the Milwaukee Rotary Club and Kiwanis, among other organizations. Finally, the MCHS is a proud participant in the Blue Star Museum program, which is administered by the National

Endowment for the Arts and offers free admission to cultural attractions to active military personnel and their families between Memorial and Labor Day.

BUDGET HIGHLIGHTS

The 2013 tax levy contribution to the Milwaukee County Historical Society remains at the 2012 level of $206,167.

The MCHS maximizes and leverages the County's financial support for optimal return as follows:

1. Educational Experiences: In 2011-2012, the MCHS maximized the County's financial support by utilizing a percentage of these resources to develop and implement multiple diverse and enriching public programs and museum experiences. These experiences attracted a growing number of citizens and provide invaluable opportunities for public engagement and multi-generational learning.

2. Historic Preservation and Stewardship of Historic Sites: As the steward of over 15 County owned historic buildings, and two privately owned historic houses, the MCHS strategically invests County funds in the operation, care, and preservation of these distinctive historic properties. These efforts include direct support of utilities and building / site maintenance, and the development of publically accessible tours and programs.

3. Archival and Collections Stewardship and Public Access: The MCHS is a strategic partner with Milwaukee County in regards to records management as the primary repository of County records. In this capacity, the MCHS preserves and stores these materials and makes them available to the public for research and educational purposes.

4. Building Organizational Capacity: The MCHS is committed to building organizational capacity and investing a percentage of the County funds it receives for development and enhancement of its staff team. The primary focus of this investment is payroll, but other strategic investments in this area include support of efficient and effective operational strategies, supplies and materials.

	2011 Actual	2012 Budget	2013 Budget
Expenditures			
Personal Services	$ 191,227	$ 84,432	$ 85,000
Historic Site Management and Utilities	$ 44,788	$ 84,369	$ 85,000
Office and Administrative Supplies	$ 6,726	$ 9,553	$ 5,000
Educ. Experience Dev. & Collections / Archives	$ 0	$ 27,813	$ 31,167
Total Expenditures	$ 242,741	$ 206,167	$ 206,167

	2009 Actual	2010 Actual	2011 Actual	2012* Actual
Research Requests	4,252	5,800	1,719	583
Accessions	110	70	146	75
Outreach Programs	40	48	9	8
Website Visits	242,324	280,000	242,414	145,181
On-Site Guests Served	9,483	15,070	11,997	1,495**

*Through May 31, 2012
**Major events in June, Sept, and Oct

DEPT: VISIT MILWAUKEE **UNIT NO.** 1912
FUND: General - 0001

BUDGET SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
VISIT Milwaukee	$ 25,000	$ 0	$ 0

BUDGET HIGHLIGHTS

- The 2012 Budget moved the $25,000 funding for Visit Milwaukee from org 1912 to org 1192 DAS – Economic Development. Funding in the amount of $25,000 is again budgeted in org 1192 DAS – Economic Development in 2013.

DEPT: Civil Air Patrol **UNIT NO.** 1913
FUND: General - 0001

BUDGET SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
Civil Air Patrol	$ 9,052	$ 10,000	$ 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 paint, repairs, materials and supplies to help keep the facilities in a well-maintained and safe condition.

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.
9. Counter terrorism mission support, flown in cooperation with the Federal Bureau of Investigation.

BUDGET HIGHLIGHTS

- The 2013 Budget for support to the Civil Air Patrol remains at $10,000.

	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Number of Meetings	360	360	360	350
Number of Organization Members	860	860	910	947

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

BUDGET SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
War Memorial	$ 1,504,594	$ 1,278,905	$ 1,491,405

MISSION

To honor the dead by serving the living through the principles of art and peace. 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, regarding 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 supporting our mission.

BUDGET HIGHLIGHTS

- The 2013 tax levy contribution to the War Memorial remains at the 2012 level of $1,491,405.

- Milwaukee County will create a separate unit account to hold the $212,500 allocated to Milwaukee Art Museum Direct Funding. Milwaukee County will deposit a matching appropriation of $212,500 in tax levy funds, resulting in a total of $425,000 in designated funding.

  The War Memorial Center and the Milwaukee Art Museum shall each receive an equal share of this designated funding, which will be released for use by the War Memorial Center and the Milwaukee Art Museum contingent upon:
  1) The Milwaukee Art Museum Board of Trustees and the War Memorial Center Board entering into a written agreement realigning operational and budgetary relationships between the two organizations, AND
  2) Ratification of said agreement by the War Memorial Corporation Board.

  Failure to accomplish both components of the above contingency clause by June 30, 2013 will result in the $425,000 balance of held funds being transferred back to Milwaukee County for deposit into the County's contingency fund.

- The War Memorial Center will provide detailed quarterly reports of financial status and projections through the fiscal year.

- Given the unsustainability of the current arrangement, the War Memorial Center will continue to actively pursue an agreement with the Milwaukee Art Museum (MAM) that benefits veterans, the community, Milwaukee County, and MAM. The War Memorial will report on progress toward this end by April 1, 2013.

ACTIVITY AND STATISTICAL SUMMARY			
	2011	2012	2013
Attendance	Actual	Budget	Budget
Memorial Hall	46,970	43,445	43,670
Fitch Plaza	4,408	3,930	3,930
Veterans Memorial Gallery	285	1,000	1,000
Meeting Rooms	4,480	3,860	4,300
Special Events- WMC Grounds/Lakefront	50,600	50,000	50,000
General Public	6,000	5,200	6,000
Milwaukee Art Museum	419,616	300,000	390,000
TOTAL	532,359	407,435	498,900
Number of Events			
Memorial Hall	273	290	270
Fitch Plaza	72	50	60
Veterans Memorial Gallery	14	20	20
Meeting Rooms	464	386	430
Special Events	2	1	1
TOTAL	825	747	781

The War Memorial Center budget consists of the following:

WAR MEMORIAL CENTER BUDGET SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
Expenditures			
Personal Services	$ 790,715	$ 835,000	$ 835,000
Professional Fees	128,806	119,800	124,000
Advertising and Promotion	44,756	49,325	48,000
Meetings and Auto Allowance	7,683	7,500	7,500
Facility Expenses	430,123	296,000	295,000
Utilities	737,705	715,469	753,094
Office and Administrative Supplies	24,697	23,500	24,000
New & Replacement Equipment	62,754	0	0
Milwaukee Art Museum Direct Funding	250,000	212,500	212,500
2012 County Budget Reduction		(188,189)	(188,189)
Total War Memorial Center Expenditures	$ 2,477,239	$ 2,070,905	$ 2,110,905
Revenues			
Parking	$ 458,142	$ 305,000	$ 335,000
Miscellaneous	49,453	49,000	49,000
Catering Commission	26,458	31,000	32,500
Office Rental	194,803	199,000	205,000
Hall and Plaza Rental	205,707	180,000	180,000
Meeting Room Rental	15,690	13,000	14,000
Liquor Commission	22,392	15,000	16,500
Milwaukee County Contribution	1,504,594	1,278,905	1,278,905
Total War Memorial Center Revenues	$ 2,477,239	$ 2,070,905	$ 2,110,905

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

BUDGET SUMMARY			
	2011 Actual	**2012 Budget**	**2013 Budget**
Villa Terrace/Charles Allis Art Museums	$ 243,656	$ 207,108	$ 207,108

MISSION

The mission of the Villa Terrace Decorative Arts Museum and Charles Allis Art Museum of Milwaukee County (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 war dead by serving the living.

OBJECTIVES

- Increase the well being of County residents through collaborative educational programs, exhibits and a variety of events that cater to the larger community.
- Contribute to the quality of life in County by improving the visitor experience at both Museums with creative programming aimed at a broad audience.
- Maintain the facilities to the best of our abilities for the safety and comfort of all staff and visitors.

BUDGET HIGHLIGHTS

- The 2013 tax levy contribution to the Villa Terrace/Charles Allis Museums remains at the 2012 level of $207,108.

MUSEUM BUDGET SUMMARY

	2011 Actual	2012 Budget	2013 Request
Expenditures			
Personnel Services	$ 327,155	358,000	354,000
Professional Fees CA	17,301	25,000	18,000
Professional Fees VT	22,388	32,500	24,000
Advertising and Promotion	45,920	60,000	60,000
Space and Utilities CA	55,339	59,250	60,000
Space and Utilities VT	61,276	59,250	60,000
Office and Administrative Supplies	22,185	16,300	20,000
Mileage Reimbursement	202	700	508
Major Maintenance CA	0	3,000	2,050
Major Maintenance VT	0	3,000	2,050
New & Replacement Equipment CA	0	0	0
Total Expenditures	$ 551,766	617,000	600,608
Revenues			
Charles Allis Friends Direct Support	$ 0	7,000	7,500
Villa Friends Direct Support	1,381	2,344	0
Garden Support	13,231	18,000	16,000
Private Support CA & VT	35,644	30,000	30,000
Membership CA & VT	22,752	32,000	25,000
Admissions CA	9,486	10,000	12,000
Admissions VT	14,556	15,000	15,000
Rental Revenue CA	33,485	60,000	35,000
Rental Revenue VT	176,759	150,000	190,000
Program Sponsorship CA		7,500	10,000
Program Sponsorship VT		5,000	7,000
Grants CA		19,000	20,000
Grants VT		15,000	25,000
Interest Trust Account	816	2,500	1,000
Milwaukee County Tax Levy Contribution	243,656	243,656	207,108
Total Revenues	$ 551,766	617,000	600,608

ACTIVITY AND STATISTICAL SUMMARY

	2011 Actual	2012 Goal	2013 Goal
Attendance			
General Museum Attendance	6,214	9,000	11,000
Museum Program Attendance	2,784	4,500	6,000
Private Rentals	14,608	20,000	20,000
Volunteer Activity	1,272	1,500	2,000
Meetings/Appointments (estimated)	1,200	2,500	2,500
Total Attendance	26,078	37,500	41,500

DEPT: MARCUS CENTER FOR THE PERFORMING ARTS **UNIT NO.** 1916
FUND: General - 0001

BUDGET SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
Marcus Ctr for the Performing Arts	$ 1,280,000	$ 1,088,000	$ 1,088,000

MISSION

To serve the community, the Marcus Center (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 Center patrons with a high level of customer service and entertainment value from Center events.
- Enhance Milwaukee County (County) residents' quality of life through the Center's diverse offerings of arts, culture and entertainment in a variety of ticket price ranges.
- Provide quality performing art(s) events to County residents in all geographic areas.
- As a designated Milwaukee County War Memorial, the Center believes honoring veterans to be a core part of its mission. It does so through an annual Flag Day ceremony and programming such as military band concerts focused on veterans and military families.

BUDGET HIGHLIGHTS

- The 2013 tax levy contribution to the Center remains at the 2012 level of $1,088,000.
- The Center will continue to provide quarterly reports of current financial status and projections through the fiscal year in accordance with past practice.

ACTIVITY AND STATISTICAL SUMMARY						
	2011 Actual		2012 Projected		2013 Budget	
	Events	Attend	Events	Attend	Events	Attend
All Events Public & Private	1,830	565,839	1,800	565,000	1,825	575,000

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

MARCUS CENTER FOR THE PERFORMING ARTS			
	2011 Actual	2012 Revised Budget	2013 Budget
Expenditures			
Personal Services	$ 3,494,373	$ 3,396,256	$ 3,723,803
Professional Fees	374,676	307,380	353,070
Advertising and Promotion	177,423	148,700	154,250
Meetings, Travel and Auto Allowance	15,336	13,000	14,550
Space	384,154	346,230	357,246
Telephone & Utilities	498,327	548,720	585,500
Office and Administrative Supplies	126,230	109,250	133,300
New & Replacement Equipment	0	0	0
Total Marcus Center Expenditures	$ 5,070,519	$ 4,869,536	$ 5,321,719
Revenues			
Hall Rental	$ 1,225,616	$ 1,141,074	$ 1,220,107
Office Rental	102,065	102,000	105,000
Equipment Rentals	185,318	185,000	209,588
Reimbursement Income	1,677,723	1,483,267	1,807,745
Concession Income	143,883	190,000	179,000
Facility Support	341,473	570,000	620,000
Misc. Income	118,287	112,650	93,450
Milwaukee County Contribution	1,280,000	1,088,000	1,088,000
Total Marcus Center Revenues	$ 5,074,365	$ 4,871,991	$ 5,322,890
Marcus Center Excess (Deficit)	$ 3,846	$ 2,455	$ 1,171

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Services	$ 1,471,754	$ 1,839,999	$ 1,800,000	$ (39,999)
Abatements	0	0	1,800,000	(1,800,000)
County Service Charges	0	0	0	0
Total Expenditures	1,471,754	1,839,999	0	(1,839,999)
Total Revenue	1,682,921	1,839,999	0	(1,839,999)
Direct Tax Levy	$ (211,167)	$ 0	$ 0	$ 0

MISSION

This organizational 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 2013, services expenditures decrease by $39,999 due to a reduction in the number of employees in the payroll system.

- The 2013 Budget changes the method for allocating costs to departments from direct service revenue to cost abatement. This is an administrative change and the Human Resource and Payroll System tax levy remains $0.

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

BUDGET SUMMARY			
	2012 Budget	2013 Budget	2012/2013 Change
Expenditure			
Offset to Services Departments Charges	$ (58,948,633)	$ (60,747,869)	$ (1,799,236)
Revenues			
Offset to Service Departments Revenue	(58,948,633)	(60,747,869)	(1,799,236)
Property Tax Levy	0	0	0

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 ($60,643,031) and revenue offsets of ($60,643,031) reflect the charges from the following departments in the table below to other County departments.

BUDGET SUMMARY			
	2012 Budget	2013 Budget	2012/2013 Change
DAS-Risk Management	$ (7,566,149)	$ (7,738,664)	$ (172,515)
DAS-IMSD	(15,001,508)	(14,822,128)	179,380
DAS-Facilities Management*	(24,278,182)	(25,224,113)	(945,931)
DAS-Water Utility	(256,318)	(271,858)	(15,540)
DOT-Airport	0	(397,220)	10,180
DOT-Highways**	(1,256,477)	(1,746,388)	(489,911)
DOT-Fleet	(10,589,999)	(10,547,498)	42,501
Subtotal	$ (58,948,633)	$ (60,747,869)	$ (1,391,836)
Allowance for Undistributed Crosscharges	0	0	407,400
Total	$ (58,948,633)	$ (60,747,869)	$ (1,799,236)

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			
	2011 Actual	**2012 Budget**	**2013 Budget**
	$	$	$
Abatements	(10,587,574)	(8,189,535)	(7,425,924)
Unallocated Cross-Charges			
Cross-Charges in departmental budgets	10,587,574	8,189,535	7,425,924
County-wide Property Tax Levy			

The Central Service Allocation amounts for the 2013 budget are based upon the 2013 Cost Allocation Plan. The 2013 Plan uses 2011 actual costs as its base and includes a carryover provision for the difference between the 2012 Plan and 2011 actual costs. Reflecting the 2012 carryover in the 2013 budget increases charges to those departments that were undercharged in 2012 and reduces charges to those departments that were overcharged in 2012.

The Central Service Allocation for 2013 reflects the prorated cost for the following services:

DESCRIPTION	2012 Budget	2013 Budget	2012/2013 Change
Department of Audit	2,017,663	1,875,714	(141,949)
County-Wide External Audit	324,118	332,913	8,796
Personnel	2,178,121	1,763,121	(415,000)
Labor Relations	342,762	349,198	6,436
Procurement	626,044	619,416	(6,628)
DAS-Central Accounting	635,532	617,167	(18,365)
DAS-Budget	822,382	1,082,553	260,172
DAS-Accounts Payable	856,355	844,813	(11,542)
DAS-Payroll	468,901	445,266	(23,635)
Treasurer	898,457	707,792	(190,666)
Central Service Dept. costs	9,170,334	8,637,953	(532,381)
Carryforward	(980,800)	(1,212,029)	(231,230)
TOTAL	8,189,535	7,425,924	(763,611)

ALLOCATION SUMMARY				
		2012 Budget	2013 Budget	2012/2013 Change
1000	County Board	$ 25,343	$ 13,383	$ (11,960)
1011	County Executive	0	(19,442)	(19,442)
1019	DAS - Office for Persons with Disabilities	10,955	16,297	5,342
1021	Veteran's Services	4,306	4,054	(252)
1040	County Board - Comm Business Dev Partners	35,158	(11,897)	(47,055)
1130	Corporation Counsel	31,217	24,387	(6,830)
1150	DAS - Risk Management	105,070	89,989	(15,081)
1151	DAS - Fiscal Affairs	36,205	32,776	(3,429)
1160	DAS - Information Management Services	102,017	160,982	58,965
1192	DAS - Economic Development	2,743	24,362	21,619
2000	Combined Court Related Operations	637,224	535,646	(101,578)
2430	Department of Child Support Services	161,152	107,129	(54,023)
2900	Alternatives to Incarceration	6,370	13,133	6,763
3010	Election Commission	9,005	11,274	2,269
3270	County Clerk	14,546	13,355	(1,191)
3400	Register of Deeds	10,101	12,658	2,557
3700	Office of the Comptroller	0	14,047	14,047
4000	Sheriff	1,214,111	1,147,225	(66,886)
4500	District Attorney	124,108	120,254	(3,854)
4900	Medical Examiner	47,587	31,515	(16,072)
5040	Airport	412,858	488,848	75,990
5100	Highway Maintenance	157,063	147,799	(9,264)
5300	Fleet Management	81,857	105,084	23,227
5500	Water Utility	7,971	7,670	(301)
5600	Transit/Paratransit Systems	344,263	365,574	21,311
5700	DAS Facilities Management	361,093	357,543	(3,550)
5800	Director's Office	87,630	100,331	12,701
6300	DHHS - Behavioral Health Division	1,177,547	1,166,648	(10,899)
7900	Department on Aging	141,644	37,308	(104,336)
7990	Department of Family Care	627,578	731,571	103,993
8000	Dept of Health & Human Srvcs	1,133,663	599,453	(534,210)
9000	Parks, Recreation & Culture	771,932	680,430	(91,502)
9500	Zoological Department	307,194	295,362	(11,832)
9910	UW Extension Service	24	1,176	1,152
	Total Charges to Other Organizational Units	$ **8,189,535**	$ **7,425,924**	$ **(763,611)**

DEPT: APPROPRIATION FOR CONTINGENCIES **UNIT NO.** 1945
FUND: General - 0001

BUDGET SUMMARY			
	2012 Budget	2013 Budget	2012/2013 Change
Expenditures	$ 1,550,000	$ 4,103,329	$ 2,553,329
Revenues	0	0	0
Property Tax Levy	$ 1,550,000	$ 4,103,329	$ 2,553,329

Contingency Appropriation Analysis

Year	Adopted Budget	Appropriations Transfers In	Appropriations Transfers Out	Year End Balance
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	2,293,590	(723,500)	7,370,090
2011	8,650,000	1,195,620	(558,825)	9,286,795
2012*	1,550,000	0	(646,736)	988,885

* Transfer information for 2012 through November 2012

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 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

- In 2013, the Appropriation for Contingencies is budgeted at $4,103,329, a $2,553,329 increase from 2012.

BUDGET SUMMARY				
	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Health Benefit Expenditures	$ 136,222,057	$ 122,056,834	$ 118,502,180	$ (3,554,654)
Pension Related Expenditures	66,850,267	63,716,138	66,724,779	3,008,641
Other Employee Benefit Expenditures	4,079,250	5,188,388	5,374,214	185,826
Total Expenditures	$ 209,677,004	$ 190,961,360	$ 190,601,173	$ (360,187)
Total Abatements	(192,983,632)	(173,692,599)	(173,624,566)	68,033
Total Direct Revenue	$ 9,794,477	$ 17,268,761	$ 16,976,607	$ (292,154)
Total Tax Levy	$ 6,898,895	$ 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 2013:

Table 2 - Fringe Benefit Costs Per Eligible FTE - 2013 Budget

	Health Care	Pension % of Salary
Active Employee	$15,089	15.51%

Fringe benefit costs are segregated into healthcare and pension components. Active healthcare costs are budgeted as a fixed cost per eligible FTE. Healthcare costs include all health benefits and other non-pension related benefits. Active 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. Generally, legacy costs are allocated based on a 3-year average of FTE by department. Because of the allocation method for legacy costs, each department has a different rate for legacy healthcare and legacy pension costs.

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 healthcare benefits costs decrease $3,735,560 in 2013 to $111,369,235. Projected changes from 2012 to 2013 for healthcare benefits are as follows.

Table 3 - Healthcare Expenditures									
			2012 Budget		2013 Budget		2012/2013 Change		Percent Change
1	Basic Health Benefits, Including Major Medical	$	107,028,666	$	103,261,031	$	(3,767,635)		-3.52%
2	Dental Maintenance Organizations (DMO)		3,218,334		3,379,251		160,917		5.00%
3	County Dental Plan		1,423,728		1,466,440		42,712		3.00%
4	Wellness and Disease Management Program		625,000		904,168		279,168		44.67%
5	FSA Contributions		3,426,525		3,691,672		265,147		7.74%
6	Medicare Part B Reimbursement (Retirees)		6,334,581		6,524,618		190,037		3.00%
7	Total Health Benefit Expenditures	$	122,056,834	$	119,227,180	$	(2,829,654)		-2.32%
8	Employee Health Contributions		6,137,100		6,999,900		862,800		14.06%
9	Retiree Health Contributions		814,939		858,045		43,106		5.29%
10	Total Health Benefit Revenue	$	6,952,039	$	7,857,945	$	905,906		13.03%
11	**Total Health Benefit Cost**	**$**	**115,104,795**	**$**	**111,369,235**	**$**	**(3,735,560)**		**-3.25%**

Basic Health Benefits, Including Major Medical. For 2013, the County continues to be self-insured with United Healthcare continuing as third-party administrator. A modified version of the single plan design implemented in 2012 is continued for all employees and retirees.

In order to estimate 2013 costs, the County's actuary calculated a base projection using medical and prescription drug claims incurred for 36 months (July 2009 through June 2012). The trend provided a year-over-year inflationary factor on medical and pharmaceutical claims of 7.5 percent or the equivalent of a budget-to-budget inflationary factor of 8.2 percent.

Savings of $4,275,100 are applied for plan design changes. These savings result primarily from converting the current 2-tier model to a 4-tier model, and increasing the annual deductible for all employees and retirees. The maximum annual deductible is shown below:

Tier	In Network Annual Deductible
Employee Only	$800
Employee + Child(ren)	$1,050
Employee + Spouse	$1,600
Employee + Family	$1,850

There is no change to office visit copays, preventive services, or coinsurance. The prescription medication for 90-day mail order medications will also be equal to two and one-half (2.5) times the 30-day retail amount.

Dental and Other Healthcare Expenditures and Revenues. The Dental Associates DMO and the Humana PPO continue to be offered at the same service levels as 2012 for a budgeted cost of $4,845,691 (Table 3, Lines 2 & 3).

Wellness Program. A comprehensive wellness program is an investment in improving the health of employees and slowing the long-term rate of healthcare cost increases. The 2013 Budget includes $904,168[1] (Table 3, Line 4) for implementing and administering an employee wellness program designed to improve the overall long-term

1 The Adopted Budget narrative has been modified from $950,000 to $904,168 to reflect the actual appropriation of $904,168 for the wellness initiative. This includes an appropriation of $179,168 from the Recommended Budget and an appropriation of $725,000 from Amendment 1C013.

health of Milwaukee County's covered population through providing health education and awareness, promoting prudent preventive medicine, and encouraging healthy activities and choices.

An RFP will be issued for a comprehensive wellness program, managed by a Third Party Administrator (TPA) that includes a Disease Management component, a health risk assessment with biometric screening, health coaching and quarterly follow-up contacts by health professionals. A TPA contract proposal will be submitted for County Board approval no later than March 2013. The Employee Benefits Division of the Department of Human Resources will work with the TPA to broaden the definition of preventive health services that can be accessed without office visit co-pays, thereby incenting well-checks. The wellness program will incentivize program participation by applying a health assessment fee for employees (and spouses) not participating in the program. Revenue from implementing this assessment fee during 2013 is estimated at $144,000 and will partly offset the cost of the program. In addition, the wellness program will include a series of group exercise and fitness classes free to county employees at identified convenient locations. The cost of these classes in 2013 is estimated at $25,000.

The Employee Benefits Work Group shall develop a specific plan for implementing the wellness program under the general parameters set above, and shall submit it to the Committee on Finance, Personnel and Audit in the March 2013 committee cycle for review and approval for implementation. This plan could include, but not be limited to, a multi-step process for employees and spouses to undertake, including health assessments, lab testing/biometrics and meetings with health coaches, as well as an educational program for tobacco users. Other possible components could address healthy lifestyles and efforts to reduce risky behavior and improve overall health.

Flexible Spending Account (FSA) Contribution. Milwaukee County will contribute to active employees flexible spending accounts in 2013, resulting in budgetary costs of $3,691,672 (Table 3, Line 5). The contributions will be based on the new four-tier monthly premium system:

Flexible Spending Account Contributions	
Premium Tier	**Contribution**
Employee Only	$600
Employee + Child(ren)	$1,440
Employee + Spouse	$1,200
Employee + Family	$1,800

Medicare Part B Reimbursement. Medicare Part B reimbursement continues for all employees eligible to receive the reimbursement. The anticipated reimbursement is budgeted based on a three percent trend of the current year estimate, for a total budgeted amount of $6,524,618 (Table 3, Line 6).

Medicare Part D Revenues. Due to implementation of the Employee Group Waiver Plan (EGWP) for prescription drug benefits, the County will no longer receive a direct reimbursement from the Federal government for retiree drug benefits. Instead savings will be achieved directly through lower expenditures for prescription drug benefits.

Employee Healthcare Contributions and Retiree Healthcare Contributions. Budgeted contributions from employees and retirees for health and dental premiums increase $905,906 in 2013 to $7,857,945 (Table 3, Line 10). This increase is largely due to an increase in employee-paid healthcare contributions as part of the 2013 Budget. These contributions are budgeted in a four-tier premium system as shown below:

Tier	Monthly Premium
Employee Only	$100.00
Employee + Child(ren)	$125.00
Employee + Spouse	$200.00
Employee + Family	$225.00

Because the County has not reached agreements with the Milwaukee Deputy Sheriffs Association (DSA) or the Milwaukee County Fire Fighters Association for 2013, the budget assumes that members of the DSA will contribute $85 for a single coverage and $170 for family coverage and that members of the Milwaukee County Fire Fighters Association will contribute $110 for single coverage and $220 for a family coverage. The members of the DSA and Firefights Association will not have a reduction in premiums from the family rate for employees enrolled in Employee + Child(ren) or Employee + Spouse coverage tiers. The 2013 Budget assumes modifications to health benefit plan design for these groups to arrive at equivalent health benefit packages.

On-Site Health Clinic. The Employee Benefits Workgroup, comprised of staff from the Department of Administrative Services, Office of the Comptroller, County Board, Corporation Counsel and others that may be needed, are authorized and directed to study the merits of creating an on-site health clinic for employees, retirees and dependents. Employer provided on-site health clinics have proven to help improve care and reduce the cost of providing health insurance coverage. On-site health clinics have been implemented by many major private employers and, according to a recent national survey, 29 percent of large government entities have also done so. The Workgroup shall also study the potential location of a clinic, including whether the Behavioral Health Division offers opportunities to co-locate a facility that would minimize start-up costs. The Workgroup shall issue a report to the Committee on Finance, Personnel and Audit for consideration in the July 2013 cycle that provides a cost benefit analysis of various options (e.g. preventative or urgent care) and, if appropriate, an initial plan to create an on-site health clinic.

Pension-Related Expenditures

Total net budgeted pension-related expenditures increase $4,340,218 in 2013 to $58,602,224. Projected changes from 2012 to 2013 for pension benefits are as follows.

Table 4 - Pension Expenditures

		2012 Budget	2013 Budget	2012/2013 Change	Percent Change
1	Mandatory Annuity Contribution	$ 17,700	$ 17,700	$ 0	0.00%
2	OBRA Contribution	880,000	360,000	(520,000)	-59.09%
3	Employees' Retirement System Normal Cost	17,171,519	14,996,000	(2,175,519)	-12.67%
4	Amortization of the Unfunded Actuarial Accrued Liability	10,236,000	15,586,000	5,350,000	52.27%
5	Stabilization Fund Contribution	0	0	0	0.00%
6	Debt Service on Pension Notes Issued 3/2009	33,304,919	33,659,079	354,160	1.06%
7	Miscellaneous Pension-Related Expenditures (Doyne)	2,106,000	2,106,000	0	0.00%
8	Total Pension-Related Expenditures	$ 63,716,138	$ 66,724,779	$ 3,008,641	4.72%
9	Pension-Related Revenue (Doyne)	$ 223,545	$ 170,000	$ (53,545)	-23.95%
10	Employee Retirement Contribution	9,053,000	7,863,762	(1,189,238)	-13.14%
11	Employee Retirement Contribution (State Employees)	177,587	88,794	(88,794)	-50.00%
12	Total Pension-Related Revenues	9,454,132	8,122,556	(1,331,577)	-14.08%
	Total Pension-Related Cost	**$ 54,262,006**	**$ 58,602,224**	**$ 4,340,218**	**8.00%**

Mandatory Annuity Contribution. 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 participants enrolled prior to January 1, 1971. The total budgeted contribution for the 2013 mandatory annuity contribution is $17,700 (Table 4, Line 1).

OBRA. 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. 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, 2012, the 2013 contribution to OBRA is budgeted at $360,000 (Table 4, Line 2).

For 2013, Wisconsin State Statute section 59.875 is applied to members of the OBRA plan, and Milwaukee County will begin collecting from these employees one-half of the actuarially required contribution of the OBRA plan. The employee pension contribution for OBRA members for 2013 will be 1.6 percent. This amount is budgeted as revenue of $100,000 (Table 4, Line 10).

Employees' Retirement System. The 2013 Budget fully funds the County's required contributions to the pension fund and the debt service related to the pension obligation bonds. The 2013 budgeted amount of $64,241,079 for the County's contribution to the Employees' Retirement System of Milwaukee County (the "ERS") includes normal costs of $14,996,000 (Table 4, Line 3), an unfunded actuarial accrued liability cost of $15,586,000 (Table 4, Line 4) based on the 2012 actuarial valuation and debt service costs of $33,659,079 (Table 4, Line 6).

Stabilization Fund Contribution. In March of 2009 the County issued $400,000,000 in pension notes to fund a portion of the unfunded actuarial accrued liability ("UAAL"). The County structured its issuance to provide level debt service for 25 years on the notes and also committed to providing annual funding of $2,000,000 for the Stabilization Fund. For 2013 the contribution is suspended.

Doyne Employees. 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 2013 Budget includes $2,106,000 (Table 4, Line 7) in expenditures for these pension-related expenses, which is offset by an estimated $170,000 (Table 4, Line 9) in revenue based on 2011 actuals.

Employee Retirement Contribution. The State of Wisconsin adopted State Statute section 59.875 as part of 2011 Wisconsin Act 10, mandating that Milwaukee County collect from employees one-half of the actuarially required contribution of the Employee Retirement System. Pursuant to File No. ORD 11-8 adopted on July 28, 2011, the employee pension contribution for 2013 will be set through the budget resolution. The contribution percentages are as follows[2]:

Group	Contribution Rate
Public Safety	6.60%
General	4.40%

[2] Because the County has not yet reached agreements with the Milwaukee Deputy Sheriffs Association (DSA) or the Milwaukee County Fire Fighters Association for 2013, the budget assumes that members of the DSA will contribute 6.6 percent and that members of the Milwaukee County Fire Fighters Association will contribute 0 percent.

Former County Employees Transferred to the State for Income Maintenance and Child Care. Certain employees were transferred from County employment to State employment and were allowed to stay in the County's Employees' Retirement System or to transfer to the Wisconsin Retirement System (WRS). The normal cost associated with those employees who remained in the County's ERS, but were not yet vested, is paid by the State. Therefore, the 2013 Budget includes a reimbursement from the State in the amount of $88,794 (Table 4, Line 11).

Other Employee Benefits Expenditures

Group Life Insurance. The group life insurance appropriation is based on the amount of coverage that is determined by an employee's salary. For 2013, $2,976,171 is budgeted for the cost of group life insurance. Revenues from employee and retiree contributions are budgeted at $908,791.

Corporate Transit Pass Program. An expenditure of $785,926 is budgeted for the County's corporate transit pass program. For 2013, 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 $87,315.

Miscellaneous Expenditures

Professional Services. An expenditure appropriation of $250,000 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 healthcare advisory services may be needed, including for the Employee Benefits Work Group.

Cost Allocation Plan Expenditure. Included in 2013 is an appropriation of $637,117 for the Department of Human Resources - Employee Benefits Division portion of the 2013 Cost Allocation Plan. Previously included in the Central Service Allocation, this amount is now included in this budget, and reflected as an expenditure and abatement similar to the Central Service Allocation plan. The total amount budgeted is the 2011 actual amount.

Five-Year History of Expenditures and Revenues

Table 5 - Five-Year History of Expenditures and Revenues

	2008 - Actual	2009 - Actual[3]	2010 - Actual	2011 - Actual	2012 - Adopted	2013 - Adopted
Health Benefit Expenditures	$ 138,116,213	$ 123,683,647	$ 132,619,138	$ 138,642,087	$ 122,056,834	$ 119,227,180
Pension Related Expenditures[3]	40,862,255	49,829,829	66,384,489	66,872,988	63,716,138	66,724,779
Employee Group Life Insurance	2,465,158	2,541,033	2,460,489	2,666,400	3,199,680	2,976,171
Other Employee Benefits Expenditures	1,242,824	573,824	1,355,543	1,591,956	1,988,708	1,673,043
Total Fringe Benefit Expenditures	$ 182,686,450	$ 176,628,333	$ 202,819,659	$ 209,773,431	$ 190,961,360	$ 190,601,173
Revenues (All Sources)	$ 7,201,446	$ 6,068,736	$ 6,210,982	$ 7,072,042	$ 17,268,761	$ 16,976,607
Total Revenues (All Sources)	$ 7,201,446	$ 6,068,736	$ 6,210,982	$ 7,072,042	$ 17,268,761	$ 16,976,607

Wage and Benefit Expenditures

Wage Increase.[4] The 2013 Budget includes a wage increase of 1.5 percent for most employees beginning May 12, 2013 (pay period 12).

Step Increases. Step increases are included as follows:

[3] In the 2009 actuals, the Mercer Settlement was accounted for as a revenue and expenditure (as an increased pension contribution). For comparison purposes, these offsetting entries have been removed from the figures above.
[4] Subject to negotiation with represented employees in accordance with State Statute.

Group	STEPS
Milwaukee District Council 48	Steps on or after 7/10/2013 per CGO
Association of Milwaukee County Attorneys	Steps budgeted
Federation of Nurses and Health Professionals	Steps not budgeted per CGO
Building and Trades	Not Applicable
Int'l Assoc of Machinists and Aerospace Workers	Steps not budgeted per CGO
Technicians, Engineers and Architects of Mke Cnty	Steps budgeted
Milwaukee Deputy Sheriff's Association	Steps budgeted

The funding for Wage and Step increases noted above are included within the Salaries and Wages budgeted within each department.

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

BUDGET SUMMARY			
	2011 Actual	**2012 Budget**	**2013 Budget**
Litigation Reserve	$ 141,416	$ 1,650,000	$ 350,000

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.

2013 Budget Highlights

The Litigation Reserve is decreased by $1,300,000 over the 2012 Adopted Budget to $350,000. The decreased amount reflects a one-time payment in 2012 of a July 2011 Supreme Court ruling on the tax treatment of a medical facility in the City of Wauwatosa. Expenses of $350,000 are budgeted to account for any legal actions related to collective bargaining, wage and benefit modifications and other issues that arise.

DEPT: FEDERATED LIBRARY SYSTEM **UNIT NO.** 1966
FUND: General - 0001

BUDGET SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
Federated Library System	$ 66,650	$ 66,650	$ 66,650

Prior to Milwaukee County's (County) 2012 Annual Budget, the County's tax levy contribution to the Milwaukee County Federated Library System (MCFLS) was based upon Section 43.15(2)(b) of the Wisconsin State Statutes, which required County support for library services at a level not lower than the average for the previous three years. This statute was repealed in 2011 through Wisconsin Act 32.

The County's tax levy contribution 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 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 the County.

OBJECTIVES

- Assume a leadership role in facilitating cooperation among all public libraries in the County.
- Improve access to greater quality and quantity of resources for patrons of the 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.

2013 BUDGET HIGHLIGHTS

- The 2013 tax levy contribution to the Milwaukee County Federated Library System remains at the 2012 level of $66,650.

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

BUDGET SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
Milwaukee County Funds for The Performing Arts	$ 379,077	$ 321,035	$ 321,035

MISSION

The Milwaukee County Fund for the Arts, through the Milwaukee County Cultural Artistic and Musical Programming Advisory Council (CAMPAC), allocates Milwaukee County (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 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 the County and encourage investment in the County through support of a vibrant and healthy arts community.

BUDGET HIGHLIGHTS

- The 2013 tax levy contribution to CAMPAC remains at the 2012 level of $321,035.

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

I. COMMUNITY CULTURAL EVENTS

Programming for underserved populations 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	2011 Actual	2012 Actual
African American Children's Theatre	$ 3,761	$ 4,109
Ko-Thi Dance Company	$ 3,838	-
Latino Arts, Inc. (Friends of the Hispanic Community)	$ 5,202	$ 5,672
Milwaukee Public Theater	$ 5,626	$ 6,840
Walker's Point Center	$ 4,073	$ 5,379
Total	$ 22,500	$ 22,000

II. MATCHING GRANTS

The Matching Grants program continues to be the highest funding priority, as it is critical to sustaining the 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. Without this support, organizations would not be in a position to provide high quality artistic programming and presentations to the County's residents.

Matching Grants Program		
Expenditures	2011 Grants	2012 Grants
African American Children's Theatre	$ 4,061	$ 3,632
Bel Canto Chorus	5,159	5,629
Boulevard Ensemble	3,663	3,432
Civic Music Association	2,839	3,561
Concord Chamber Orchestra	2,035	2,610
Dancecircus	1,345	1,773
Danceworks	7,776	8,251
Early Music Now	4,420	4,291
Festival City Symphony	5,525	4,656
First Stage Milwaukee	15,973	16,144
Florentine Opera Company	13,323	10,901
Frankly Music	2,695	3,003
In Tandem Theatre	4,650	4,684
Ko-Thi Dance Company	4,144	0
Latino Arts (Friends of Hispanic Community)	5,617	5,013
Master Singers of Milwaukee	2,858	2,196
Midwest Vocal Express	2,883	3,171
Milwaukee Ballet	19,432	19,610
Milwaukee Chamber Theatre	7,641	7,588
Milwaukee Children's Choir	5,264	4,967
Milwaukee Coral Artists	1,754	1,782
Milwaukee Public Theatre	6,074	6,045
Milwaukee Repertory Theater	31,618	31,068
Milwaukee Symphony Orchestra	59,857	60,055
Milwaukee Youth Symphony	8,956	8,975
Musical Offering	700	0
Next Act Theater	7,262	6,772
Organic Arts	2,425	1,927
Present Music	5,447	5,590
Renaissance Theatreworks	5,482	5,848
RUACH	3,610	3,701
Skylight Opera Theater	13,151	12,058
Soulstice	0	1,540
Theatre Gigante	2,592	2,798
Walker's Point Theater for the Arts	4,398	4,754
Wild Space Dance Company	3,674	4,341
Wisconsin Conservatory of Music	10,867	10,678
Woodland Pattern	5,610	5,373
TOTAL	*$ 294,780	*$ 288,417

* Includes reallocated supplementary funds of $4,093 from the 2010 fiscal year and $2,416 from the 2011 fiscal year.

III. ADMINISTRATIVE SERVICES

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

Expenditures	2011 Actual	2012 Allocated
Richard T. Clark	$12,084	$13,000

DEPT: LAW ENFORCEMENT GRANTS **UNIT NO.** 1975
FUND: General - 0001

BUDGET SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Expenditures	$ 0	$ 0	$ 463,062	$ 463,062
Revenues	0	0	0	0
Property Tax Levy	$ 0	$ 0	$ 463,062	$ 463,062

BUDGET HIGHLIGHT

- This non-departmental org unit includes expenditure authority for payment to MPD in the amount of $463,062 to support the full transition of emergency cellular 9-1-1 dispatch in 2013.

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

BUDGET SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Expenditures	$ 0	$ 141,740	$ 707,689	$ 565,949
Revenues	0	3,341,897	3,972,163	630,266
Property Tax Levy	$ 0	$ (3,200,157)	$ (3,264,474)	$ (64,317)

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 account 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 2013 compared to 2012, the amount of depreciation in 2013 compared to 2012 and finally, the combination of these two entries that determines the tax levy amount for this non-departmental budget.

Org.	Department Name	2012 Capital Outlay	2013 Capital Outlay	2012/2013 Change
1150	DAS-Risk Management	$ 0	$ 0	$ 0
1160	DAS-IMSD	0	0	0
5040	Airport	3,182,857	3,813,530	630,673
5600	Transit/Paratransit	1,091,000	910,000	(181,000)
TOTAL		$ 4,273,857	$ 4,723,530	$ 449,673

Org.	Department Name	2012 Depreciation Contra	2013 Depreciation Contra	2011/2012 Change
1150	DAS-Risk Management	$ (1,117)	$ (2,234)	$ (1,117)
1160	DAS-IMSD	(2,342,000)	(1,589,231)	752,769
5040	Airport	(4,193,500)	(3,745,250)	448,250
5600	Transit/Paratransit	(1,789,000)	(2,424,376)	(635,376)
TOTAL		$ (8,325,617)	$ (7,761,091)	$ 564,526

Fund Type:	Org. Department Name	2013 Capital Outlay	2013 Depreciation Contra	2013 Net Total Contra
Internal Service	1150-DAS-Risk Management	$ 0	$ (2,234)	$ (2,234)
Internal Service	1160-DAS-IMSD	0	(1,589,231)	(1,589,231)
Enterprise	5040-Airport	3,813,530	(3,745,250)	68,280
Enterprise	5600-Transit/Paratransit	910,000	(2,424,376)	(1,514,376)
SUBTOTAL		$ 4,723,530	$ (7,761,091)	$ (3,037,561)

* 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 $226,913 as a year-end closing entry for the year 2013. This entry includes $3,745,250 for non-terminal depreciation offset by contributions from reserves of $3,813,530 for capitalized operating items and $158,633 for principal on non-terminal GMIA and Lawrence J. Timmerman Airport debt, resulting in the net credit of $226,913.

EXPENDITURES/REVENUE SUMMARY			
	Expenditure	Revenue	Tax Levy
Capital Outlay-reflects appropriations for Proprietary Fund departments	$ 4,723,530	$	$
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	(7,761,091)		
Undistributed Charge			
Airport Year-End Closing Entry			
Airport non-terminal depreciation	3,745,250		
Contribution from Capital Improvement Reserves:			
Payment for Airport capitalized operating items		3,813,530	
Non-Terminal Project Principal		158,633	
TOTAL	$ 707,689	$ 3,972,163	$ (3,264,474)

ADOPTED 2013 BUDGET

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

BUDGET SUMMARY			
	2011 Actual	**2012 Budget**	**2013 Budget**
Debt Issue Expense	$ 183,693	$ 11,500	$ 11,500

STATISTICAL SUPPORTING DATA	2011 Actual	2012 Budget	2013 Budget
Debt Issue Expense (8026)	$ 328,523	$ 261,500	$ 208,500
Office of the Comptroller - Staff Costs (9787)	0	10,000	10,000
Total Expenditures	**328,523**	**271,500**	**218,500**
Performance Contracting Escrow Revenue (4925)	26,420		
General Obligation Bond Proceeds (4907)	118,410	10,000	10,000
Build America Bond Proceeds (4915)	0	0	0
Airport Cash	0	0	0
Airport Revenue Bond Proceeds* (4907)	0	250,000	197,000
Total Revenues	**144,830**	**260,000**	**207,000**
Property Tax Levy	**$ 183,693**	**$ 11,500**	**$ 11,500**

* 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 $197,000 have been included in the Airport's 2013 operating budget and $10,000 is included in the Debt Issue Expense 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 percent of each financing may be used to cover expenses related to the issue.

BUDGET HIGHLIGHTS

- Beginning in the 2013 Budget, the Office of the Comptroller- Capital Finance Division crosscharges the debt issue expense budget for costs associated with the preparation and issuance of the bond issues and the fiscal monitoring of the expenditure of the bond proceeds. The estimated amount for these costs for 2012 is $10,000. This function was formerly in the Department of Administrative Services- Fiscal Affairs Division.

- Estimated costs of issuance for the general obligation bond will be budgeted in the Debt Issue Expense Budget. The costs of issuance 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 identified by the Office of the Comptroller and the Department of Administrative Services will process an administrative appropriation transfer in order to make the necessary adjustments. 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 for 2013 consist of expenses for Airport revenue bond and general obligation bond issues. Expenses not eligible to be paid from financing proceeds are estimated $11,500 for 2013 and will be financed with property tax levy.

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

BUDGET SUMMARY				
	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Expenditures	$ 244,204	$ 245,000	$ 260,000	$ 15,000
Revenues	0	0	0	0
Property Tax Levy	$ 244,204	$ 245,000	$ 260,000	$ 15,000

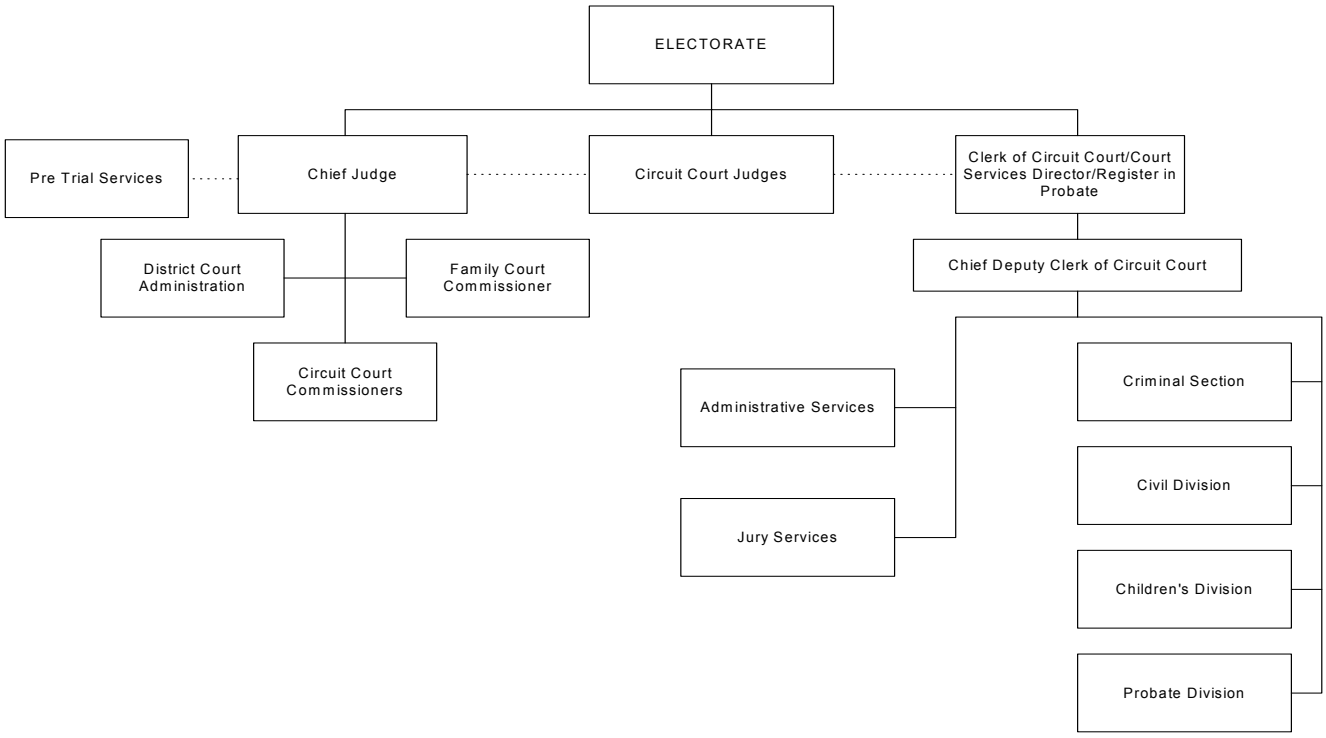
BUDGET HIGHLIGHT

- The 1997 internal audit recommended that the Treasurer's Office oversee, but not directly perform the investment of county funds. Instead, it 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. This change was implemented in 1999. 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.

- The 2013 budget for Investment Management Services is $260,000, which reflects the contracted expenditure amount.

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

Expenditures	**38,751,027**	**29,647**
Revenue	**9,220,578**	**(24,231)**
Levy	**29,530,449**	**53,878**
FTE's	**284.2**	**(1.6)**

Major Programmatic Focus

- Scanning project of 9.1 million documents.

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 Pretrial 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.

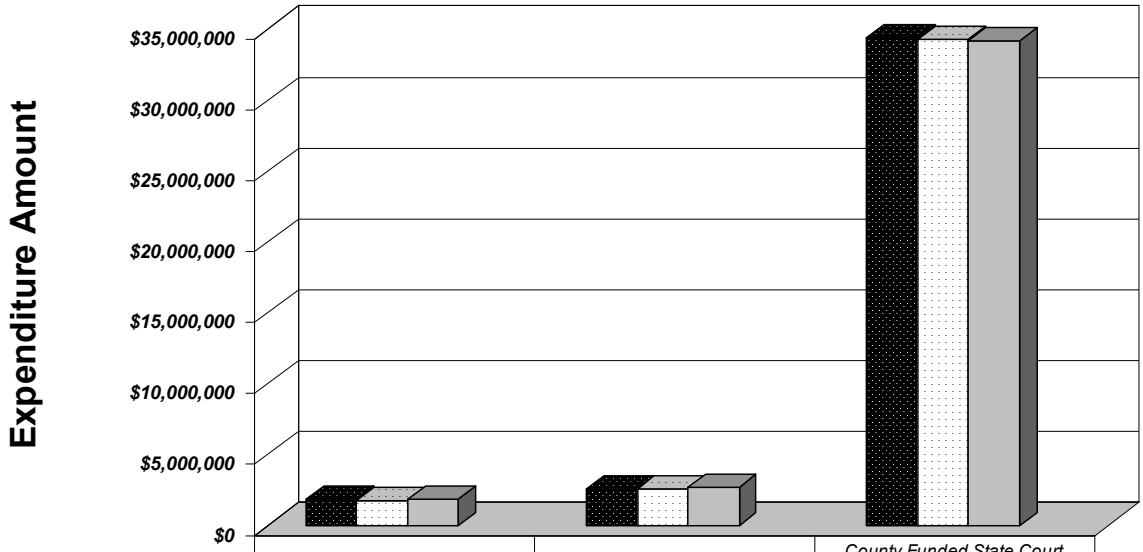
The Administration Division, under direction of the Clerk of Circuit Court/Court Services Director, plans, directs and coordinates the operations of all the divisions of the Circuit Court. It includes General Administration, Budget and Accounting, Appeals, Jury Management and Management Information units. 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.

Expenditure Summary



	Family Court Commisioner	Register in Probate	County Funded State Court Services
2011 Actual	$1,876,105	$2,621,968	$34,351,594
2012 Budget	$1,770,896	$2,624,227	$34,326,257
2013 Budget	$1,880,309	$2,652,001	$34,218,717
Percent Change 12-13	6.18%	1.06%	-0.31%

2013 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

- A capital project in the amount of $610,726, funded with tax levy, will improve operational efficiencies through a file scanning project of 9.1 million documents.

Budget Highlights

Position Reductions ***($40,007)***

The following vacant positions have been vacant for an extended period of time and are unfunded:

- 1.0 FTE Accountant 2 in the Family Court Commissioner program area is abolished for an active salary, social security, and fringe benefit expenditure reduction of $62,604. Because this position is partially funded by Child Support revenues, the net tax levy reduction is $21,288.
- 1.0 FTE Clerical Specialist FCC in the Family Court Commissioner program area is unfunded for an active salary, social security, and fringe benefit expenditure reduction of $55,046. Because this position is partially funded by Child Support revenues, the net tax levy reduction is $18,719.

State Revenue Reductions ***$30,210***

The State of Wisconsin appropriates payments to counties under the Circuit Court Support Grant Program. Revenue is expected to decrease $5,601 from $3,063,803 to $3,058,202 in 2013 for Court Support, and to decrease $24,609 from $855,232 in 2012 to $830,623 in 2013 for Guardian ad Litem reimbursement.

IV-D Child Support Services ***$54,001***

The Family Court Commissioner IV-D section provides support to the Department of Child Support Enforcement (CSE) in coordination with County-funded State Court Services and the Family Courts. The total 2013 crosscharge issued from Courts to CSE is $3,569,396, a decrease from 2012 of $158,826 and includes $2,019,031 from the Family Court Commissioner and $1,550,365 from the Family and Civil Courts. CSE receives federal reimbursement for 66% of costs and then charges the remaining 34% back to the Courts. This return crosscharge decreases by $54,001 from $1,267,596 to $1,213,595.

Legal Fees ***$100,000***

Legal fees increased $100,000 from $215,000 to $315,000 due to the State Public Defender's Office not paying the expenses of court appointed attorneys in criminal cases.

Guardian Ad Litem Fees ***($145,000)***

Fees for Guardian Ad Litem expenses are reduced by $145,000, or 5 percent, to $2,850,000 based on recent history and the pace of costs through 2012.

Family Court Mediation Services ***$0***

The $271,452 cost contained in the Family Court Mediation Services section is offset with revenues collected from filing fees in certain family cases, user fees for mediation and custody study services, and from a portion of marriage licenses. If, during 2013, the actual revenue received from these sources exceeds actual expenditures the State mandates that the excess revenue be set-aside in a reserve account to offset future operating costs in this section. For 2013, a contribution of $36,452 from the reserve is budgeted for a zero tax levy in this section.

Family Drug Treatment Court Grant ***$0***

The Family Drug Treatment Court Grant runs from October 1, 2011 through September 30, 2014. For 2013, $216,000 in expenditure authority is being requested and offset with $216,000 in federal grant revenue. Included in this grant are three professional service contracts totaling $110,224. Also included in this grant, funding is requested for advertising, travel expenses, testing supplies, and a crosscharge from a contract handled by BHD. The contracts are included in this budget for County Board approval in lieu of separate review and approval during the budget year.

Contract Amount	Description	Provider
$ 41,224	Family Drug Treatment Court	Planning Counsel
65,000	Family Drug Treatment Court	Rebecca Foley
4,000	Family Drug Treatment Court	Sustainability Consultant
$ 110,224	TOTAL	

Scanning Project ***$610,726***

Tax levy funding in the amount of $610,726 is provided in the 2013 Capital Budget (see project WO20504 in the Capital Budget narrative) for a project that will electronically scan approximately 9 million documents and provide additional space for the Milwaukee Justice Center expansion project. The department will eventually save in storage and file retrieval and return expenses, and improve operational efficiency, as these documents can be accessed electronically.

Professional Service Contracts ***$35,784***

Authority is granted to enter into the following one-year continuation of professional service contracts in 2013 for Guardian ad Litem Services, copy services, and the Legal Resource Center. They are included in this budget for County Board approval in lieu of separate review and approval during the budget year.

Contract Amount	Description	Provider
$ 1,824,984	Guardian ad Litem Services	Legal Aid Society
19,500	Copy Services	Midwest Medical Records, Inc.
174,829	Legal Resource Center	State of Wisconsin
$ 2,019,313	TOTAL	

Permanency Plan Review Grant ***$0***

For 2013, the Permanency Plan Review section has expenditure authority of $614,273 which is offset by State revenue. The project provides children in an out-of-home situation with a review every six months by the court. Revenue from the Bureau of Milwaukee Child Welfare funds 5.0 FTE positions.

Bail Forfeitures ***$200,000***

Bail forfeitures are reduced $200,000 from $700,000 in 2012 to $500,000 in 2013 as a result of policy changes to reduce bed space in the jail. These changes result in overall savings to the County in respect to the Sheriff Department's budget.

ADOPTED 2013 BUDGET

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

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 15,207,322	$ 15,153,547	$ 14,936,286	$ (217,261)
Employee Fringe Benefits (EFB)	11,817,348	11,482,820	11,624,687	141,867
Services	7,276,092	7,804,104	7,789,123	(14,981)
Commodities	217,197	248,636	254,854	6,218
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	11,032	15,000	15,750	750
Capital Contra	0	0	0	0
County Service Charges	13,180,691	12,824,601	12,689,225	(135,376)
Abatements	(8,860,056)	(8,807,328)	(8,558,898)	248,430
Total Expenditures	$ 38,849,626	$ 38,721,380	$ 38,751,027	$ 29,647
Direct Revenue	3,896,953	4,239,214	4,039,252	(199,962)
State & Federal Revenue	5,123,475	5,005,595	5,181,326	175,731
Indirect Revenue	0	0	0	0
Total Revenue	$ 9,020,428	$ 9,244,809	$ 9,220,578	$ (24,231)
Direct Total Tax Levy	29,829,198	29,476,571	29,530,449	53,878

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**284.9**	**285.8**	**284.2**	**(1.6)**
% of Gross Wages Funded	**96.0**	**97.0**	**96.1**	**(0.9)**
Overtime (Dollars)	**$ 591**	**$ 5,076**	**$ 2,448**	**$ (2,628)**
Overtime (Equivalent to Position)	**0.0**	**0.1**	**0.1**	**(0.1)**

* For 2011 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)
Clerical Specialist FCC	01286	Unfund	(1)	(1.0)	Family Court Comm	$ (32,454)
Accountant 2	4200	Abolish	(1)	(1.0)	Family Court Comm	(38,584)
RC Fiscal Assistant 1*	4038	Fund	1	1.0	Register in Probate	0
RC Fiscal Assistant 1*	4038	Fund	1	1.0	Civil Courts	0
Fiscal Assistant 2*	4041	Fund	1	1.0	Misdemeanor Cts	0
Clerical Assistant1*	0042	Fund	1	1.0	Family Court Comm	0
					TOTAL	$ (71,038)

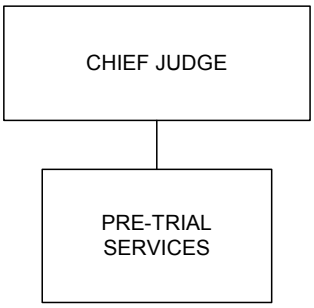
* Position changes due to technical adjustments moving incumbents into vacant funded positions from unfunded positions.

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Family Court Commissioner	Expenditure	$ 1,876,105	$ 1,770,896	$ 1,880,309	$ 109,413
	Revenue	240,628	245,240	271,452	26,212
	Tax Levy	$ 1,635,477	$ 1,525,656	$ 1,608,857	$ 83,201
Register in Probate	Expenditure	$ 2,621,968	$ 2,624,227	$ 2,652,001	$ 27,774
	Revenue	402,734	446,746	419,656	(27,090)
	Tax Levy	$ 2,219,234	$ 2,177,481	$ 2,232,345	$ 54,864
County Funded State Court Services	Expenditure	$ 34,351,594	$ 34,326,257	$ 34,218,717	$ (107,540)
	Revenue	8,377,070	8,552,823	8,529,470	(23,353)
	Tax Levy	$ 25,974,524	$ 25,773,434	$ 25,689,247	$ (84,187)

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-PRETRIAL SERVICES (2900)



MISSION

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

Budget Summary

	2013	2012/2013 Change
Expenditures	5,071,664	84,258
Revenue	598,101	(55,361)
Levy	4,473,563	139,619
FTE's	1.0	0.0

Major Programmatic Focus

- The Bureau of Justice Assistance Drug Court Discretionary Grant ended on 8/30/2012.
- Funding is included for a Drug Treatment Court Coordinator to be provided through professional services contract.
- Increase Pretrial Supervision Capacity.

OBJECTIVES

- 40% reduction in the rate of pretrial misconduct (defined as failure to appear for a scheduled court hearing or rearrest for new criminal charge.) by providing quality, effective and accountable intervention and supervision services for pretrial defendants.
- 100% percent of eligible defendants will be screened through Universal Screening.
- The bail and release conditions decision will match the Praxis recommendation in 85% of cases.
- The average length of stay (ALOS) for pretrial defendants will be reduced by 10%.
- The average daily pretrial population (ADP) will be reduced by 15%.
- 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

The Chief Judge and the Judicial Review Coordinator are responsible for operation, fiscal management and monitoring of all pretrial contracts, programs and program outcomes. In addition, the Pretrial Services and Day

Reporting Center Advisory Boards will continue to meet to review program activity, outcomes and recommendations regarding program development and annual budgets.

2013 BUDGET

Approach and Priorities

- Pretrial services, Universal Screening and the Day Reporting Center are funded in order to reduce unnecessary and costly correctional bed utilization, reduce pretrial misconduct and recidivism, and enhance the efficient operation of the Court system.
- All programs in Org. Unit 2900 were subject to a competitive request for proposals process (RFP #6723) for three-year contracts for the period of January 1, 2013-December 31, 2015 contingent upon continued county funding. Through this process, Wisconsin Community Services was selected to provide services for the Day Reporting Center, Repeat Intoxicated Driver Intervention/SCRAM and Drug Testing Programs and JusticePoint, a private non-profit agency was selected to provide all other pretrial services and Drug Treatment Court Coordinator.
- Develop and implement dashboard reporting to demonstrate pretrial services program outcomes and impact of Universal Screening on the jail population.
- Fund the Drug Treatment Court Coordinator through a professional services contract in order to continue operation of the Milwaukee County Drug Treatment Court.
- Explore partnership with the Wisconsin Department of Corrections-Division of Community Corrections to expand use of the Day Reporting Center.
- Expand pretrial services, drug treatment court and DRC capacity by actively seeking state and federal grants, and cooperation with neighboring jurisdictions for program expansion.

Programmatic Impacts

- The County will continue development and implementation of an integrated, data-driven Universal Screening and Jail Population evaluation and reporting system.
- Continued funding the local match, required by the State of Wisconsin in 2012, for the Treatment, Alternatives and Diversion Grant.
- The Drug Court Discretionary Grant, funded by the Bureau of Justice Assistance, ended on August 30, 2012.

Budget Highlights

Universal Screening ***$0***

In 2013, the Office of the Chief Judge, JusticePoint (pretrial services provider) and the Milwaukee County Office of the Sheriff will continue to cooperate in operation of the Universal Screening program. Included in this provision is approval to contract with JusticePoint, a private non-profit vendor selected through a competitive request for proposals process to provide these services. Funding is provided for continuing operational costs of the program and for sufficient contract staff to screen approximately 23,000 arrestees annually at the County Correctional Facility – Central (CCFC). As recommended by the Milwaukee County Community Justice Council, the program will include screening 24 hours per day, 7 days per week, utilizing the Milwaukee County Pretrial Risk Assessment Instrument, Milwaukee County Pretrial Services Intake Interview and application of the Milwaukee County Pretrial Praxis. The target screening population will include all arrestees subject to a bail/release determination. The program is designed to determine an arrestee's risk level for pretrial misconduct (failure to appear/re-arrest) and to provide the results of the assessment electronically for consideration in making diversion, deferred prosecution, bail recommendations and pretrial release decisions.

Universal Screening is a critical system component to ensuring that the pretrial release/detention decision and ordering of pretrial conditions are evidence-based and employ research supported best practices. The program will identify early in the criminal justice process, individuals who may be suitable for available alternatives to

incarceration such as diversion, deferred prosecution, drug treatment court and the Day Reporting Center. The program will provide Milwaukee County with data that is essential to effectively monitor and manage pretrial population trends and to target available interventions in a cost-effective manner.

Based on the experience of other County corrections systems nationwide that have implemented a comprehensive screening process, this initiative should generate additional long-term savings due to fewer jail bed days, reduced recidivism, and substantial efficiencies in court operations.

The Judicial Review Coordinator will produce a comprehensive annual report of the program, including data on number of screenings, number of individuals diverted from jail stays, override rates, failure to appear and re-arrest data, program financial information (including major expenditure and revenue items), and any other data relevant to analysis of the program's effectiveness. This report shall be provided to the County Executive and County Board at or before the May 2014 Board cycle.

TAD Grant ***$0***

The total expenditure amount of $445,200 for the TAD program will be offset by funding from the State Office of Justice Assistance in the amount of $333,900. The recent State Budget instituted a local match of 25 percent, for a tax levy increase of $111,300. Included in this provision is approval to contract with JusticePoint, a private non-profit vendor selected through a competitive request for proposals process to provide these services. This funding supports eligibility screening, community supervision services and drug testing for diversion/deferred prosecution of defendants with substance abuse problems. The local match requirement is absorbed because in 2011 the program saved an estimated 10,985 local jail bed days. In addition, the 2007-2010 State Office of Justice Assistance Statewide TAD Program Evaluation Report demonstrates that the TAD model effectively reduces recidivism. For Milwaukee County's TAD program, 78% of TAD participants are NOT convicted of a new offense after discharge from the program. For each successful TAD discharge between 2007 and 2010, there was an average savings of 49 local jail bed days. The 2013 Budget includes approval to contract with JusticePoint for operation of this program in the amount of $371,200.

JAG Grant ***$0***

The contract for Pretrial services with the vendor JusticePoint includes an expenditure increase of $60,000 offset by $60,000 in JAG grant revenue, for no tax levy increase.

Drug Treatment Court Coordinator ***$91,820***

The mission of the Milwaukee County Drug Treatment Court is to enhance public safety through the reduction of recidivism by coordinating effective and accountable substance abuse treatment, supervision and supportive services for offenders with significant substance abuse problems. The program targets non-violent offenders who have significant substance abuse treatment needs and are facing a minimum sentence of 9 months at the County Correctional Facility-South (CCF-S) or a prison sentence.

In 2009, Milwaukee County applied for and received a Bureau of Justice Assistance Adult Drug Treatment Court Discretionary Implementation Grant in the amount of $349,999 for the period of September 1, 2009-August 30, 2012. The grant provided funding for 1.0 FTE contracted Drug Treatment Court Coordinator and other services in support of the Milwaukee County Drug Treatment Court (MCDTC). This program provides intensive supervision and treatment services for defendants identified with significant substance abuse treatment needs.

The 2013 budget represents funding needed to continue this position on a contracted basis. This position was included in RFP #6723 with JusticePoint being selected as the proposed provider. The total cost for the Drug Treatment Court Coordinator will result in a tax levy increase of $91,820. If grant funding can be secured to fund this contract, the associated levy funding may not be used for other purposes and must drop to the County's bottom line for 2013.

Amount	Description	Provider
$91,820	Milwaukee County Drug Treatment Court Coordinator	JusticePoint

Day Reporting Center ***$0***

Tax levy funding for the operation of the Day Reporting Center (DRC) remains the same as the 2012 Adopted Budget of $912,413. Included in this provision is approval to contract with Wisconsin Community Services, Inc. a private non-profit vendor selected through a competitive request for proposals process to provide these services. The total for this contract is $761,897, an increase of $229,973. Other program operating costs decrease by $229,973 over the 2012 Adopted Budget to $150,516 mainly due to the elimination of Sheriff Services. The other costs of $150,516 include space rental, telephone service, electricity, office supplies, and transportation.

Amount	Description	Provider
$ 538,772	DRC - AODA, CIP, MRT, Life Skills, Parenting	Wisconsin Community Services
131,725	DRC - Security	Wisconsin Community Services
91,400	DRC - Director	Wisconsin Community Services
$ 761,897	**Total**	

State OWI Program Funding ***$0***

Funding of $427,574 is provided for the Operating While Intoxicated (OWI) Intensive Supervision/Secure Continuous Remote Alcohol Monitoring (SCRAM) program. Revenue from the Wisconsin Department of Transportation for the program increases $22,675 to $204,201. The 2013 Budget includes approval to contract with Wisconsin Community Services to operate the OWI/SCRAM program in the amount of $427,574.

Pretrial Services ***$0***

Services in these contracts include pretrial supervision, GPS monitoring, pretrial release planning/jail follow-up and drug testing. Since implementation of Universal Screening, releases to pretrial supervision have increased approximately 140% from an average of 98 to 234 new admissions each month. As a result, additional supervision resources are critically necessary and are created in this budget and contract. Included in this provision is approval to contract with JusticePoint, Inc. and Wisconsin Community Services, Inc., private non-profit vendors selected through a competitive request for proposals process to provide these services. They are included in the budget for County Board approval in lieu of separate review and approval during the budget year. These contracts total $1,862,747 in tax levy support.

Amount	Description	Provider
$ 1,692,256	Pretrial Supervision/GPS Monitoring/Release Planning	JusticePoint, Inc.
170,491	Pretrial Drug Testing	Wisconsin Community Services
$ 1,862,747	**Total**	

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

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 85,787	$ 85,276	$ 85,953	$ 677
Employee Fringe Benefits (EFB)	44,662	28,526	34,151	5,625
Services	3,587,421	3,949,644	4,224,639	274,995
Commodities	27,801	26,000	2,500	(23,500)
Other Charges	486,992	531,924	538,772	6,848
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	528,607	366,036	185,649	(180,387)
Abatements	(187,101)	0	0	0
Total Expenditures	$ 4,574,169	$ 4,987,406	$ 5,071,664	$ 84,258
Direct Revenue	0	0	0	0
State & Federal Revenue	1,109,802	653,462	598,101	(55,361)
Indirect Revenue	0	0	0	0
Total Revenue	$ 1,109,802	$ 653,462	$ 598,101	$ (55,361)
Direct Total Tax Levy	3,464,367	4,333,944	4,473,563	139,619

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**0.0**	**1.0**	**1.0**	**0.0**
% of Gross Wages Funded		**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

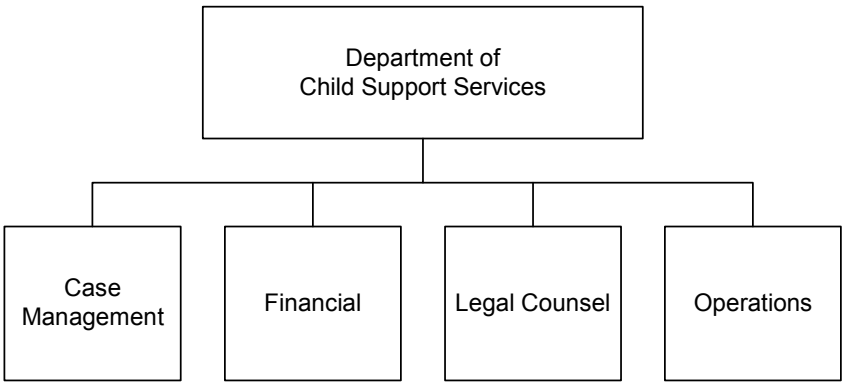
* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amounts.

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 CHILD SUPPORT SERVICES

DEPARTMENT OF CHILD SUPPORT SERVICES (2430)



MISSION

The Department of Child Support Services (CSS) promotes family stability by improving the quality of life for children in Milwaukee County. Through the utilization of federal, state, and community resources, the Department establishes paternity for children without a legal father, establishes and enforces fair support orders for children with an absent parent, and efficiently collects and effectively disburses support payments to children's families.

Budget Summary

	2013	2012/2013 Change
Expenditures	**20,328,901**	**1,290,289**
Revenue	**19,000,279**	**1,312,163**
Levy	**1,328,622**	**(21,874)**
FTE's	**140.7**	**2.9**

Major Programmatic Focus

- Reduction in State Performance Revenues is offset with property tax levy to maintain performance levels.
- Grant funding allows CSS to continue significant community outreach to help connect parents with jobs and improve parenting skills for better outcomes for families.
- CSS will continue to implement workflow management through the OnBase system, increasing departmental efficiency.
- CSS continues its development of enhanced website access to CSS information.

OBJECTIVES

- Maintain core services of paternity establishment, order establishment, collection of current support and arrears, despite steep reductions in state funding.
- Increase effectiveness and efficiency of service delivery through electronic workflow systems.
- Maintain outreach efforts to non-custodial parents through Pathways to Responsible Fatherhood and Transitional Jobs grants, in order to increase understanding of and compliance with the Child Support Program in Wisconsin.

DEPARTMENTAL PROGRAM DESCRIPTION

CSS 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 and fees for services. CSS 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.

CSS consists of four divisions currently staffed with a total of 140.5 positions. With 125,000 IV-D cases, that's an average workload of 890 cases per person in the office. In comparison, approximate staffing numbers for Chicago's Cook County is 390 cases per worker, Los Angeles County is 200, New York is 492 and Las Vegas's Clark County is 306.

The **Case Management Division** monitors approximately 125,000 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. Staff attorneys also appear as needed in probate and bankruptcy proceedings affecting the department's cases.

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

2013 BUDGET

Approach and Priorities

- Given the State funding reduction, tax levy funding is provided to maintain positions that are critical to federally required services and reduce expenditures on non-core activities.
- Continue to implement the OnBase system to create efficiencies through electronic workflow systems.
- Take advantage of federal Pathway to Responsible Fatherhood and Transitional Jobs grant funds to continue outreach efforts to non-custodial parents.

Programmatic Impacts

- The 2013 Budget is a cost-to-continue budget with no changes to staffing levels. Programs funded by the Pathway to Responsible Fatherhood and Transitional Jobs grant are implemented for the full year.

Budget Highlights

Decreased State and Federal Revenue ***$304,598***

The State reduced General Purpose Revenue (GPR) funding in half for county Child Support agencies in the 2011-2013 State Budget, and also revised its allocation methodology for both GPR and performance funding.

State performance funding is reduced by $385,591, or 8 percent, from $4,728,828 to $4,343,237. Property tax levy is provided to offset some of this reduction in order to maintain the Department's existing staffing level.

State GPR funding is increased by $296,490, or 16 percent, from $1,887,257 to $2,183,747. This increase includes an adjustment of $261,011 based on updated actual base payments by the state (The 2012 Adopted Budget included a reduction of $880,761). The remaining $35,479 reflects increased GPR payments for Medical Support expenses.

As a result of the above changes, and including reductions in cost for employee fringe benefits, federal match revenue is reduced by $215,497, or 2 percent, from $9,880,525 to $9,665,028.

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 CSS a total of $4,251,604, 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 $1,445,545.

Increased Health Care Revenues ***($25,000)***
To begin to offset the reductions to state and federal revenue, the department has increased Medical Support Liability (MSL) collections by $25,000. This increase is due to the Department's continued initiative to collect on outstanding birthing costs prior to changes in federal law limiting the collection of those costs.

Grant Revenue ***$0***
Grant revenue is increased $1,871,892 to reflect the anticipated receipt of revenue from the following grants: Young Women's Christian Association's Department of Labor (YWCA-DOL) Enhanced Transitional Jobs and the Pathway to Responsible Fatherhood grants. The revenue is offset by contract costs with providers and reimbursement for staff time spent on these projects.

BUDGET SUMMARY

Account Summary	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Personal Services (w/o EFB)	$ 6,478,093	$ 7,087,618	$ 7,154,354	$ 66,736
Employee Fringe Benefits (EFB)	5,482,921	5,576,243	5,760,053	183,810
Services	1,834,266	1,753,295	3,065,004	1,311,709
Commodities	52,466	98,887	88,887	(10,000)
Other Charges	(26)	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	2,922	34,402	28,850	(5,552)
Capital Contra	0	0	0	0
County Service Charges	6,023,942	6,023,517	5,677,298	(346,219)
Abatements	(1,533,676)	(1,535,350)	(1,445,545)	89,805
Total Expenditures	$ 18,340,908	$ 19,038,612	$ 20,328,901	$ 1,290,289
Direct Revenue	1,130,568	1,166,506	911,375	(255,131)
State & Federal Revenue	16,834,197	16,521,610	18,088,904	1,567,294
Indirect Revenue	0	0	0	0
Total Revenue	$ 17,964,765	$ 17,688,116	$ 19,000,279	$ 1,312,163
Direct Total Tax Levy	376,143	1,350,496	1,328,622	(21,874)

ADOPTED 2013 BUDGET

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

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**150.5**	**137.8**	**140.7**	**2.9**
% of Gross Wages Funded	**97.8**	**98.0**	**100.0**	**2.0**
Overtime (Dollars)	**$ (628)**	**$ 9,576**	**$ 8,928**	**$ (648)**
Overtime (Equivalent to Position)	**0.0**	**0.2**	**0.2**	**0.0**

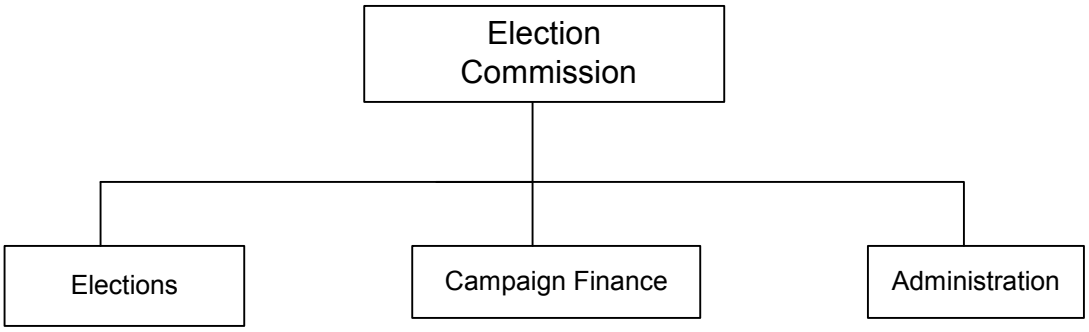
* For 2011 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES							
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division		Cost of Positions Salary only
None							
					TOTAL		**$ -**

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, fairness and transparency of the election process and to enforce State election and campaign finance laws.

Budget Summary

	2013	2012/2013 Change
Expenditures	655,952	(367,306)
Revenue	50,750	(29,750)
Levy	605,202	(337,556)
FTE's	6.7	(0.7)

Major Programmatic Focus

- Reduction in staff and election costs due to decrease of scheduled elections in 2013.

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.
- Continue to educate School District Clerks in election administration.
- Provide baseline and recertification chief inspector and poll worker training to municipalities.
- Finalize 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 and for any recounts, recall and special elections associated with those elections. In presidential election years, there is also a presidential primary election held during one of the scheduled Spring elections.

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 2013 will be a two-election year as opposed to a four-election year, various appropriations will be significantly less than from the previous year.

2013 BUDGET

Approach and Priorities

- Maintain current service levels, with a reduction in costs for hourly election clerks based on the anticipated number of elections scheduled, 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.

Programmatic Impacts

- None.

Budget Highlights

Election Clerks ***($13,946)***
Due to the anticipated reduction in the number of elections, funding for park-time election clerks is reduced by 0.3 FTE, resulting in a tax levy reduction of $5,714. Vacancy and turnover is increased which results in an additional $4,152 in personnel savings. Overtime is reduced by $4,080, or 19 percent, to $17,604 based on recent experience in odd numbered years.

Decrease in Ballots and Election Supplies **($315,000)**
Expenditures for ballots and election supplies decrease by $315,000, or 57 percent, to $235,000 in 2013 based reflecting the decrease in the number of scheduled elections.

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, or 33 percent, to $50,000, reflecting the decrease in the number of scheduled elections.

Decrease in Commodities ***($2,400)***
Expenditures for commodities decrease $2,400 from $3,380 in 2012 to $980 in 2013 reflecting the decrease in the number of scheduled elections.

Decrease in Revenue Projection ***$29,750***
Revenues in the collection of election costs from municipalities for their proportionate share of each election, is projected to decrease by $29,750 from $80,500 in 2012 to $50,750 in 2013 reflecting the decrease in the number of scheduled elections.

Capital Investments

The department has no capital projects in 2013, however, the installation and implementation of a capital project approved in 2009 (Electronic Vote Tabulator System – Project No. WO063) is planned for 2013, pending the federal and state certification of a key component of the system, which is expected to be approved by the time of the Spring, 2013 elections.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 175,675	$ 193,842	$ 180,651	$ (13,191)
Employee Fringe Benefits (EFB)	125,721	107,048	107,310	262
Services	429,044	653,050	301,900	(351,150)
Commodities	1,252	3,380	980	(2,400)
Other Charges	70,264	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	67,346	65,938	65,111	(827)
Abatements	0	0	0	0
Total Expenditures	$ 869,302	$ 1,023,258	$ 655,952	$ (367,306)
Direct Revenue	51,263	80,500	50,750	(29,750)
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 51,263	$ 80,500	$ 50,750	$ (29,750)
Direct Total Tax Levy	818,039	942,758	605,202	(337,556)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**6.5**	**7.4**	**6.7**	**(0.7)**
% of Gross Wages Funded	**100.0**	**100.0**	**99.5**	**(0.5)**
Overtime (Dollars)	**$ 18,562**	**$ 21,684**	**$ 17,604**	**$ (4,080)**
Overtime (Equivalent to Position)	**0.8**	**0.9**	**0.7**	**(0.2)**

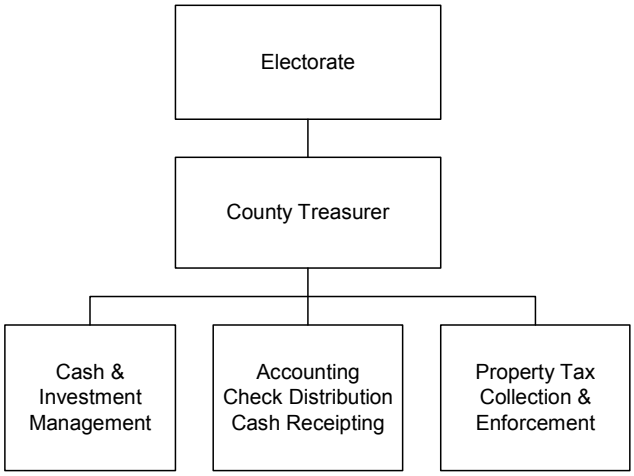
* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amounts.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Election Clerk	02010	Decr. Hrs	(1)	(0.30)	Elections	$ (5,610)
					TOTAL	$ (5,610)

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 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

	2013	2012/2013 Change
Expenditures	**1,469,159**	**(91,438)**
Revenue	**3,405,250**	**200,000**
Levy	**(1,936,091)**	**(291,438)**
FTE's	**7.5**	**(1.0)**

Major Programmatic Focus

- Intensify property tax collection efforts.

OBJECTIVES

- Improve on-line tax payment capability; increase tax enforcement and collection efforts in order to maximize delinquent property tax collections.
- Implement efficiencies in the County banking services through (1) expansion in both number of departments utilizing the use direct deposit or debit cards, (2) increase in the number of vendors using direct deposits, (3) promote use of on-line banking services, and (4) increase the utilization of E-checks and credit cards for payments 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 and (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 date 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 during the collection process.

2013 BUDGET

Approach and Priorities

- Improve overall efficiency in county banking operations
- Intensify delinquent tax collections
- Contain administrative costs

Programmatic Impacts

- The amount of delinquent taxes turned over by area municipalities to Milwaukee County is expected to decline in 2013. This decrease appears to be attributable to banks and other mortgage holders (of tax delinquent properties) paying off the back taxes when (1) reworking mortgages within federal foreclosure prevention programs and (2) attempting to avoid losing their financial interest in the property in the event of a county foreclosure for delinquent taxes. Intensified collection enforcement will be continued in 2013.
- In an effort to reach out to "at-risk" homeowners, all Treasurer's Office collections communications with property owners include information about reverse mortgage programs, the State Homestead Assistance Program, locally available mortgage and financial counseling services, as well as access to delinquent tax payment plans through the Treasurer's office.

Budget Highlights

Delinquent Tax Revenues ***($200,000)***
Interest and penalties collected on delinquent property taxes are increased by $200,000, or 6 percent, over the 2012 Adopted Budget level to $3,400,000, based on recent actual experience. This reflects this Office's intensified efforts to collect delinquent taxes in the face of an anticipated decline in the amount of delinquent taxes submitted by municipalities in 2013.

Unpaid Personal Property Taxes ***($55,000)***
In a change from prior years, expenditures for personal property tax reductions decrease $55,000 from $405,000 to $350,000 in 2013. When municipalities grant a reduction in personal property taxes in response to a successful appeal in assessed value by a property owner; the municipalities charge back Milwaukee County for the County portion of those refunded personal property taxes. A reduction in this area for 2013 reflects actual experience in 2011.

Position Reduction ***($54,802)***
Due to increased efficiencies within the Office, 1.0 FTE Fiscal Assistant 2 position is abolished for an active salary, social security and fringe benefit cost savings of $54,802. Examples of efficiency increases in recent years include: the implementation of direct deposit of paychecks, a 75% reduction in phone calls to the office after implementation of delinquent tax records and payment module, the on-line listing and application form for Unclaimed Funds, an anticipated decrease in the amount of paper checks being generated by Accounts Payable

for vendor payments, and efficiencies achieved through the revised process of how County Departments submit accounting documents to the Treasurer's Office.

Advertising Increase ***$15,000***
Advertising costs increase by $15,000, or 150 percent, to $25,000 due to the bi-annual publication of unclaimed funds. These costs are offset by revenue in non-departmental org unit 1901-Unclaimed Money, in which unclaimed funds are booked as revenue in odd-numbered years.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 356,163	$ 435,184	$ 406,084	$ (29,100)
Employee Fringe Benefits (EFB)	321,465	339,400	320,120	(19,280)
Services	105,248	258,377	273,877	15,500
Commodities	6,072	9,950	11,950	2,000
Other Charges	285,792	406,500	350,000	(56,500)
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	120,808	111,186	107,128	(4,058)
Abatements	0	0	0	0
Total Expenditures	$ 1,195,548	$ 1,560,597	$ 1,469,159	$ (91,438)
Direct Revenue	3,832,531	3,205,250	3,405,250	200,000
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 3,832,531	$ 3,205,250	$ 3,405,250	$ 200,000
Direct Total Tax Levy	(2,636,983)	(1,644,653)	(1,936,091)	(291,438)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**8.5**	**8.5**	**7.5**	**(1.0)**
% 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 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amounts.

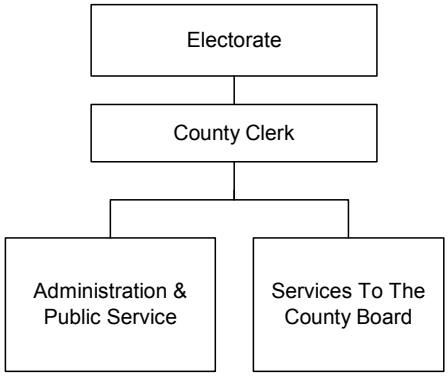
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Fiscal Assistant 2	4041	Abolish	(1)	(1.00)	County Treasurer	$ (32,246)
					TOTAL	$ (32,246)

ACTIVITY AND STATISTICAL SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
Checks Issued	77,475	150,000	100,000
Lost Checks and Forgeries Processed	370	600	400
Receipts Issued: Property Taxes	6,401	6,000	6,000
Delinquent Tax Notices Processed	1,556	8,000	8,000
Unpaid Property Taxes Submitted to Treasurer (# of parcels)	3,758	6,000	6,000
Number of Parcels with Bankruptcy Claims, Petitions for Foreclosure	1,118	1,500	1,500
Forms Furnished to Municipalities	589,724	800,000	800,000

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 CLERK

COUNTY CLERK (3270)



MISSION

The mission of the Office of the County Clerk 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

	2013	2012/2013 Change
Expenditures	**820,518**	**25,894**
Revenue	**475,325**	**4,825**
Levy	**345,193**	**21,069**
FTE's	**7.0**	**0.0**

Major Programmatic Focus

- Continue to implement and administer the on-line legislative workflow and public access system – County Legislative Information Center (CLIC).
- Implement "paperless" procedure for processing claims, court summons, and complaints naming Milwaukee County.

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 of the Milwaukee County Code of General 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.
- Improve public access to county legislative activities by implementing and administering the County Legislative Information Center (CLIC).

DEPARTMENTAL PROGRAM DESCRIPTION

Pursuant to Section 59.23 of the Wisconsin Statutes and Section 56.09 of the Milwaukee County Code of 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 and domestic partnership declarations pursuant to Chapters 765 and 770 of the Wisconsin Statutes. In accordance with Chapter 14 of the Milwaukee County Code of General Ordinances, the County Clerk registers all lobbyists and lobbying principals and reports lobbying registrations and expenditures to the County Board, County Executive, and the public.

The Office of the County Clerk serves as an information clearing house for corporate Milwaukee County by: receiving and processing claims and court summons and complaints naming Milwaukee County; maintaining the central file of county deeds, contracts, insurance policies, agreements, leases, easements, and certificates of title for all county-owned vehicles; administering oaths of office and maintaining record of such oaths; receiving and publicly opening all sealed bids for County public improvement projects; and maintaining 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 lien notices and actions against contractors performing County public improvements.

The County Clerk assists the County Board and County departments with the implementation of the legislative workflow and public access system, County Legislative Information Center (CLIC), and utilizes the system for tracking County Board files and recording Board proceedings and county ordinances.

The County Clerk continuously improves access to the office website and updates information and forms for services provided by the Office of the County Clerk using existing web-based technology and the Department of Administrative Services – Information Management Services Division expertise.

2013 BUDGET

Approach and Priorities

- Utilize the County Legislative Information Center (CLIC) to reduce costs and increase the productivity and efficiency of legislative services and improve public access to County Board actions.
- Improve customer service through the use of internet transactions.
- Continually update the County Clerk website to provide more information to the public in a user-friendly manner.
- Implement “paperless” procedure for processing claims, and court summons and complaints naming Milwaukee County.
- Continue to scan County Board files, domestic partnership applications, and marriage license applications to digital media.

Budget Highlights

Increase Marriage License and Domestic Partnership Fees and Revenues ***($8,925)***
Revenue from the issuance of marriage licenses and domestic partnership declarations is increased by $8,925, or 3 percent, to $308,425 due to an increase in the marriage license and domestic partnership declaration fee from $105 to $110.

Advertising Costs ***$6,000***
Advertising costs for proposed ordinance changes in newspapers, and costs to update the County's online ordinance database (Municode.com) are increased by $6,000, to $10,000, based on increased activity and per-unit costs in 2012.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 343,232	$ 358,349	$ 363,998	$ 5,649
Employee Fringe Benefits (EFB)	270,139	280,889	286,555	5,666
Services	27,570	22,500	29,060	6,560
Commodities	4,265	6,600	7,600	1,000
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	1,076	0	0	0
Capital Contra	0	0	0	0
County Service Charges	141,547	126,286	133,305	7,019
Abatements	0	0	0	0
Total Expenditures	$ 787,829	$ 794,624	$ 820,518	$ 25,894
Direct Revenue	441,062	470,500	475,325	4,825
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 441,062	$ 470,500	$ 475,325	$ 4,825
Direct Total Tax Levy	346,767	324,124	345,193	21,069

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**7.1**	**7.0**	**7.0**	**0.0**
% of Gross Wages Funded	**94.9**	**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 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are budgeted amounts.

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				
	2011 Budget	2011 Actual	2012 Budget	2013 Budget
Marriage Licenses Issued	5,000	4,618	4,900	4,650
Duplicate Marriage Licenses Issued	100	64	100	100
Marriage License Waivers Issued	340	276	340	340
Marriage Civil Ceremonies	1,040	1,000	1,040	1,040
Domestic Partnership Declarations Issued	300	60	100	100
Open Records Requests Processed	100	101	100	100
County Board Files Maintained	1,000	875	1,000	900
County Ordinances Published	25	21	25	25
County Board Proceedings Published	13	15	13	13
Contractor Lien Notices/Vendor Levies	90	48	90	60
Contractor Qualification Statements	200	127	200	150
Claims Processed	500	281	500	400
Summons and Complaints Processed	500	180	250	250
Construction Bid Notices Processed	100	84	100	100
New Contracts Assigned to Files	50	111	100	100
Lobbying Registrations	70	54	70	70
Oaths of Office Administered	100	67	100	100
Wisconsin DNR Licenses Sold	1,000	325	1,000	1,000
Passport Applications Processed	1,000	679	1,000	1,000

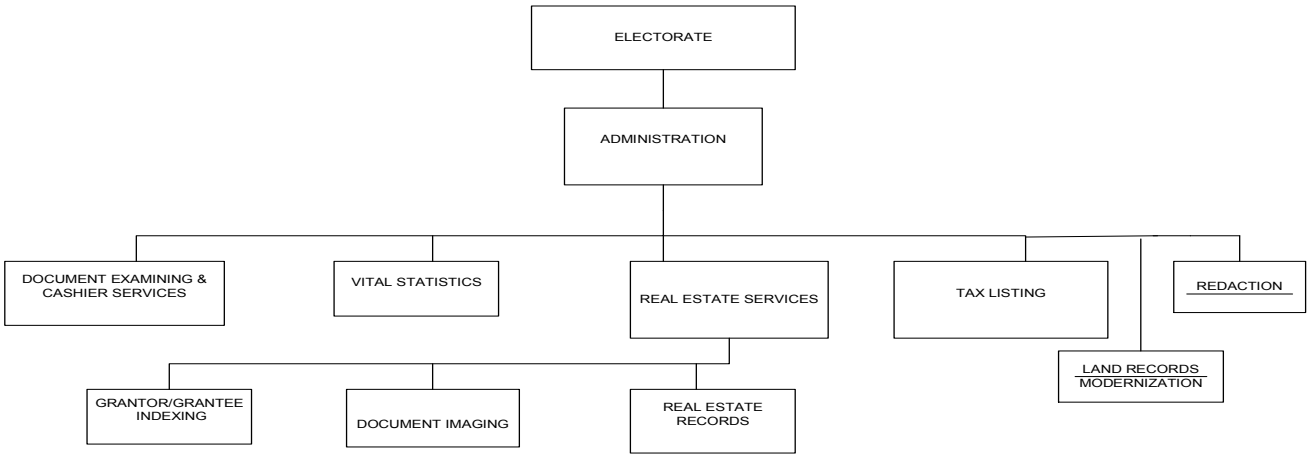
FEE SCHEDULE

Service	Fee
Marriage License	$110.00
Domestic Partnership Declaration	$110.00
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	$0.50 per page

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."

REGISTER OF DEEDS

REGISTER OF DEEDS (3400)



MISSION

The mission of the Milwaukee County Register of Deeds Office is to provide timely, secure, accurate, archive-accessible and cost-effective record systems and services that are delivered in a prompt and courteous manner.

Budget Summary

	2013	2012/2013 Change
Expenditures	**4,484,866**	**(71,114)**
Revenue	**5,401,536**	**756,425**
Levy	**(916,670)**	**(827,539)**
FTE's	**32.9**	**(2.0)**

Major Programmatic Focus

- Increase Real Estate Revenues due to Improving Market Conditions.

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.
- Continue to publicize the benefits of electronic recording to increase eRecording from the current 50%, resulting in greater efficiency and workflow benefits for both the department and the public.

DEPARTMENTAL PROGRAM DESCRIPTION

ADMINISTRATION: This Division is responsible for the following activities:

- Managing the Office's real estate activities including recording, filing, and sale of official documents, deeds and certificates;
- Preparing the departmental budget and maintaining budgetary controls;
- Presenting departmental recommendations to the Judiciary Committee of the County Board;
- Analyzing and reporting on legislation affecting the Register of Deeds function in Milwaukee County;
- Performing all departmental business functions such as:
    - Reconciliation of all revenue and statistical reports,
    - Personnel functions,

- Preparation and processing of requisitions, work authorizations, expenditure/revenue transaction forms, receipt and dispersal of office supplies,
- Inventory control and maintains and controls escrow funds.

This Division is also responsible for validating Department of Commerce Stipulations and Waivers as well as processing the Department of Revenue Real Estate Transfer form. This Division also assists the Document Examination Section with the review and recording of real estate documents and assists the Indexing section with verifying/correcting the index. This Division includes the Register of Deeds, Deputy Register of Deeds, Administrative Specialist, one Clerical Assistant 2 and one Clerical Assistant 1.

DOCUMENT EXAMINING & CASHIER SERVICES: This Division receives and disperses all monies as required by the department and is responsible for determining if real estate documents submitted for recording meet statutory requirements; reviews Wisconsin Department of Revenue Real Estate Transfer data; provides written and verbal explanations to title companies, lawyers and the general public as to why documents are rejected for recording; and processes documents submitted electronically. This Division includes one Administrative Assistant, one Clerical Specialist, and five Fiscal Assistant I positions.

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 and microfilming documents, indexing and verifying data from documents, maintaining the computerized real estate tract index and assisting the public and other governmental units by providing detailed researching of digital real estate documents, microfilm and plat maps. This Division includes two Administrative Assistant positions, one Clerical Specialist and seven clerical support positions.

VITAL STATISTICS: This Division maintains files on birth, death and marriage records, declarations of domestic partnerships and change of name orders according to State Statute. Records are updated and changed due to legitimization and adoption. Certified copies of these documents are sold to the general public. This Division also conducts genealogical research. The Division includes one Administrative Assistant, and seven Clerical Assistant 1 positions.

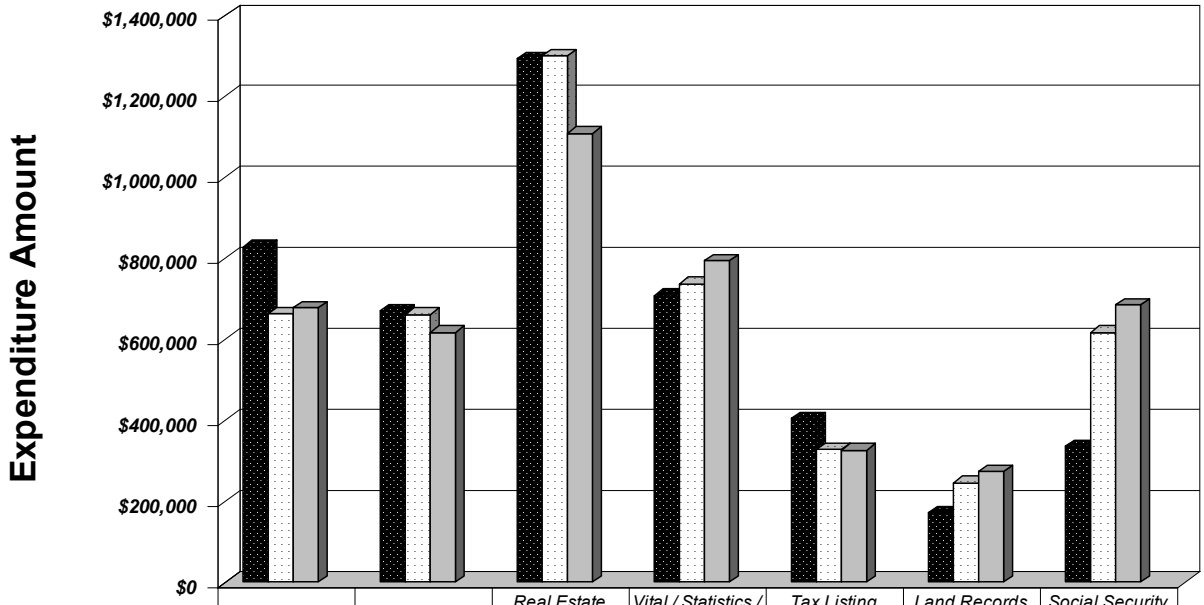
TAX LISTING SERVICES: This Division reviews tax descriptions; assigns new tax key numbers due to real estate boundary changes; maintains plat books and property records; assists in preparation of petitions for foreclosure action and provides copies of real estate document recordings to local assessors. This Division also assists customers in the Real Estate Research section when needed due to backlog or staff shortage. This Division also is called upon to assist the Document Examination section when needed. This Division includes one Administrative Specialist and two Clerical Specialists.

LAND RECORDS MODERNIZATION: Pursuant to Section 59.43 a $15 surcharge on recording fees is collected to fund a land information office, modernization of land records, redaction costs, the State of Wisconsin Land Information Program and the Milwaukee County Automated Land Information System (MCAMLIS). Of the total $15 surcharge on recording fees, $2 of the surcharge is retained locally 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 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). This Division includes one Geographic Information Tech

REDACTION: 2009 Wisconsin Act 134 changed the fees for recording documents to a flat fee of $25 per document, regardless of the number of pages. This went into effect June 25, 2010. State Statute 59.43 mandates that the Register of Deeds make a reasonable effort to prevent social security numbers from being viewed or accessed on documents made available on the Internet. The new law provides that for a temporary period an additional $5 per document can be collected by the Register of Deeds to be used exclusively by the Register of

Deeds for expenditures related to accomplishing this mandate. The recording fee in Milwaukee County will be set at $30 per document through 2014.

Expenditure Summary



	Admin	Cashier Service	Real Estate Services	Vital / Statistics / Ident	Tax Listing Services	Land Records Modern	Social Security Redaction
2011 Actual	$829,009	$671,342	$1,294,529	$708,433	$405,879	$170,414	$334,840
2012 Budget	$663,901	$661,308	$1,300,671	$738,015	$328,804	$245,780	$617,500
2013 Budget	$678,214	$617,428	$1,109,645	$794,556	$326,023	$274,000	$685,000
Percent Change 12-13	2.16%	-6.64%	-14.69%	7.66%	-0.85%	11.48%	10.93%

2013 BUDGET

Approach and Priorities

- Maintain current service levels.
- Continue to limit the use of overtime by cross training employees.

Budget Highlights

Position Reductions: ***($168,904)***

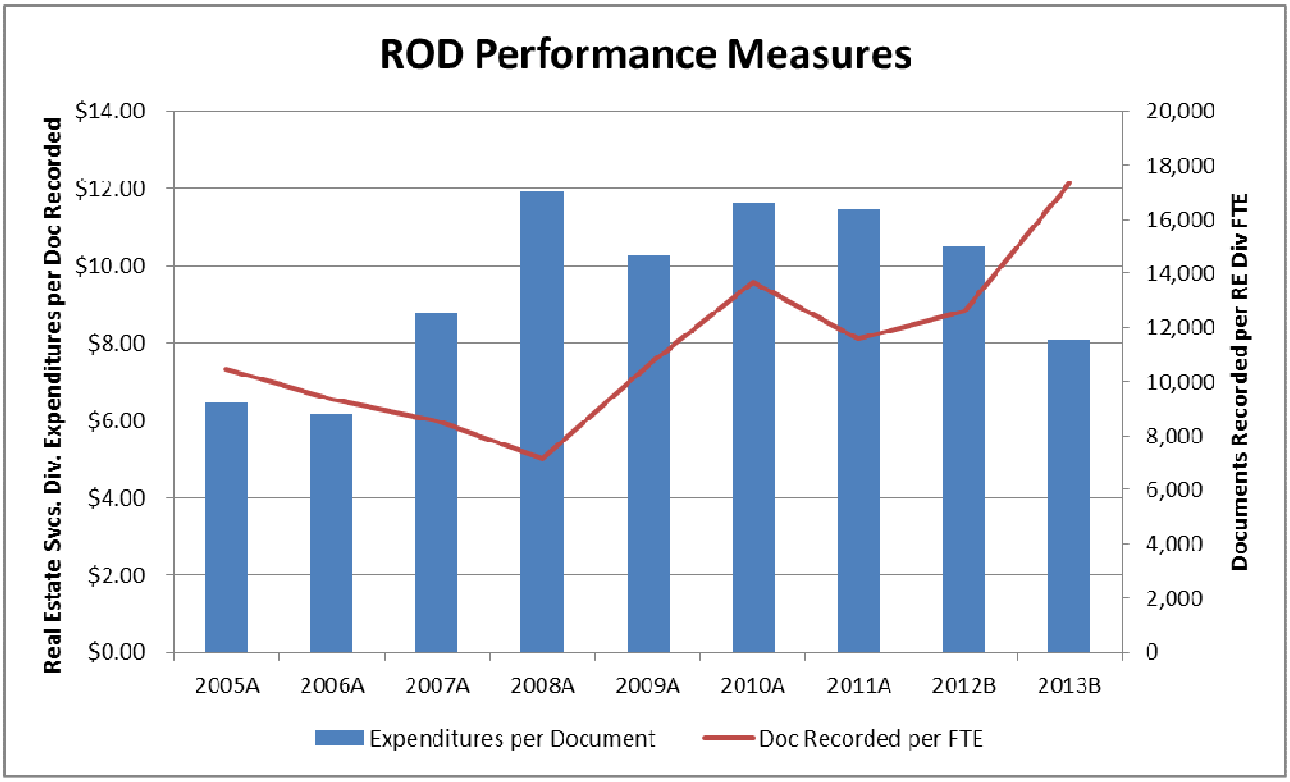
Due to ongoing efficiency improvements, including an increase in the share of recording documents filed electronically, the following vacant positions are unfunded or abolished, for a total tax levy savings of $168,904:

- 1.0 FTE Office Support Assistant 2 is abolished, for an active salary, social security and fringe benefit cost reduction of $47,768
- 1.0 FTE Document Recorder is unfunded, for an active salary, social security and fringe benefit cost reduction of $63,722
- 1.0 FTE -RC- Fiscal Assistant 1 is abolished, for an active salary, social security and fringe benefit cost reduction of $57,414

Real Estate Revenues ***($551,000)***

The real estate market has shown improved activity during 2012. Based on actual collections through the 2012 second quarter, the following changes are made:

- General Recording Fees are increased by $180,000, or 10 percent, to $2,055,000.
- Real Estate Transfer Fees are increased by $371,000, or 34 percent, to $1,471,000.
- Retained Fees for Land Records Modernization increase by $28,220, or 11 percent, to $274,000. These funds are placed into a special revenue fund and can be used for land records modernization projects only; therefore associated services costs increase by the same amount, for no levy impact.
- Redaction Fee Revenue increases by $67,500, or 11 percent, to $685,000. These funds are placed into a special revenue fund and, except for an allowable administrative charge (see below), can be used for redaction projects only, resulting in services costs of the same amount, for no tax levy impact.



The chart above shows the improved efficiency at recording documents in the Office of the Register of Deeds. Documents recorded per budgeted full-time position have increased from 10,476 in 2005 to 17,342 in the 2013 Budget. Expenditures in the Real Estate Division per document recorded have, after nearly doubling from 2005 to 2010, begun to decrease back to 2005 and 2006 levels. In 2010, actual expenditures per document recorded were $11.61; the figure for the 2013 Adopted Budget is $8.10.

Redaction Program Administrative Fee ***($21,203)***

The Register of Deeds estimates that one clerical position spends approximately 30 percent of its time on coordination of the social security redaction program. Therefore, the redaction fee program is assessed a charge representing approximately 30 percent of that position, in the amount of $21,203.

Vital Records-Birth Certificate Revenues ***($100,000)***

The 2012 Adopted Budget reduced revenues for birth certificates by $100,000 due to the creation of a program that would provide free birth certificates to eligible individuals to make it easier for them to comply with the State's Voter ID law. While the status of the Voter ID law is uncertain due to legal action, the policy will remain in effect in 2013. Even with the implementation of the free birth certificate program, however, birth certificate revenues have not significantly declined in 2012. Therefore, birth certificate revenue is increase by $100,000, or 125 percent, to $180,000 based on recent activity.

Copying and Online Record Access Revenues ***($10,500)***

Revenue from charges for online access to view real estate documents and other copying charges increases by $10,500, or 2 percent, from $470,000 to $480,500.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 1,532,783	$ 1,487,689	$ 1,416,069	$ (71,620)
Employee Fringe Benefits (EFB)	1,374,473	1,328,348	1,265,349	(62,999)
Services	970,857	1,235,339	1,313,587	78,248
Commodities	25,639	30,050	34,050	4,000
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	510,684	474,554	477,014	2,460
Abatements	0	0	(21,203)	(21,203)
Total Expenditures	$ 4,414,436	$ 4,555,980	$ 4,484,866	$ (71,114)
Direct Revenue	4,353,248	4,645,111	5,401,536	756,425
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 4,353,248	$ 4,645,111	$ 5,401,536	$ 756,425
Direct Total Tax Levy	61,188	(89,131)	(916,670)	(827,539)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**35.7**	**34.9**	**32.9**	**(2.0)**
% of Gross Wages Funded	**96.7**	**97.2**	**100.0**	**2.8**
Overtime (Dollars)	**$ 93,636**	**$ 81,792**	**$ 78,984**	**$ (2,808)**
Overtime (Equivalent to Position)	**2.3**	**2.0**	**2.0**	**0.0**

*For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amounts

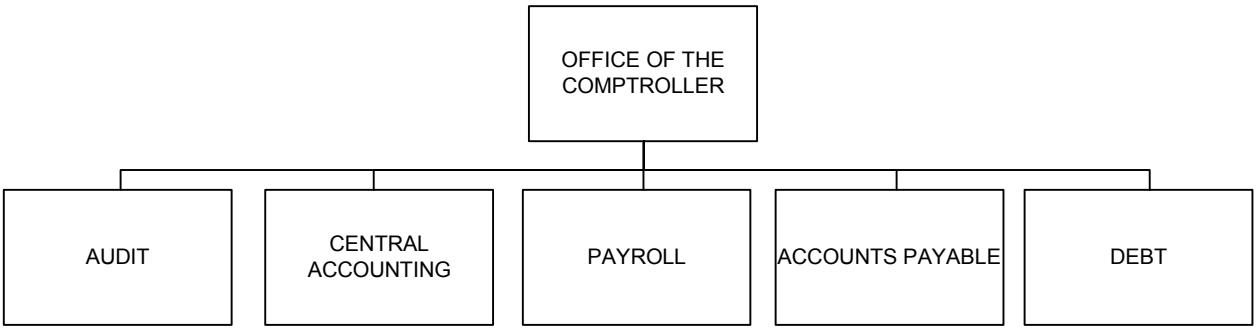
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Office Support Asst 2	00000007	Abolish	(1)	(1.00)	Real Estate Services	$ (26,532)
Document Recorder	00001691	Unfund	(1)	(1.00)	Real Estate Services	(39,492)
RC Fiscal Assistant 1	00004039	Abolish	(1)	(1.00)	Cashier Services	$ (34,378)
					TOTAL	$ (100,402)

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Admin	Expenditure	$ 829,009	$ 663,901	$ 678,214	$ 14,313
	Revenue	221	0	536	536
	Tax Levy	$ 828,788	$ 663,901	$ 677,678	$ 13,777
Cashier Service	Expenditure	$ 671,342	$ 661,308	$ 617,428	$ (43,880)
	Revenue	(1,051)	0	0	0
	Tax Levy	$ 672,393	$ 661,308	$ 617,428	$ (43,880)
Real Estate Services	Expenditure	$ 1,294,529	$ 1,300,671	$ 1,109,645	$ (191,026)
	Revenue	3,175,362	3,488,331	4,050,000	561,669
	Tax Levy	$ (1,880,833)	$ (2,187,660)	$ (2,940,355)	$ (752,695)
Vital / Statistics / Ident	Expenditure	$ 708,433	$ 738,015	$ 794,556	$ 56,541
	Revenue	388,223	288,000	387,000	99,000
	Tax Levy	$ 320,210	$ 450,015	$ 407,556	$ (42,459)
Tax Listing Services	Expenditure	$ 405,879	$ 328,804	$ 326,023	$ (2,781)
	Revenue	5,072	5,500	5,000	(500)
	Tax Levy	$ 400,808	$ 323,304	$ 321,023	$ (2,281)
Land Records Modern	Expenditure	$ 170,414	$ 245,780	$ 274,000	$ 28,220
	Revenue	224,628	245,780	274,000	28,220
	Tax Levy	$ (54,214)	$ 0	$ 0	$ 0
Social Security Redaction	Expenditure	$ 334,840	$ 617,500	$ 685,000	$ 67,500
	Revenue	560,793	617,500	685,000	67,500
	Tax Levy	$ (225,953)	$ 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 COMPTROLLER

OFFICE OF THE COMPTROLLER (3700)



MISSION

In accordance with Wisconsin Statute 59.255, the elected Comptroller maintains Milwaukee County's accounting books, monitors and reports on budget versus actual fiscal results, prepares annual financial reports of the government and government agencies, and analyzes proposals for the use of County funds. The Office of the Comptroller works to ensure that fiscal decisions are made based on sound financial information.

Budget Summary

	2013	2012/2013 Change
Expenditures	**5,778,288**	**5,778,288**
Revenue	**74,700**	**74,700**
Levy	**5,703,588**	**5,703,588**
FTE's	**43.0**	**43.0**

Major Programmatic Focus

- Ongoing implementation of 2011 Wisconsin Act 62.

OBJECTIVES

As the Chief Financial Officer the Comptroller will perform the following functions:

- Oversee all of the County's debt.
- Report monthly to the County Board and County Executive, the condition of outstanding contracts and of each of the County's funds and the claims payable from the funds.
- Countersign all contracts after determining the County has the necessary funds to pay the liability that may be incurred under the contract.
- Monitor the Treasurer's accounts monthly and report to the County Executive and the County Board as to their correctness and any violation by the Treasurer of the Treasurer's duty in the manner of keeping accounts or disbursing moneys.
- Whenever requested by the County Executive and County Board, provide an independent fiscal analysis of any matter affecting the County, and provide these bodies with a fiscal note for all proposed legislation.
- Prepare a written 5-year financial condition forecast for distribution to the County Executive and County Board.
- Administer and oversee all shared services contracts.
- Submit the annual pension obligation bond report to the requisite state bodies.

Conduct audits designed to evaluate the effectiveness, efficiency and regulatory compliance of various County programs and operations and report the results to policy and administrative decision-makers.

Ensure the compilation of accounting transactions and the issuance of payments due employees and vendors are accurate and timely

DEPARTMENTAL PROGRAM DESCRIPTION.

In November 2011, Wisconsin passed 2011 Wisconsin Act 62 that required Milwaukee County to elect a County Comptroller who would act as the Chief Financial Officer of the County. In April of 2012, the County elected the first Comptroller and in June of 2012, the Office of the Comptroller was created through County Board action. As a separately elected position, the Comptroller is required to monitor and report on the County's current fiscal health, to act as the County auditor, and to provide an independent fiscal review on any proposed spending at the request of the County Board or County Executive. The Office of the Comptroller consists of the following sections:

Administration is responsible for the overall management and coordination of the Office of the Comptroller. Administration is also responsible for the review of fiscal notes and special fiscal studies.

Central 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.

Central Payroll is responsible for establishment of County-wide payroll procedures, coordination with the Department 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.

Audit Services is responsible for post auditing the fiscal concerns of Milwaukee County, which can include the examination of records and procedures of County offices and departments to reach a conclusion as to economy and efficiency, program effectiveness, and compliance with regulatory authority; 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; determining the adequacy of internal control; auditing, when warranted, agencies receiving County funds or providing services to the County. Audit also is responsible for reconciling the County's checking accounts and maintaining custody of the cancelled checks; monitoring contracts with vendors of goods and services for compliance with affirmative action requirements; and 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.

Capital/Debt Monitoring is responsible for creating county board resolutions for the issuance of debt and for monitoring departmental capital programs financed with debt.

2013 Budget

Approach and Priorities

- Continue implementation of 2011 Wisconsin Act 62, which includes implementing procedures to ensure that the responsibilities of the Comptroller as outlined in State Statute and the Milwaukee County General Ordinances are being fulfilled.
- Identify opportunities to implement new financial strategies and procedures that create more transparency and promote fiscal sustainability throughout the County.
- Work with departmental agencies to identify ways to create efficiencies in the provision of services by the Office of the Comptroller.

Programmatic Impacts

- Provide appropriate funding to staff two positions that will assist with fiscal analysis and review as required by state statute.

Budget Highlights

Organizational Changes ***$0***

In conjunction with the creation of the Office of the Comptroller in 2012, the following organizational units, formerly under the Department of Administrative Services (Agency 115, Organization 1151), were placed under the Office of the Comptroller; Accounting Administration, Central Accounting, Accounts Payable, Central Payroll, and Capital/Debt Monitoring. In addition, the Department of Audit (Agency 101, Organization 1101), which previously reported to the County Board of Supervisors, is positioned under the Office of the Comptroller as Audit Services.

Creation of the Fiscal Review Team ***$227,276***

State statute provides that the Comptroller will conduct an independent fiscal analysis of any issue when requested to do so by the County Board or County Executive. In addition, the Comptroller is required to review all fiscal notes on pending legislation before the County Board. In order to efficiently and effectively provide this service, County Board action created two positions of Fiscal and Management Analyst, but no funding was provided. This provides the appropriate funding to staff these two positions for a salary and benefit cost of $227,276.

Accounting Manager ***$105,006***

In order to expand capacity for accounting services and to ensure timely compliance with the annual external countywide audit process and Generally Accepted Accounting Principles, 1.0 FTE Accounting Manager is funded with an active salary, social security and fringe benefit cost of $105,006.

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Administration	Expenditure	$ 0	$ 0	$ 792,797	$ 792,797
	Revenue	0	0	50,000	50,000
	Tax Levy	$ 0	$ 0	$ 742,797	$ 742,797
Capital	Expenditure	$ 0	$ 0	$ 277,482	$ 277,482
	Revenue	0	0	0	0
	Tax Levy	$ 0	$ 0	$ 277,482	$ 277,482
Central Payroll	Expenditure	$ 0	$ 0	$ 445,082	$ 445,082
	Revenue	0	0	24,700	24,700
	Tax Levy	$ 0	$ 0	$ 420,382	$ 420,382
Central Accounting	Expenditure	$ 0	$ 0	$ 692,884	$ 692,884
	Revenue	0	0	0	0
	Tax Levy	$ 0	$ 0	$ 692,884	$ 692,884
Central Payables	Expenditure	$ 0	$ 0	$ 926,019	$ 926,019
	Revenue	0	0	0	0
	Tax Levy	$ 0	$ 0	$ 926,019	$ 926,019
Audit	Expenditure	$ 0	$ 0	$ 2,644,024	$ 2,644,024
	Revenue	0	0	0	0
	Tax Levy	$ 0	$ 0	$ 2,644,024	$ 2,644,024

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 0	$ 0	$ 2,802,969	$ 2,802,969
Employee Fringe Benefits (EFB)	0	0	1,897,789	1,897,789
Services	0	0	552,235	552,235
Commodities	0	0	24,205	24,205
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	559,305	559,305
Abatements	0	0	(58,215)	(58,215)
Total Expenditures	$ 0	$ 0	$ 5,778,288	$ 5,778,288
Direct Revenue	0	0	74,700	74,700
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 0	$ 0	$ 74,700	$ 74,700
Direct Total Tax Levy	0	0	5,703,588	5,703,588

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**0.0**	**0.0**	**43.0**	**43.0**
% of Gross Wages Funded	**0**	**0**	**100.0**	
Overtime (Dollars)	**$ 0**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

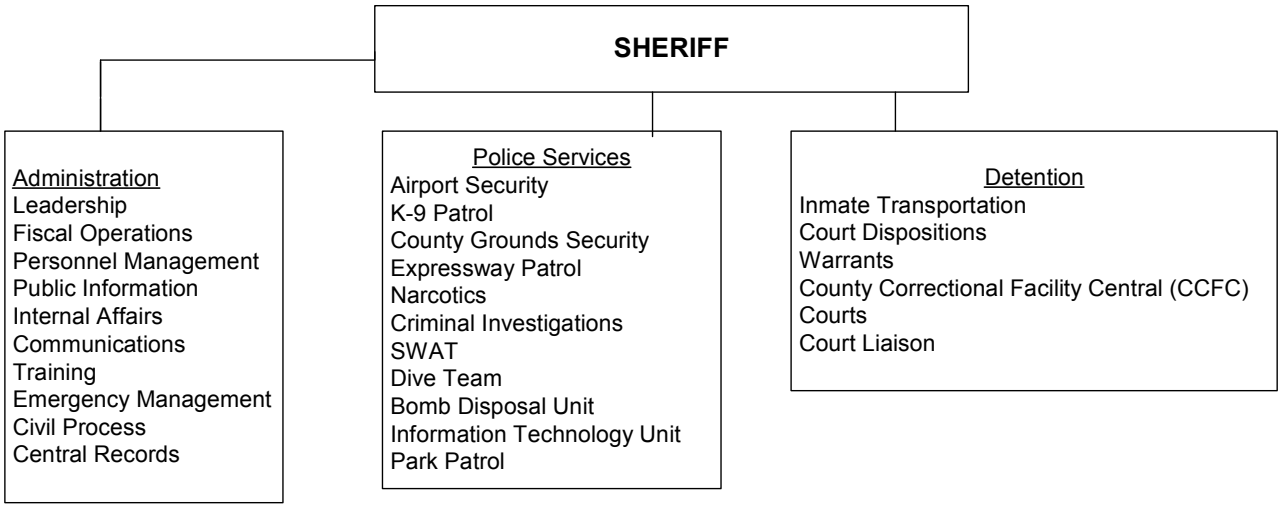
* For 2011 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Fiscal and Management Analyst	12220	Fund	2	2.0	Administration	160,056
Accounting Manager	4605	Fund	1	1.0	Central Acct	73,000
					TOTAL	$ 233,056

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.

Public safety is a priority for the protection of citizens.

Performance matters here.

Budget Summary*

	2013	2012/2013 Change
Expenditures	**84,869,149**	**3,284,391**
Revenue	**12,450,541**	**(2,881,063)**
Levy	**72,418,608**	**6,165,454**
FTE's	**1,260.0**	**(6.9)**

** = Figures Re-Stated to Exclude the County Correctional Facility-South (CCFS). Please see agency 4300 for CCFS budget figures*

Major Programmatic Focus

- Realign Staffing Levels with Actual Experience.
- Complete the transition of cellular 9-1-1 services to the Milwaukee Police Department.
- Establish a revenue budget consistent with actual revenues.
- Transfer authority for the CCFS to a Superintendent under the Executive Branch.

OBJECTIVES

- Provide staffing resources to core program areas that are in line with actual service levels.
- 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.

- Reduce taxpayer costs for incarceration by utilizing an Electronic Monitoring Unit for sentenced inmates through evidence-based risk assessment.
- 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 County Zoo and on the County Grounds.
- Successfully serve over 80 percent of all civil process papers received at a reduced cost by utilizing a private firm to serve papers where appropriate.
- Provide uniformed personnel with a level of training and caliber of equipment necessary to deal with law enforcement and public safety situations encountered.

DEPARTMENTAL PROGRAM DESCRIPTION

The Office of the Sheriff is comprised of the following three Bureaus: Administration, Police Services and Detention.

The **Administration Bureau** includes 73.3 funded positions and includes:

- Management and support functions for the Sheriff.
- Leadership.
- Personnel management.
- High-level administrative operations of the Sheriff, including preparation of the annual budget, fiscal monitoring, accounting, accounts payable, procurement and payroll functions.
- Internal Affairs Division, which investigates all incidents involving Sheriff's Office personnel.
- Community interaction and dignitary protection.
- 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 cellular 9-1-1 phone calls in suburban municipalities and provides dispatch services for Sheriff's deputies.
- Emergency Management, which provides direction and guidance to all County and municipal agencies, as well as the private sector, in the development of individual emergency plans.
- Civil Process Unit, which serves state-mandated civil writs such as Temporary Restraining Orders, Commitments to Mental Health, Body Attachments, Writs of Restitution/Assistance, Executions and Evictions.
- Central Records Unit.

The **Police Services Bureau** includes 228.8 funded positions, and is responsible for:

- Airport Security
- County Zoo Security
- County Grounds Security
- Expressway Patrol
- Parks Patrol and the Tactical Enforcement Unit
- Criminal Investigations Division which:
  - Investigates crimes occurring on Milwaukee County property or which occur across jurisdictional borders with Milwaukee County.
  - Investigates the following types of crimes: Homicide, Sexual Assaults, Battery, Burglary, Theft, Motor Vehicle Theft, Other Assaults, Arson, Forgery, Other Violent crimes, and Other Property Crimes.

- Serves as a liaison on the following regional taskforces: Joint Terrorism, U.S. Marshals Fugitive, the U.S. Attorney's Mortgage Fraud, FBI Cyber Crimes, State of Wisconsin Daycare Fraud, Internet Crimes Against Children, and Alcohol, Tobacco and Firearms.
- 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.

- SWAT team, which responses to calls for services from Milwaukee County Sheriffs and from regional Police Departments to increase the margin of safety in critical incidents. The SWAT and EOD team are members of the Aligned Law Enforcement Response Team which is a state-wide SWAT and EOD program operated by the Office of Justice Assistance.
- Bomb disposal unit, whose goal is to safeguard life and property by successfully identifying and rendering safe any Improvised Explosive Device (IED) or incendiary device located in Milwaukee County. The EOD technicians assist local, state, or federal law enforcement agencies in these specialized areas.
- Dive team.
- Law Enforcement Analytics Division (LEAD), with staffing assistance from IMSD, supports the operational elements and administration of the Office of the Sheriff by conducting systematic, analytical processes directed at providing timely and pertinent information relative to crime patterns and trends, planning the deployment of resources for the prevention and suppression of criminal activities, aiding the investigative process, and increasing apprehensions and the clearance of cases.
- High Intensity Drug Trafficking Area (HIDTA) program.

Operating Indicators by Function

	2011	2010	2009	2008	2007	2006
Traffic Citations	37,710	33,064	35,725	34,737	41,791	42,808
Auto Accidents Reported and Investigated	4,602	4,275	3,965	6,197	4,632	4,402
Background Checks	493	287	469	388	284	238
Criminal Complaints Issued	3,017	4,032	3,944	1,379	378	378
Writs of Restitution (Evictions)	3,078	2,821	2,807	2,783	3,340	2,927
Writs of Assistance (Foreclosures)	792	736	806	1,119	409	308
Temporary Restraining Orders Received	5,216	5,651	5,536	4,791	368	355
911 Phone Calls	299,517	390,367	536,404	815,542	506,503	526,085
Bookings	42,617	39,887	38,426	37,482	46,527	51,026
Open Records Requests	7,333	3,347	4,333	4,928	5,829	7,691
Civil Process Papers Served	21,592	22,418	22,851	19,952	17,270	14,496

The **Detention Bureau** includes 475.2 funded positions (not including those positions budgeted at the CCFS). The bureau includes:

- County Correctional Facility – Central (CCFC)
- County Correctional Facility – South (CCFS) until April 1, 2013.
- Centralized Booking/Court Staging
- Inmate Transportation
- Bailiff services to the Courts
- Court Liaison Unit

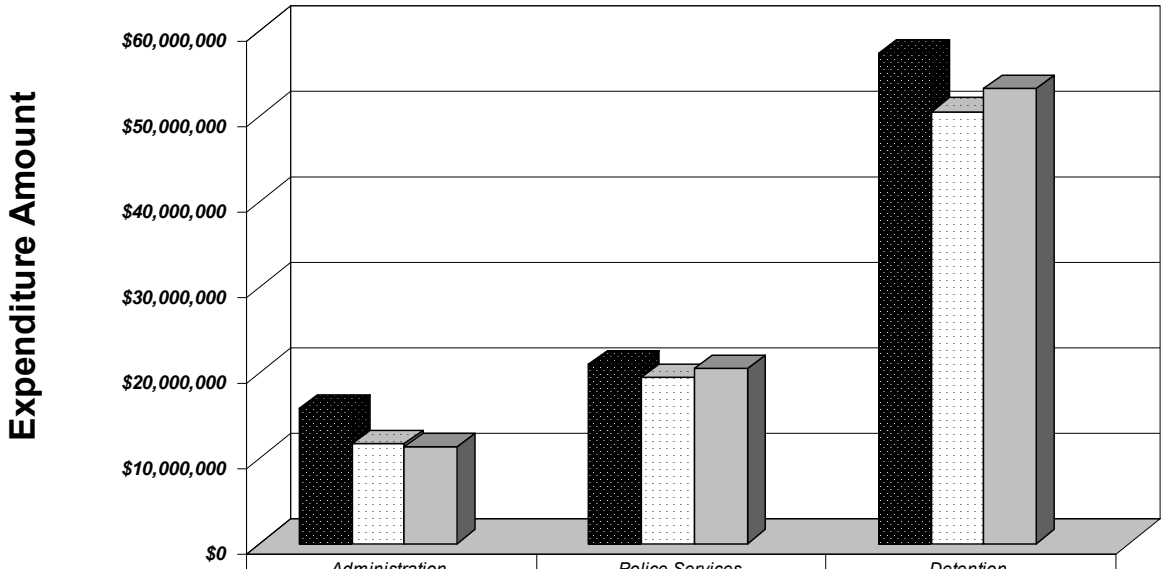
The CCF-Central is a secure detention facility with total bed space of 960 beds for holding accused felons and misdemeanants until they are released on a pretrial basis or are adjudicated, and a small number of sentenced offenders awaiting transfers or hearings on new charges. The bed capacity of the CCFC has increased from 798 to 960 due to double bunking.

The CCF-South 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 pretrial prisoners from the CCF-Central. The CCFS also contains the following areas:

- The Food Service Division, administered by Aramark since 2003, prepares meals for the inmates at the CCFS, CCFC, and for special events held on County property.
- The Inmate Industries Division employs inmates and consists of a graphics print shop, laundry, recycling center, kitchen and maintenance program. It provides basic training in vocational jobs and meaningful work experience in business and industrial operations.
- Management of the CCFS is transferred to the Executive Branch effective April 1, 2013.

The Sheriff has the authority to transfer inmates between the CCFC and the CCFS in order to maximize the use of available beds. The 2013 Budget is based upon an inmate population of 2,600 inmates.

Expenditure Summary



	Administration	Police Services	Detention
2011 Actual	$15,770,107	$20,980,356	$57,359,147
2012 Budget	$11,685,702	$19,366,423	$50,532,633
2013 Budget	$11,304,791	$20,367,056	$53,197,302
Percent Change 12-13	-3.26%	5.17%	5.27%

** = Figures above are re-stated to exclude the County Correctional Facility-South*

2013 BUDGET

Approach and Priorities

- Focus resources on mandated, core services such as Detention, Expressway Patrol, Airport, Civil Process and Courtroom security.
- Engage in partnerships with municipalities to reduce taxpayer costs while providing improved servicing of cellular 911 calls within the City of Milwaukee.
- Reduce costs to taxpayers by examining the level of service historically provided in key functions, and providing sufficient resources for those programs.
- Reduce recidivism and its associated costs to the Community through the robust use of electronic monitoring and inmate programming such as the Day Reporting Center.

Budget Highlights

Program-Based Analysis

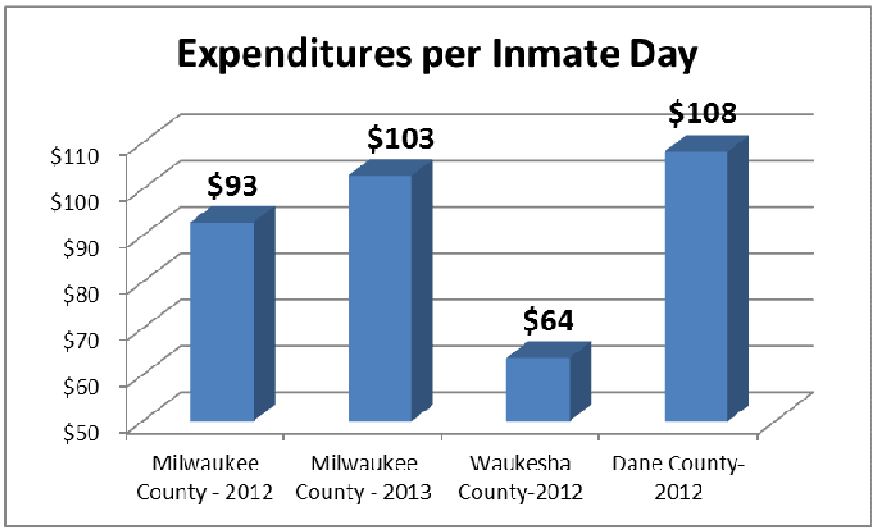
In preparing the 2013 Budget, a thorough analysis was undertaken of several departments to determine whether program area budgets were in line with actual experience and reflected actual resource requirements to maintain service levels. This process incorporated aspects of outcomes budgeting, and focused primarily on staffing levels. A primary goal of this analysis was to determine if resources that are budgeted at significant taxpayer expense (such as the Park Patrol/Tactical Enforcement Unit) were being utilized as intended.

While the operation of the Office of the Sheriff requires flexibility and movement of staff between program areas, especially among sworn law enforcement officers, the analysis showed significant, consistent variances between budgeted and actual staff utilization in the past three years. For the purpose of this analysis, it was assumed that each full-time position equivalent (FTE) provides 1,750 regular service hours annually. The analysis shows that Sheriff's Deputies budgeted in program areas such as Airport Security, Park Patrol and Process Service (among others) have actually spent significant time working in Detention Services. The 2012 Budget accelerated the process of replacing Deputy Sheriffs with Corrections Officers in detention programs, and the 2013 Budget completes this process by providing sufficient Corrections Officer positions and shifting or reducing the number of Sheriff's Deputies in other program areas based on actual staffing levels. The result is a more accurate and transparent allocation of staffing resources without major impacts to service levels.

This analysis was used to make several changes to staffing levels, which are explained in the program-specific narratives below. Because supervisory and management positions such as Sergeants, Lieutenants and Captains appropriately spread significant time between program areas, the charts depicting hours of service apply only to line positions such as Corrections Officers, Deputy Sheriffs and Deputy Sheriff Bilingual-Spanish positions.

DETENTION SERVICES BUREAU

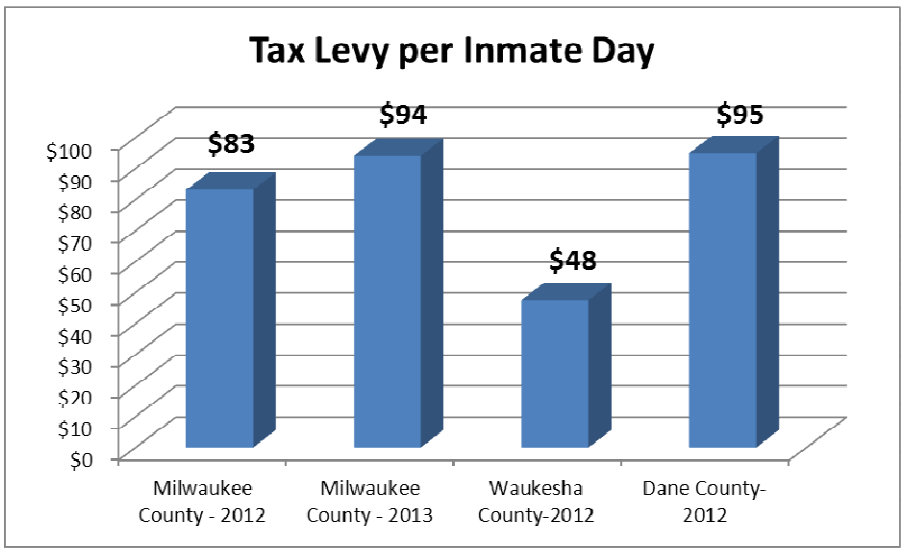
Performance Measures



The 2013 budget provides a total of approximately $98.6 million in expenditure authority and $90.1 million in property tax levy to detain and monitor pre-trial and sentenced inmates in a variety of classifications. These figures include the County Correctional Facility Central, the County Correctional Facility South, Inmate Medical Unit, Inmate Transportation, Booking and Release,

and the Central Records unit within the CCFC. The following is an initial attempt at providing performance measures and may be refined in future years.

Based on expenditure and revenue data for these organizations, the total expenditure cost per inmate (in all classifications) per day is approximately $103 in the 2013 budget. This compares to $93 per inmate in 2012. When compared to Dane and Waukesha Counties, the 2013 figure is lower than Dane County's 2012 cost of $108 per inmate per day but much higher than Waukesha County's 2012 cost of $64 per inmate per day[1].

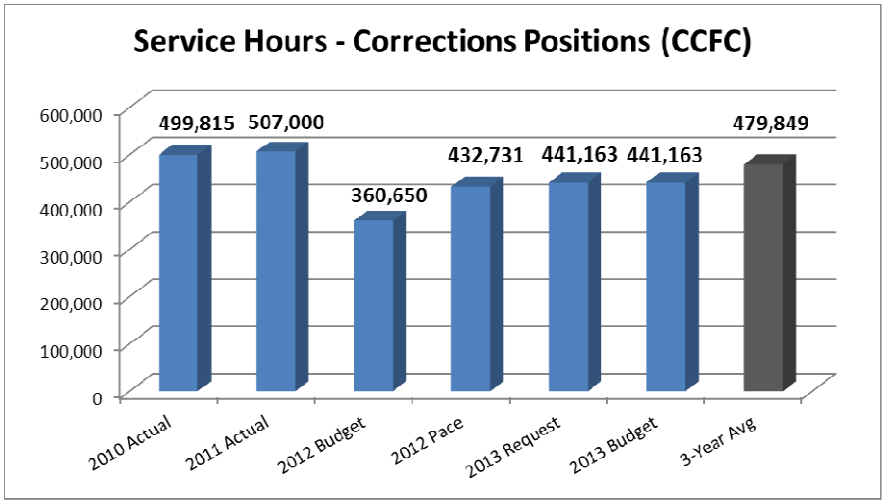


Tax levy cost per inmate per day is $94 in 2013, an increase of $11 over the 2012 figure of $83. In comparison, Dane County's levy cost was $95 per inmate per day in 2012 while Waukesha County's was $48.

The increase in expenditures from 2012 to 2013 is $2,036,348, or 2.1 percent, while the tax levy increase is $3,634,136, or 4.2 percent. The large increase in expenditures and tax levy per inmate day is mainly due to the fact that the average daily population would decline from 2,850 in 2012 to 2,625 in 2013, a decrease of 8 percent.

County Correctional Facility-Central ***$4,177,261***

This section includes the following low org units: 4034 – Booking & Release, 4036 – Inmate Transportation, and 4038 – County Correctional Facility-Central (CCFC).



In 2013, low org unit 4034 – Booking & Release is eliminated and most existing staff are transferred into low org unit 4038 – CCFC. In past years, Deputy Sheriffs budgeted in other program areas had frequently worked in the CCFC, resulting in significant budget misalignment. The Sheriff's 2013 Requested Budget largely eliminated this issue and has effectively right-sized the budget for this program area.

The table at left shows actual and budgeted hours worked by corrections line staff in the CCFC, which includes Corrections Officers and Deputy Sheriffs, but does not include supervisory positions such as Corrections Officer Lieutenants or Deputy Sheriff Sergeants, etc.

[1] 2012 Waukesha County and Dane County Adopted Budgets

The 2012 projected number of hours worked is significantly below the 2010 and 2011 totals. This is primarily due to continuing lower crime trends, the implementation of Universal Screening which has resulted in fewer pre-trail inmates, and the transfer of Huber inmates to the County Correctional Facility (CCFS) in Franklin in late 2011.

A comparison of hours worked by line corrections staff is shown above. The 2013 budget includes approximately 12,400 hours that will be worked by Deputy Sheriffs budgeted in the Courts Security program area (low org unit 4081) that appropriately work in the CCFC during periods of reduced court activity. This is accounted for through a salary adjustment.

Positions Abolished/Funded:

- 3.0 FTE vacant Correction Manager positions are abolished and 3.0 FTE Correction Officer Lieutenant positions are created for an active salary, social security and fringe benefit cost reduction of $75,078.
- 3.0 FTE Sheriff's Deputy Captain positions are unfunded for an active salary, social security and fringe savings of $342,288.
- 6.0 FTE Deputy Sheriff 1 positions that were added as part of the July 2012 fund transfer are unfunded and abolished upon vacancy, for a an active salary, social security and fringe benefit savings of $554,018.
- 1.0 FTE Stores Clerk 2 is funded for an active cost of $61,374.
- 6.48 FTE vacant Clerical Assistant 2 positions are abolished for an active salary, social security and fringe benefit cost reduction of $338,166.

Positions Shifted to/from other Program Areas:

- 20.0 FTE Corrections Officer 1 positions are shifted in from the County Correctional Facility - South (CCFS - see CCFS narrative below) for a levy shift into the program (including active salary, social security and fringe costs) of $1,249,322.
- 1.0 FTE Clerical Assistant 2 position is transferred to the Administrative Services Bureau for a tax levy shift out of the program of $52,180.
- 6.0 FTE Fiscal Assistant 1 positions (including 3.0 FTE –RC- positions) are transferred in from the Administrative Services Bureau, for a tax levy shift into the program of $356,924.
- 2.0 FTE Corrections Officer 1 Sheriff are transferred to the Training program for a levy shift out of the program of $125,468.
- 4.0 FTE Sheriff's Deputy Captains are shifted to other areas: 1.0 FTE is shifted to the Information Technology program area and 3.0 FTE are shifted to the Administration program area. The total tax levy shifted to other program areas is $456,380.

Other:

- Overtime costs are increased by $844,464, or 105 percent, over 2012 to $1,650,096 based on recent history.
- Vacancy and turnover is reduced by 12.2 FTE, from 32.2 to 20.0, for a net cost increase of $1,013,004.
- 6.0 FTE Deputy Sheriff 1 positions are shifted to other program areas for a levy shift of $506,466.
- 3.0 FTE Stores Clerk 1 positions are abolished due to the outsourcing of inmate commissary delivery services an active salary, social security and fringe cost reduction of $173,802.
- $347,412 in funding is provided for 6.0 FTE Stores Clerk 1/Stores Clerk 1 Sheriff positions.

The 2013 budget provides resources for the following anticipated service levels:

CCFC Population Statistics			
	2011 Actual	**2012 Budget**	**2013 Budget**
Bookings	42,617	40,000	40,000
CCFC Daily Population	874	900	900

The Electronic Monitoring Unit (EMU) is fully funded in 2013 with the expectation that it will be utilized at a level similar to that of the past three years. A total of $800,000 is budgeted for equipment rental for approximately 200 daily inmates to be enrolled in the program. Revenue from the EMU program (equipment set-up and rental fees) is budgeted at $570,000, a reduction of $335,600 from the 2012 Adopted Budget, based on 2011 actual collections of $569,336. As a result of the full funding of the EMU program, the budget includes a reduction of three dorms from the 2013 requested level (Note: responsibility for this program and its budget have been transferred to the CCFS per Adopted Budget Amendment 1A062; see CCFS narrative below).

Other services and commodities are largely unchanged from the 2012 Adopted Budget. Costs for commissary items for resale are eliminated for a reduction of $150,000. This reduction is offset by increases for cost to continue of other services. For instance, the contracted cost of transporting inmates increases by $36,320 or 2 percent over the 2012 Adopted Budget to $1,981,738, based on history and the terms of the contract.

Total revenues are reduced by $2,364,397 or 41 percent, from the 2012 Adopted Budget to $3,355,646. Significant revenue changes include:

- Because the Sheriff has refused to implement the Inmate Booking Fee, revenue for this fee is eliminated in 2013 for a tax levy increase of $500,000.
- Telephone Commission revenues in the CCFC are reduced by $110,000 to $580,000, based on recent history, offset by higher commissions earned by the County based on the new contract, and shifted to the CCFS where collections have been higher.
- Concession revenues decline by $97,340 to $165,000, also based on history and due to a shift to the CCFS.
- The U.S. Marshal's Office notified the Sheriff that the total number of Federal inmates housed in southeastern Wisconsin is projected to be lower in 2013. It is anticipated that the average number of Federal inmates housed in the CCFC in 2013 will be only 35 inmates per day at a rate of $81 daily. This results in a revenue reduction of $455,225 from 2012.
- Per Adopted Budget amendment 1A062, three-quarters of Huber Program Revenues ($416,106) and electronic monitoring equipment rental revenues ($427,500) are shifted to the CCFS.

Inmate Medical and Mental Health ***$743,055***

An appropriation of $131,924 is included to fund the Program Administrator position, and an additional $33,216 in funding is included to reflect the salary increases for the Medical Director and Mental Health Director, which were reallocated by the County Board in September 2012.

An additional $200,000, contained in an allocated contingency account within Org. Unit 4000, is provided to offset additional salary expenses associated with recruiting qualified medical personnel to fill the Medical Director and Supervising Psychiatrist positions, which are currently vacant. The Office of the Sheriff will work with the Department of Human Resources to determine the appropriate salary bands for the positions, subject to County Board approval.

County Correctional Facility – South ***($2,499,709)***

This section includes all low org units associated with the County Correctional Facility – South (CCFS).

The program-area analysis indicates that in recent years, several more Corrections Officer positions have been budgeted in the CCFS than has been necessary. With regards to corrections line staff, Corrections Officer positions that were budgeted in the CCFS program area often worked in the CCFC instead. Therefore, the 2013 Budget shifts 20.0 FTE Correction Officer 1 positions from the CCFS into the CCFC, for a levy shift out of the program of $1,249,322.

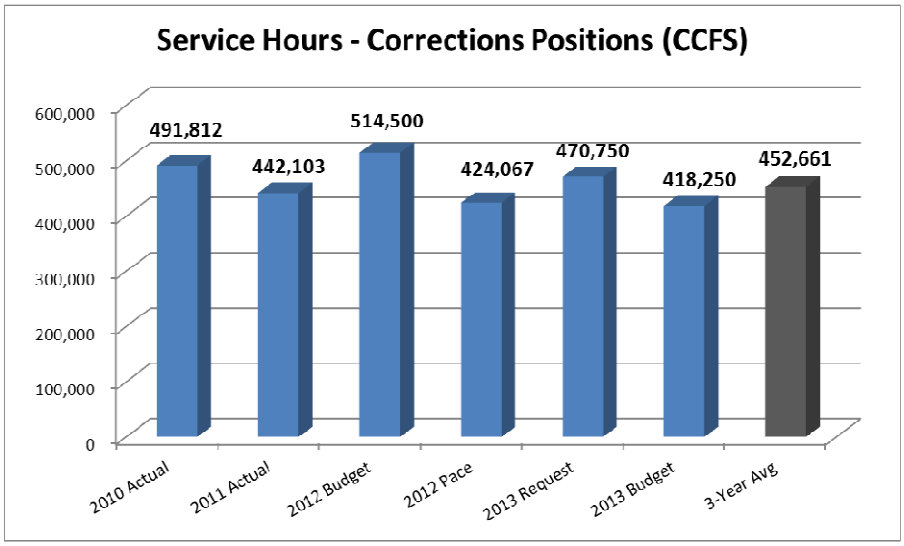
Due to the continuing decline in crime rates and inmate population, the following base position actions are included:

- 2.0 FTE Corrections Officer 1 positions are unfunded for an active salary, social security and fringe cost reduction of $125,963.
- 4.0 FTE Corrections Officer 1 Bilingual-Spanish positions are unfunded for an active salary, social security and fringe cost reduction of $237,422.
- 5.0 FTE –RC- Corrections Officer 1 positions are unfunded for an active salary, social security and fringe cost reduction of $349,848.
- Overtime costs increase by $396,524, or 82 percent, over the 2012 Adopted Budget to $881,900 based on historical actuals.

Electronic Monitoring Unit

The Sheriff's 2013 request envisioned a significant reduction to the Electronic Monitoring Unit (EMU), dropping the anticipated average daily population in the unit from 250 to only 25 inmates. The restoration and full funding of the EMU would result in approximately 180 fewer incarcerated inmates daily, which would allow for the closure of three additional dorms at the facility. Therefore, the continuation of the EMU at full capacity results in the following additional position actions:

- 15.0 FTE Corrections Officer 1 positions are unfunded due to the closure of three dorms, for an active salary, social security and fringe cost reduction of $960,870.
- Because monitoring of the EMU population will now be performed through a contract with Justice Point, Inc. as noted in the narrative section for the CCFC, 9.0 FTE Corrections Officer 1 positions that provided monitoring duties are unfunded for an active salary, social security and fringe cost reduction of $566,832. As the monitoring contract is budgeted at $307,700, this results in a net tax levy savings of $259,132.



As a result of the above position changes, the total number of service hours budgeted by corrections line staff is approximately 418,250. As shown in the graph below, the number of hours worked by these positions (including Deputy Sheriffs which are no longer budgeted in the CCFS) has declined significantly since 2010. The 2012 pace of 424,067 hours includes the Sheriff's decision to significantly reduce the EMU, necessitating the operation of three additional dorms that require significant staffing resources.

Management of the CCFS

Operation of CCFS is transferred to a Superintendent, appointed by the County Executive as of April 1, 2013. The County Executive will appoint a Superintendent on or by the start of the second quarter, April 1, 2013, after a national search for highly qualified corrections professional in consultation with the National Institute of Corrections and the Milwaukee Evidence Based Project, subject to County Board confirmation. In addition to managing inmates at CCFS, the Superintendent will also manage the electronic monitoring unit, Huber inmates, and the inmate medical unit.

The Superintendent will be required to have a demonstrated understanding of correctional science and experience with the successful implementation and continued measurement of evidence-based practices with offenders as documented extensively by the National Institute of Corrections (U.S. Department of Justice). The Superintendent will participate in evidence-based decision making (EBDM) with other justice system officials and public and private organizations that work with offenders who are or at risk to be, sentenced to CCFS, which is proven to decrease incarceration rates and improve community safety.

Funding in the amount of $600,000 is provided for the Superintendent to manage equipment rental and monitoring of approximately 200 daily inmates to be enrolled in the electronic monitoring program. As a result of the full funding of the EMU program, the budget includes a reduction of three dorms from the 2013 requested level.

An appropriation of $150,000 is provided to support evidence-based treatment, educational and job training programming at the CCFS on a gender equity basis. The newly appointed Superintendent will release a Request for Proposal for these services, and return to the County Board for approval of any recommended contracts by the June 2013 County Board Cycle.

An additional $465,038 in tax levy is provided to create the following positions, effective April 1, 2013 with the expectation of full implementation in 2014:

- 1.0 FTE House of Correction Superintendent at a cost of $127,161 with salary and active fringe benefits.
- 1.0 FTE Assistant Superintendent at a cost of $84,060 with salary and benefits.
- 3.0 FTE Corrections Officer Lieutenant positions, which will staff the new Investigative Affairs/Disciplinary unit at a cost of $175,190.
- FTE Payroll Assistant at a cost of $43,059 with salary and active fringe benefits.
- An additional $35,568 will be utilized to fully fund the position of Fiscal Manager, which was offset with .40 FTE vacancy of turnover in 2012, starting in the second quarter of 2013.

The Administration will convene a workgroup consisting of representatives from the Milwaukee County Community Justice Council, Courts, the Sheriff's Office, the Department of Administrative Services, and County Board staff in January 2013 to support the transition of CCFS management, including details surrounding the deployment of staff resources, and coordination of the following services currently shared by CCFS and the County Correctional Facility Central: inmate tracking, inmate visitation, transportation, medical services, property, laundry, food service, and commissary. It is anticipated that the Superintendent will participate in transition planning.

The budgeted staffing level is based on the following average daily population statistics:

CCFS Population Statistics					
Population Breakdown	**2010 Actual**	**2011 Actual**	**2012 Budget**	**2013 Request**	**2013 Budget**
Electronic Monitoring	198	185	250	25	200
Pretrial	697	401	585	585	585
Huber/Work Release	440	400	400	400	400
Probation & Parole	115	98	115	115	115
Municipal Commitments	68	40	65	65	65
Sentenced Inmates	619	964	535	535	360

In addition to the above changes in corrections line staff, the following position actions are implemented:

- 5.0 FTE vacant Corrections Officer Lieutenant positions that were offset with vacancy and turnover in 2012 are unfunded, for no net impact

- 2.0 FTE vacant Clerical Assistant 2 positions are abolished for an active salary, social security and fringe cost reduction of $104,360.
- 1.0 FTE Accountant 4-NR position is funded, for an active salary, social security and fringe cost increase of $84,082.
- $347,856 in funding is provided for 6.0 FTE Stores Clerk 1/Stores Clerk 1 Sheriff positions. 1.0 FTE vacant Stores Clerk 1 position is unfunded.
- 2.0 FTE vacant Facilities and Maintenance Worker-HOC positions are unfunded an active salary, social security and fringe cost reduction of $109,988.
- 1.0 FTE Auto and Equipment Mechanic is funded an active salary, social security and fringe cost increase of $73,338.
- 1.0 FTE Deputy Sheriff Lieutenant is shifted to the Training program in the Administrative Services Bureau for a levy shift of $101,424.
- 2.0 FTE Corrections Manager positions are funded an active salary, social security and fringe cost increase of $256,742.

Other changes include:

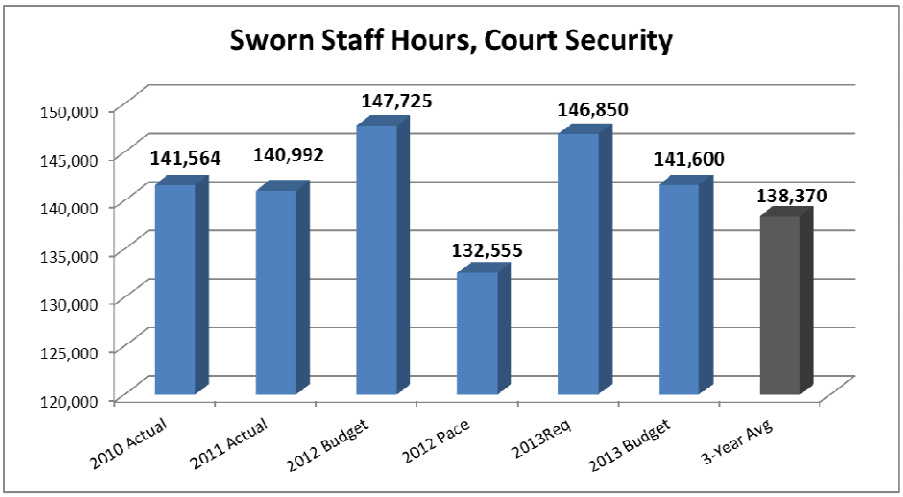
- Utility costs are reduced by $79,484, which includes a reduction related to the closure of three dorms due to the restoration of the EMU of $154,484, offset by rate increases of $75,000.
- Inmate meal costs are reduced by $217,027, mainly resulting from the closure of three dorms.
- Building and Roadway Maintenance commodities costs increase by $100,000 to $279,500 based on historical actuals and a shift of costs formerly budgeted in the Capital Outlay appropriation unit.
- Concession merchandise for resale is reduced by $200,000 due to the privatization of commissary services.
- Unemployment compensation increases by $75,000, or 30 percent, to $325,000.
- Capital Outlay is budgeted at $233,205 for performance contracting projects at the facility that were approved in the July 2012 Board cycle. Other capital outlay funding of $160,364 in 2012 is eliminated and partially shifted to the Commodities appropriation unit at the Sheriff's request for a net increase of $72,841.
- Telephone Commission revenue increases by $159,059 to $1,359,059 based on the terms of a new contract.
- Concessions revenues decline by $294,941, or 46 percent, to $345,059, based on actual collections and the closure of three dorms related to the restoration of the EMU.
- Prisoner Board-General revenues are reduced by $85,000 to $365,000 based on recent history.
- Revenue from services provided by inmates increases by $30,000 to $50,000 based on 2011 actual collections.

Prisoner Board-General revenues are reduced by $29,000 to $421,000 based on recent history. Since 2008, the City of Milwaukee has been charged approximately $1.12 million for municipal commitment and board charges. The City has paid approximately $21,000 of this amount, with the last payment occurring in mid-2008. Historically, the City of Milwaukee has paid a significantly lower amount based on its calculations of acceptable board and commitment charges as provided for in the County/City Jail Agreement and past court decisions. Corporation Counsel, working in conjunction with the Office of the Sheriff, shall work with the appropriate officials in the City of Milwaukee to negotiate an appropriate payment for these outstanding balances. For 2013, the City of Milwaukee is expected to pay $56,000 in board and commitment charges based on $225,000 of gross billings. All other municipalities continue to pay the full board and commitment charge.

Court Security ***$649,133***

The program-area analysis indicates that in recent years, the number of sworn officers budgeted in the Court Security program has been misaligned with actual hours worked. Payroll data indicates that in the past three years, including the 2012 annualized pace through 16 pay periods, sworn officers have worked an average of 138,370 hours of regular (non-overtime) annually. This equates to approximately 79.0 FTE positions. The 2012 Adopted Budget included a net total of approximately 84.5 FTE positions. This included: 87.0 FTE Deputy Sheriff 1 positions (12 of which were offset by vacancy and turnover savings for a net total of 75.0 FTE), 12.5 FTE Bailiff-Hourly positions 3.0 FTE Corrections Officer 1, and a salary reduction equivalent to approximately 6.0 FTE Deputy Sheriff 1 positions to reflect the fact that Deputies slotted to work Courts Security are often shifted to the CCFC during times of reduced activity in the Courts;

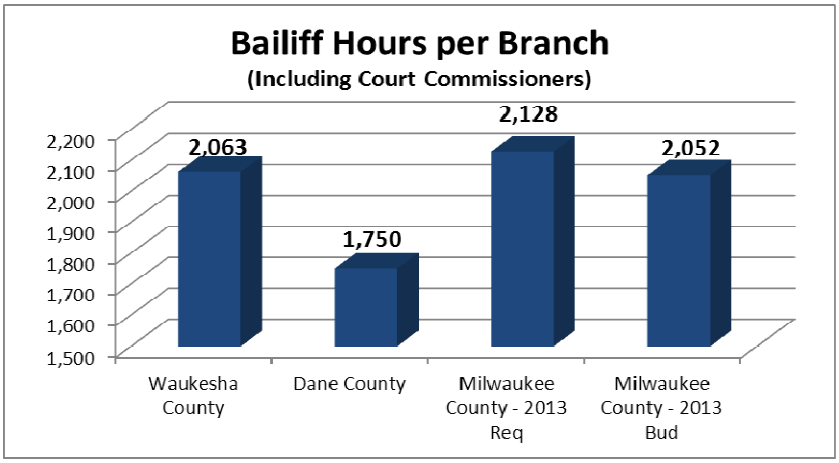
BAILIFF POSTS	
Felony (including preliminary)	26
Misdemeanor and Traffic	15
Intake Court	3
Small Claims	1
Family Branches & Commissioners	10
Children's Court Judges & Commissioners	17
Traffic Court Commissioner	1
Pool	6
Total Posts	79



For 2013, the following position actions are implemented to align the budget with actual experience:

- The vacancy and turnover that was applied to 12.0 FTE Deputy Sheriffs is eliminated and is instead applied to the 12.5 FTE Bailiff-Hourly positions, for a tax levy increase of $610,164.
- 3.0 FTE Deputy Sheriffs are transferred to the General Investigations program area for a levy shift of $263,970.
- 1.0 FTE Deputy Sheriff Sergeant position is unfunded based on a limited number of actual hours worked in this program area, for a tax levy reduction of $99,936.

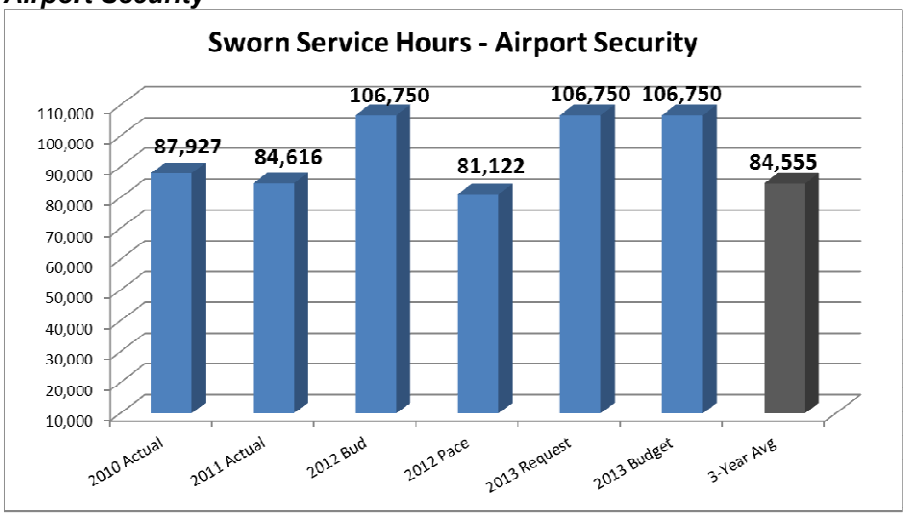
The 2013 Budget provides the following sworn officer line positions: 3.0 FTE Corrections Officer 1 positions; 84.0 FTE Deputy Sheriff 1 positions; 1.0 FTE Deputy Sheriff 1 Bilingual Spanish position; and approximately 12,400 hours of Deputy Sheriff time is shifted to the CCFC.



This results in a net total of approximately 141,600 regular (non-overtime) hours of service, which is above the three-year average by approximately 3,230 hours. This level of staffing would provide approximately 2,052 hours of bailiff service per Circuit Court Branch (which includes Court Commissioners), which is in line with both Dane and Waukesha Counties.

POLICE SERVICES BUREAU

Airport Security ***$0***



The program-area analysis indicates that in recent years, the number of positions budgeted in the Airport Security program area (which includes low org unit 4016 – Airport Security and 4018 – Airport Canine) has far exceeded the actual number of hours worked. Payroll data indicates that in the past three years, including the 2012 annualized pace through 16 pay periods, sworn officers have worked an average of 84,555 hours of regular time (non-overtime) annually. This equates to 48.3 FTE positions. The 2012 Adopted Budget included 61.0 FTE sworn positions.

The following positions are budgeted, which will provide approximately 87,500 hours of regular service (non-overtime) by sworn officers, or 2,945 more than the current three-year average:

- 53.0 FTE Deputy Sheriff 1
- 1.0 FTE Deputy Sheriff 1 Bilingual/Spanish
- 6.0 FTE Deputy Sheriff 1 Sergeant (1.0 FTE is newly funded, offset by vacancy and turnover per the Sheriff's request)
- 1.0 FTE Deputy Sheriff Lieutenant
- 1.0 FTE Sheriff's Deputy Captain
- 1.0 FTE Clerical Assistant NR position is also provided to perform clerical and administrative functions.

Overtime costs increase by $24,516 and legacy fringe benefit costs increase $150,614. Services and commodities are largely unchanged. Capital Outlay increases by $67,725 to $96,000, which is budgeted for the purchase of two replacement explosive ordinance disposal (E.O.D.) vehicles.

Federal grant revenue increases by $41,500, and parking citation revenues are reduced by $15,000, or 50 percent, to $15,000 based on recent history.

As a result of the above changes, total charges to the DOT-Airport Division increase by $286,720 or 3.7 percent, from $7,714,560 to $8,001,280. There is no property tax levy budgeted in the Airport Security program area.

Expressway Patrol ***$568,624***

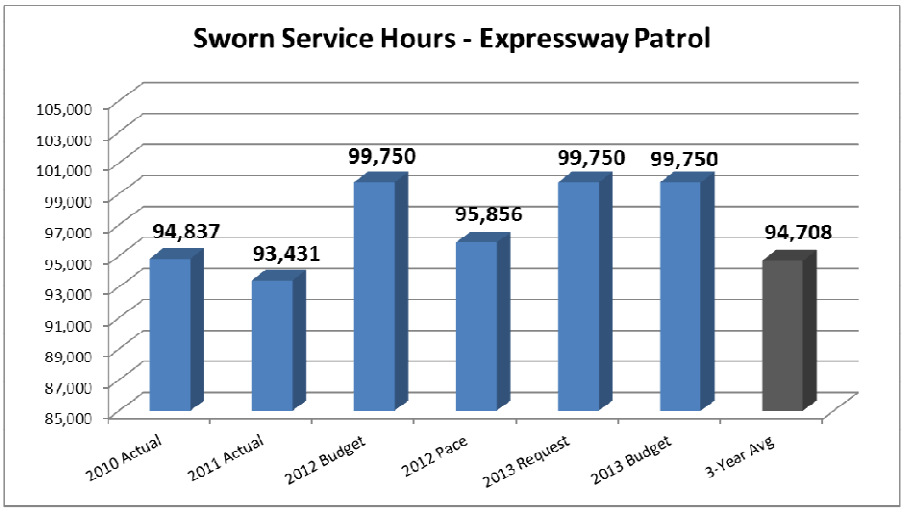
The program-area analysis indicates that in recent years the budget for the Expressway Patrol program area is appropriately aligned. Property tax levy support for this State-mandated program increases by $726,512, or 24 percent, due to the following:

- Overtime increases by $190,806 to $215,964 based on recent experience. Additional overtime costs related to grant-funded activities (mainly construction and highway safety grants) will likely occur in 2013, and fund transfers will be requested as appropriate.
- Cost to continue of active fringe benefits, salaries, and social security is $181,792.
- Legacy fringe benefits increase by $184,009 or 19 percent to $1,176,988.
- Services increase by $21,686 or 18 percent due mainly to specialty equipment rental.

- Crosscharges increase by $91,691 or six percent due mainly to increased charges for information technology from IMSD.
- General Transportation Aids revenue decreases by $33,010 or two percent to $1,617,465 based on more recent updates on the State's Biennial Budget.

The budgeted staffing level includes:

- 50.0 FTE Deputy Sheriff 1
- 6.0 FTE Deputy Sheriff Sergeant (including 1.0 FTE transferred in from the Administrative Services Bureau and offset with vacancy and turnover for no tax levy impact)
- 1.0 FTE Deputy Sheriff Lieutenant
- 1.0 FTE Sheriff's Deputy Captain
- 1.0 FTE Administrative Assistant is also provided to perform clerical and administrative functions.

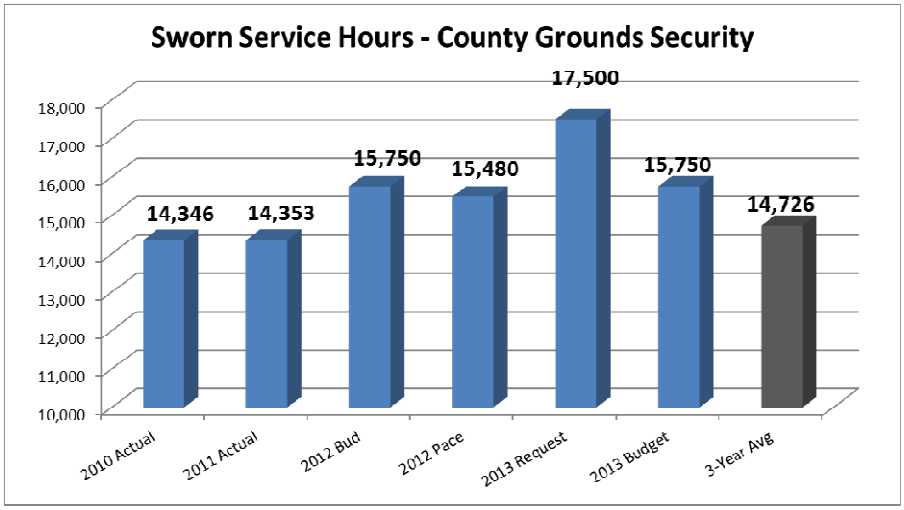


This staffing level, unchanged from the Sheriff's 2013 Request, will provide approximately 99,750 hours of service time (non-overtime) by sworn officers, unchanged from the 2011 or 2012 Adopted Budgets and approximately 5,042 more than the current three-year average. This above-average staffing level is provided partially to absorb the tactical enforcement unit duties described previously.

County Grounds Security ***$60,095***

The program-area analysis indicates that in recent years Sworn staff in the County Grounds Security program area has been slightly misaligned with actual service hours provided. For the three year period 2010 through 2012 annualized, the average number of regular (non-overtime) hours worked by sworn staff is 14,727. The number of hours budgeted in 2012 was 17,500 (11.0 FTE positions with 1.0 FTE offset by vacancy and turnover). Based on this analysis, 1.0 FTE Deputy Sheriff 1 position is unfunded and abolished upon vacancy for an active salary, social security and fringe benefit cost reduction of $87,990. Other significant changes to this program area include:

- Overtime is increased by $26,820, or 50 percent, over 2012 to $80,988.
- Abatements for services provided to the Zoo for security services decrease by $9,766 or 17 percent based on historical actuals.
- Reimbursement revenues from Private Geographic Members at the County Grounds increase by $20,000 or 4 percent to $575,000 based on historical actuals.
- Fines for parking tickets decrease by $8,000 or 15 percent to $45,000 based on historical actuals.



The budgeted staffing level includes 9.0 FTE Deputy Sheriff 1 and 1.0 FTE Deputy Sheriff Sergeant positions, for a budgeted total of approximately 17,500 hours of regular service time by sworn officers. This service level is above the actual three-year average by 2,773 hours.

General Investigative Services ***$708,532***

The program-area analysis shows a significant increase in the amount of time coded by staff to the General Investigative Services program area. Regular hours worked in this program by Deputy Sheriffs have risen from 29,628 in 2010 to an annualized pace in 2012 of 51,092 hours, a 72 percent increase.

The Office of the Sheriff and the District Attorney provided workload statistics for their investigators. Based on the data provided, the number of cases has risen by 26 percent in the Office of the Sheriff and by 75 percent in the Office of the District Attorney since 2010. The average number of victim witness cases per investigator FTE in the Office of the District Attorney has risen from 17.3 in 2010 to an annualized pace of 30.3 in 2012; conversely the average number of cases investigated per FTE (based on hours worked in the Office of the Sheriff) has risen only slightly from 7.0 in 2010 to an annualized pace of 7.4 in 2012.

Comparison of Caseloads - District Attorney Investigators & Sheriff General Investigations

Year	DA Witness Protection Cases	DA Investigators FTE	DA - Cases/FTE	Sheriff Investigations	Sheriff Gen Investigations FTE (a)	Sheriff -Cases/FTE
2009	147	10.0	14.7	211	29.0	7.3
2010	173	10.0	17.3	202	29.0	7.0
2011	226	10.0	22.6	255	26.0	9.8
2012YTD	177	NA	NA	127	NA	NA
2012Proj	303	10.0	30.3	254	34.1	7.4
4-Year Avg	**212.3**		**21.2**	**230.5**		**7.9**

(a) = 2011 Actual and 2012 Projected FTE for Sheriff is based on Straight Time Hours worked @ 1,750 hours per FTE; includes Investigator Hourly, Sheriffs Deputies, Sergeants, Captains, and Lieutenants.

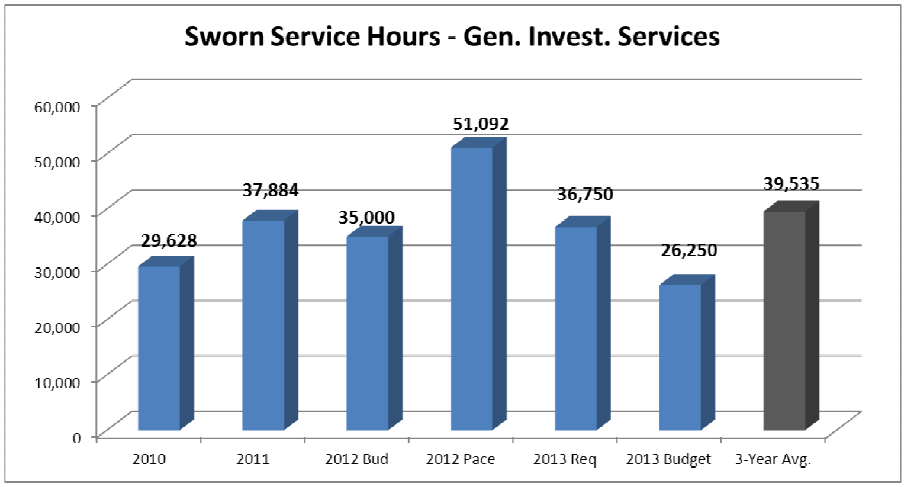
The 2012 Adopted Budget originally included 6.0 FTE Deputy Sheriff 1 positions. A fund transfer in July 2012 provided funding for 14.0 FTE additional positions for an adjusted total of 20.0 FTE. The caseload analysis shows that the average caseload is far higher in the Office of the District Attorney than in the Office of the Sheriff. To more reasonably align staffing resources with average caseloads, the following position actions are implemented:

- 9.0 FTE Deputy Sheriff 1 positions originally allocated to this program area are unfunded and abolished upon vacancy; however offsetting this reduction, 3.0 FTE Deputy Sheriff 1 positions are transferred in to

the program from the Court Security program area, for a net reduction from the 2012 adjusted staffing level of 14.0 FTE. This results in a net tax levy decrease of $527,940.

- 1.0 FTE Deputy Sheriff 1 Bilingual-Spanish position is funded for an active salary, social security and fringe benefit cost of $91,616.
- Investigator Hourly positions are reduced by 8.0 FTE, for a levy reduction of $365,528.
- 1.0 FTE Clerical Assistant 1 position is unfunded for an active salary, social security and fringe benefit cost reduction of $49,824.
- 1.0 FTE Deputy Sheriff Sergeant position is transferred in from the Training program area and offset with vacancy and turnover, for a net levy savings of $95,148.
- Overtime is increased by $68,916, or 131 percent, to $121,488 based on recent history.

.



General Investigations Unit Work Volume Statistics

Crimes Investigated by Type	2010 Actual	2011 Actual	2012 YTD
Homicide	2	1	0
Sexual Assault	4	1	2
Battery	7	12	7
Burglary	3	1	1
Theft	21	26	14
Motor Vehicle Theft	5	7	8
Other Assaults	3	2	0
Arson	0	1	0
Forgery	5	6	2
Other Violent	39	39	9
Other Property	21	25	15
All other Offenses	92	134	69
Total	**202**	**255**	**127**

All other offenses include:

- Bail Reviews (cash bails of $10,000 or more that have a drug nexus)
- Technical Assist (other agency assist - i.e., jail phone calls, etc.)
- Physical Assault to staff (spitting / throwing bio-hazards on staff)

- Pursuits (follow-up investigations from patrol pursuits)
- Bomb Threats
- Sudden Death (suicides)
- Attempt escapes
- Fatal Traffic Accidents
- Staff Misconduct

These changes result in a budgeted staffing level that includes 3.4 FTE Investigator Hourly, 14.0 FTE Deputy Sheriff 1, 1.0 FTE Deputy Sheriff Bilingual-Spanish, 2.0 FTE Deputy Sheriff Sergeant (1.0 of which is offset with vacancy and turnover), and 1.0 FTE Sheriff's Deputy Captain. Including all of these positions, and assuming a stable level of cases, this would result in a per-FTE caseload of approximately 12.5 cases per FTE. The staffing plan for the 15.0 Deputy Sheriff positions (including the bilingual position) envisioned in the budget is as follows:

Area	Tasks	FTE
Task Forces	FBI Joint Terrorism Task Force, ATF Task Force, US Marshal's Fugitive Task Force, Spatial and Temporal Analysis of Crime (STAC) Liaison	4.0
Special Investigations	Handles investigation of any County Employee on highly sensitive topics such as misconduct in office, improper use of computers, sexual assaults, contraband in correctional facilities and verification of county residency.	1.0
General Investigations	Criminal Investigations	5.0
Apprehension Unit	Deputies are responsible for apprehending any inmate who absconds from Custody and serving warrants	5.0

Specialty Units ***$181,872***

The 2012 Adopted Budget included a charge by the Office of the Sheriff to municipalities for services by the SWAT and Bomb Units, which are discretionary and in some cases duplicative. The Office of the Sheriff has refused to implement this charge. As a result, property tax levy is provided to fund these services in the amount of $203,693 in 2013. The property tax cost of the Dive Unit, which is a State-Mandated service, increases by $9,113 to $30,564. Per the Sheriff's Request, overtime costs in the SWAT and Bomb units decrease by a total of $11,940, to $58,812. In the Dive Unit, overtime increases by $1,428 over the 2012 Adopted Budget, to $2,412 based on experience.

High Intensity Drug Trafficking Area Program ***$27,678***

The High Intensity Drug Trafficking Area (HIDTA) program continues with 2.0 FTE funded positions. Per the Sheriff's request, 1.0 FTE vacant Sheriff's Deputy Captain is unfunded and replaced with 1.0 FTE Deputy Sheriff Lieutenant for a tax levy reduction of $12,366.

Information Technology Unit ***$137,250***

One position of Deputy Sheriff Captain is transferred from Detention Services into the Information Technology Unit to oversee the Business Intelligence data-driven system, for a tax levy shift of $114,558. Crosscharges from the DAS-Information Management Services Division (IMSD) for a dedicated Network Applications Tech 4 position and other costs increase by $14,588, or 6 percent, to $248,911.

Park Patrol/Tactical Enforcement Unit ***$218,713***

In October 2012, the Office of the Sheriff presented a 2013 Parks Plan detailing the zones/assignments that the Tactical Enforcement Unit/Park Patrol will use to monitor Milwaukee County parks in 2013. The Sheriff is respectfully requested to submit a midyear report to the County Board by the July Meeting Cycle detailing Park Patrol/Targeted Enforcement Unit activities, including adherence to the 2013 Park Plan.

ADMINISTRATIVE SERVICES BUREAU

Administration ***$51,572***

The centralized Administrative program area is restructured to provide more high-level accounting support, while shifting more basic fiscal functions out to the specific program areas. This restructuring includes the following position actions:

Positions unfunded/funded:

- 1.0 FTE Clerical Assistant 2 NR position is unfunded for an active salary, social security and fringe benefit savings of $61,718.
- 1.0 FTE Payroll Assistant position is funded for an active salary, social security and fringe benefit cost increase of $57,412.
- 1.0 FTE Fiscal Assistant 2 position is unfunded for an active salary, social security and fringe benefit cost reduction of $52,180.
- 1.0 FTE Accountant 3 and 1.0 FTE Accounting Manager-Sheriff positions are funded for an active salary, social security and fringe benefit cost increase of $173,566.
- 1.0 FTE Community Relations Coordinator is funded for an active salary, social security and fringe benefit cost of $113,658.

Positions Shifted to/from other Program Areas:

- 1.0 FTE Human Resources Manager position is shifted to the Department of Human Resources, for a tax levy shift out of the department of $122,246.
- 1.0 FTE Corrections Officer Lieutenant is funded for a tax levy increase of $82,812.
- 1.0 FTE Accountant 4 NR is transferred to the Detention Services Bureau, for a tax levy shift out of this program of $84,082.
- 5.0 FTE Fiscal Assistant 1 positions (including 3.0 FTE –RC- positions) are transferred to the Detention Services Bureau for a tax levy shift of $305,886.
- 3.0 FTE Sheriff's Deputy Captain positions are transferred in from the Detention Services Bureau for a tax levy shift of $342,750.
- 1.0 FTE Clerical Assistant 2 is transferred in from the Detention Service Bureau for a tax levy shift of $52,180.

Other:

- Overtime is reduced by $28,344, or 61 percent, from the 2012 Adopted Budget level to $18,324, per the Sheriff's Request.
- The 2013 Budget includes vacancy and turnover savings of $164,676 per the Sheriff's request.

Emergency Management ***$34,392***

Reductions to the Emergency Management program area implemented in the 2012 Adopted Budget are partially restored. As a result, 1.0 FTE Municipal Emergency Government Coordinator position is funded, and vacancy and turnover related to 1.0 FTE additional Municipal Emergency Government Coordinator position is eliminated for an active salary and fringe benefit cost of $169,092. These costs are offset by an increase in federal grant revenue of $78,294 for a net tax levy costs of $90,798. This increase is partially offset by reductions of $44,835 in commodities and services.

The Emergency Management Division is granted the authority to apply for and accept any available Homeland Security Grant that becomes available during 2013 provided that the Office of the Sheriff present an appropriation transfer to the Committee on Finance, Audit and Personnel to reflect receipt of grant funding.

Emergency Communications ***($360,418)***
Funding in the amount of $463,062 is provided as a one-time payment in 2013 to support the full transition of cellular emergency 9-1-1 dispatch for cellular calls originating in the City of Milwaukee from the Milwaukee County Office of the Sheriff to the City of Milwaukee[2]. Since 2011, the City of Milwaukee has assumed dispatch responsibility for the majority of the cellular providers in Milwaukee County. The $463,062 payment is intended to support the transition of the final two carriers and will be paid upon receipt of confirmation that the last two carriers have been transferred.

Due to the transfer of the final two cellular carriers, the following position actions are implemented in the Emergency Communications program area:

- 5.0 FTE Communications and Highway Safety Dispatcher positions are abolished, for an active salary, social security and fringe reduction of $308,122.
- 1.0 FTE Deputy Sheriff Sergeant is abolished, for an active salary, social security and fringe reduction of $99,932.
- Overtime is reduced from the 2013 Requested level by $44,628
- Shift Differential and Special Premium costs are reduced from the 2013 requested level by $10,380.

As noted above, the County will provide a grant to the City of Milwaukee Police Department (MPD) to partially cover the expenses it has realized since accepting responsibility for cellular 9-1-1 calls placed within the Milwaukee city limits. Funding under the grant will be $463,000 in calendar years 2013 to 2015, with the possibility of a two-year extension through 2017. Because of the significant reduction in calls due to this grant agreement, the position changes listed previously are to be implemented. Partially offsetting these reductions, 1.0 FTE Comms and Highway Dispatcher-Lead position is funded for an active salary, social security and fringe benefit cost of $68,916.

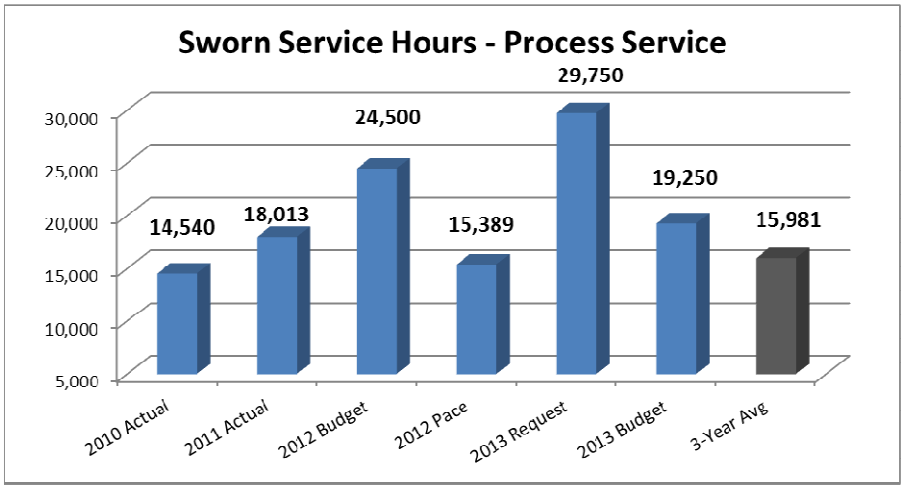
Costs for software maintenance agreements in the unit are listed below. Six months after the transfer of cellular 9-1-1 calls to MPD is complete, the Information Management Services Division will provide an analysis to DAS-Fiscal and the Committee on Judiciary, Safety, and General Services of the information technology requirements (software and hardware) for the remaining workload.

	2011 Budget	2012 Budget	2013 Budget	Variance
Phoenix System CAD	$403,831	$40,000	$36,800	($3,200)
ATT Positron	$51,381	$56,518	$56,519	$1
Pro Phoenix RMS			$45,000	$45,000
Word System Nice Logger			$39,725	$39,725
ALP Reader	$1,470	$1,620		($1,620)
Voice Recorder	$8,160	$8,976		($8,976)
Total	$464,842	$107,114	$178,044	$70,930

[2] Subsequent to the passage of the 2013 Adopted Budget, Milwaukee County adopted a three-year memorandum of understanding (Board File No. 12-988) with the City of Milwaukee through 2015, with an optional two-year extension through 2017, for this service.

Process Service ***($380,808)***

The program-area analysis indicates that in recent years indicates that the budget for the Process Service program area is slightly misaligned. The average number of hours worked by sworn officers over the three year period 2010 to 2012 is 15,981. The 2012 Adopted Budget provided approximately 17,500 hours of service time while the 2013 request would provide 19,250.



Based on this analysis, vacancy and turnover related to 3.0 FTE Deputy Sheriff 1 positions in 2012 is eliminated and 5.0 FTE Deputy Sheriff 1 positions are unfunded and abolished upon vacancy for an active salary, social security and fringe benefit reduction of $439,950. Additionally, 1.0 FTE Deputy Sheriff Sergeant is abolished for an active salary, social security and fringe benefit savings of $99,936.

This decrease in cost is partially offset by an increase in overtime costs of $18,228 over the 2012 Adopted Budget to $22,656. Crosscharges increase by $42,172, or 15 percent, to $318,516, mainly due to higher fleet maintenance charges and space rental charges. Legacy fringe increases by $136,727 to $306,108. These increases are offset by the transfer of process service fee revenues from the General Investigative Services unit. The combined 2012 Adopted budget for this revenue was $626,412. In 2013 it is budgeted at $610,000, a reduction of $16,412, based on historical actual collections.

Training ***($2,977)***

The Training Program is staffed with 6.0 FTE sworn line and supervisory positions in 2013, an increase from 2012 of 1.0 FTE. Position changes include:

- 1.0 FTE Deputy Sheriff Lieutenant is shifted in form the Detention Services Bureau for a levy shift of $101,434.
- 2.0 FTE Correction Officer 1 Sheriffs are shifted in from the Detention Services Bureau for a tax levy shift into the program of $125,468.
- 2.0 FTE Deputy Sheriff Sergeant positions are shifted out of the program and into Expressway Patrol (1.0 FTE) and General Investigative Services (1.0 FTE) for a levy shift out of the program of $210,764.

These changes result in a staffing level of 2.0 FTE Correction Officer 1 Sheriff, 2.0 FTE Deputy Sheriff 1, 1.0 FTE Deputy Sheriff Lieutenant, and 1.0 FTE Sheriff's Deputy Captain. Overtime increases by $22,296 or 49 percent over 2012 to $67,488 based on recent experience. Services are reduced by $18,053, or 9 percent, from 2012. The reduction is mainly due to the elimination of funding – at the Sheriff's request – for educational seminar costs ($18,075). The full cost of this program is charged out to other program areas based on sworn staff levels.

Fleet Reduction ***$0***

The Office of the Sheriff has greatly increased the number of patrol and specialty vehicles through grant funding in recent years. Twenty vehicles in the Sheriff's fleet had less than 5,000 miles of use over a recent 12-month period. As a result, the Director of the Department of Transportation-Fleet Operations is authorized to eliminate up to 17 fleet-owned vehicles that are fully depreciated from the Sheriff's fleet in 2013.

Professional Services Contracts
The following professional services contracts are budgeted in 2013, with determined vendors where applicable:

Contractor	Purpose	2013 Amount
G4S	Inmate Transportation	$1,981,738
Dr. Shanksy	Court Monitor	$20,000
State Process Service	Process Service	$315,000
Aramark	Food Service	$3,217,422
Sternig Kennel	K9 Certification	$20,760

Inmate Programming
The following inmate services at CCFS and CCFC are funded in 2013:

Contractor	Service	Amount
MATC	AEFL Grant Match	$29,380
Attic Correctional Services	AODA	$42,000
	TOTAL	$71,380

Note: Due to the complexity of the various position changes made within the Office of the Sheriff and the CCFS in the 2013 budget, the position changes indicated in the table on the following page include those made to the budget for the County Correctional Facility-South and the Office of the Sheriff.

PERSONNEL CHANGES						
Job Title	Title Code	Action	Division	No. of pos	Total FTE	Cost of Positions (Salary Only)
Clerical Asst 2 NR	00017	Unfund	Admin	(1)	(1.0)	(37,870)
Payroll Asst	01541	Fund	Admin	1	1.0	34,376
Comm& Highway Dispatcher Lead	03562	Fund	Admin	1	1.0	43,702
Comm & Highway Dispatcher	03560	Abolish	Admin	(5)	(5.0)	(186,244)
Fiscal Assistant 1*	04040	Fund	Admin	0	0.0	0
Fiscal Asst 2	04041	Unfund	Admin	(1)	(1.0)	(30,118)
Accountant 3	04300	Fund	Admin	1	1.0	43,702
Corr Officer Lt	58610	Fund	Admin	1	1.0	54,988
Muni Emergency Service Coord	12721	Fund	Admin	1	1.0	56,402
Comm Relations Coordinator	56665	Fund	Admin	1	1.0	80,038
Acct Mgr Sheriff	77100	Create	Admin	1	1.0	72,726
Deputy Sheriff Sergeant	61700	Abolish	Admin	(2)	(2.0)	(137,796)
Deputy Sheriff 1	61450	Unfund	Admin	(5)	(5.0)	(295,970)
Human Resources Mgr	76635	Transfer Out	Admin	(1)	(1.0)	(87,012)
Deputy Sheriff 1	61450	Unfund	Police	(21)	(21.0)	(1,268,066)
Deputy Sheriff 1 BL/SP	61460	Fund	Police	1	1.0	62,142
Deputy Sheriff Sergeant	61700	Fund	Police	1	1.0	68,898
Investigator Hourly	59960	Abolish	Police	(8)	(8.0)	(356,444)
Deputy Sheriff Captain	77120	Unfund	Police	(1)	(1.0)	(80,203)
Clerical Assistant 1	00042	Unfund	Police	(1)	(1.0)	(28,206)
Deputy Sheriff Lieutenant	61710	Fund	Police	1	1.0	70,102
Correction Manager	77110	Unfund	Detention	(1)	(1.0)	(68,015)
Deputy Sheriff 1	61450	Unfund	Detention	(6)	(6.0)	(362,304)
Clerical Assistant 2 Hourly*	000048	Fund	Detention	0	0.0	0
Deputy Sheriff Sergeant	61700	Abolish	Detention	(1)	(1.0)	(58,844)
Clerical Asst 2	00045	Unfund	Detention	(8)	(8.5)	(255,416)
Stores Clerk 1	06500	Unfund	Detention	(1)	(1.0)	(35,468)
Stores Clerk 1 Sheriff	06510	Unfund	Detention	(3)	(3.0)	(104,326)
Stores Clerk 2	0660	Fund	Detention	1	1.0	37,586
Facilities Maintenance Wrkr HOC	13420	Unfund	Detention	(2)	(2.0)	(64,832)
Auto and Eq tech	27400	Fund	Detention	1	1.0	47,300
CO 1	58500	Unfund	Detention	(26)	(26.0)	(1,019,640)
CO 1 B/L	58520	Unfund	Detention	(4)	(4.0)	(143,766)
RC CO 1	58571	Unfund	Detention	(5)	(5.0)	(222,792)
Deputy Sheriff Captain	77120	Unfund	Detention	(3)	(3.0)	(240,608)
Corr Officer Lt	58610	Unfund	Detention	(2)	(2.0)	(88,431)
			TOTAL			(4,500,409)

* = The Fiscal Assistant 1 and Clerical Assistant 2 Hourly changes on the previous page are due to technical adjustments moving incumbents into vacant funded positions from unfunded positions.

Note: The figures below represent the Office of the Sheriff budget in 2013 not including the County Correctional Facility-South (CCFS, new agency 4300), which is scheduled to transfer to the Executive Branch on April 1, 2013. Figures for the CCFS can be found on the narrative for agency 4300 – CCFS.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 45,444,099	$ 39,203,590	$ 42,364,395	$ 3,160,805
Employee Fringe Benefits (EFB)	33,057,587	28,889,468	30,116,897	1,227,429
Services	5,287,897	4,555,056	4,100,294	(454,762)
Commodities	2,541,463	2,122,064	1,865,070	(256,994)
Other Charges	3,116	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	961,060	167,370	96,000	(71,370)
Capital Contra	0	0	0	0
County Service Charges	17,992,153	18,571,590	18,441,247	(130,343)
Abatements	(11,153,693)	(11,924,380)	(12,114,754)	(190,374)
Total Expenditures	$ 94,133,682	$ 81,584,758	$ 84,869,149	$ 3,284,391
Direct Revenue	6,816,033	8,258,228	6,020,581	(2,237,647)
State & Federal Revenue	9,883,090	7,073,376	6,429,960	(643,416)
Indirect Revenue	0	0	0	0
Total Revenue	$ 16,699,123	$ 15,331,604	$ 12,450,541	$ (2,881,063)
Direct Total Tax Levy	77,434,559	66,253,154	72,418,608	6,165,454

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**1,385.9**	**1,266.9**	**1,260.0**	**(6.8)**
% of Gross Wages Funded	**93.8**	**94.7**	**95.8**	**1.2**
Overtime (Dollars)	**$ 4,992,939**	**$ 2,817,744**	**$ 3,360,936**	**$ 543,192**
Overtime (Equivalent to Position)	**101.9**	**57.5**	**89.2**	**31.7**

* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amount.

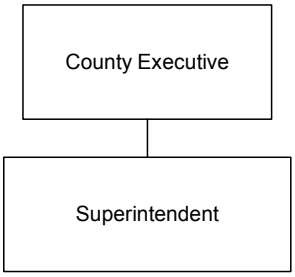
ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Administration	Expenditure	$ 15,770,107	$ 11,685,702	$ 11,304,791	$ (380,911)
	Revenue	3,126,070	1,616,623	1,501,530	(115,093)
	Tax Levy	$ 12,644,037	$ 10,069,079	$ 9,803,261	$ (265,818)
Police Services	Expenditure	$ 20,980,356	$ 19,366,423	$ 20,367,056	$ 1,000,633
	Revenue	8,437,768	7,918,438	7,534,365	(384,073)
	Tax Levy	$ 12,542,588	$ 11,447,985	$ 12,832,691	$ 1,384,706
Detention	Expenditure	$ 57,359,147	$ 50,532,633	$ 53,197,302	$ 2,664,669
	Revenue	5,134,354	5,796,543	3,414,646	(2,381,897)
	Tax Levy	$ 52,224,793	$ 44,736,090	$ 49,782,656	$ 5,046,566

**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 according to the Department of Justice publication, *Guide to Equitable Sharing for State and Local Law Enforcement Agencies,* are "subject to laws, rules, regulations, and orders of the state or local jurisdiction governing the use of public funds available for law enforcement purposes" (as referenced in the September 2012 Milwaukee County audit titled *Milwaukee County Office of the Sheriff's Federal Asset Forfeiture Fund Expenditures Comply with Program Criteria but Improvement Needed in Reporting Accuracy, Compliance with County Procurement Procedures*). The Sheriff's Office will report to the Committee on Judiciary, Safety and General Services no later than April 2013, regarding Forfeiture funds compliance with Milwaukee County procurement rules.

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 CORRECTIONAL FACILITY - SOUTH
(HOUSE OF CORRECTION)

COUNTY CORRECTIONAL FACILITY-SOUTH (4300)



MISSION

For 2013, safely and efficiently transition management of the facility from the Office of the Sheriff to the Executive Branch per the terms of the 2013 Adopted Budget.

Budget Summary

	2013	2012/2013 Change
Expenditures	58,303,595	(1,733,100)
Revenue	5,095,464	766,609
Levy	53,208,131	(2,499,709)
FTE's	482.7	(39.9)

Major Programmatic Changes

- Transition management of the CCF-S from the Office of the Sheriff to the Executive Branch as required by the 2013 Adopted Budget.
- Continue to provide services shared by the CCF-S and the County Correctional Facility-Central (managed by the Office of the Sheriff) in an effective and efficient manner in order to minimize taxpayer costs.

OBJECTIVES

The 2013 Adopted Budget requires management of the CCF-S to be transitioned from the Office of the Sheriff to the Executive Branch of County government, under an appointed Superintendent. This narrative includes the expenditure, revenue, tax levy, and personnel budgets for the newly created agency. Other than expenditures and revenues related to the Electronic Monitoring program, these figures represent the full years' costs and revenues (actual in 2011 and budgeted in 2012 and 2013) for the facility. These figures include the Inmate Medical and Mental Health units.

DEPARTMENTAL PROGRAM DESCRIPTION

The County Correctional Facility-South, formerly the House of Correction, houses sentenced prisoners in Milwaukee County committed by authorized courts for periods not exceeding one year and from other jurisdictions as authorized in Chapters 302, 303, 304 and 973 of the Wisconsin Statutes and in County ordinance; provides

programs of work release, rehabilitation, education, work, recreation and training; provides medical, dental and other necessary services in conjunction with the Detention Bureau of the Sheriff's Department.

BUDGET HIGHLIGHTS

- It is anticipated that several services necessary to the operation of both the CCF-S and County Correctional Facility-Central (CCF-C) will continue to be provided by the Superintendent and the Office of the Sheriff, as appropriate, in an effective, rational manner that minimizes the impact to taxpayers. These services will be defined as the transition progresses. These shared services include, but are not be limited to, the following:

    - Inmate transportation
    - Inmate telephone service
    - Inmate trust accounts
    - Inmate medical and mental health services
    - Inmate property collection and disbursement
    - Inmate food/commissary
    - Absconder Unit
    - Inmate laundry
    - Inmate bail payments
    - Hiring, background investigation and training of Corrections Officers
    - Holding of pre-trial individuals when the CCFC reaches maximum capacity as required under the Christensen Consent Decree

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 25,656,142	$ 20,741,020	$ 25,073,884	$ 4,332,864
Employee Fringe Benefits (EFB)	21,185,242	21,214,139	20,140,829	(1,073,310)
Services	7,661,529	7,087,621	8,452,249	1,364,628
Commodities	2,450,130	2,016,706	2,596,706	580,000
Other Charges	147,506	71,380	221,380	150,000
Debt & Depreciation	0	0	0	0
Capital Outlay	65,860	160,364	233,205	72,841
Capital Contra	0	0	0	0
County Service Charges	9,617,762	13,576,814	9,094,255	(4,482,559)
Abatements	(7,245,247)	(4,831,349)	(7,508,913)	(2,677,564)
Total Expenditures	$ 59,538,924	$ 60,036,695	$ 58,303,595	$ (1,733,100)
Direct Revenue	2,204,117	2,449,348	3,185,957	736,609
State & Federal Revenue	1,640,471	1,859,507	1,859,507	0
Indirect Revenue	52,050	20,000	50,000	30,000
Total Revenue	$ 3,896,638	$ 4,328,855	$ 5,095,464	$ 766,609
Direct Total Tax Levy	55,642,286	55,707,840	53,208,131	(2,499,709)

PERSONNEL SUMMARY				
	2011 Actual*	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*		**521.6**	**482.7**	**(38.9)**
% of Gross Wages Funded		**96.5**	**97.5**	**1.0**
Overtime (Dollars)		**546,780**	**$ 941,204**	**$ 394,424**
Overtime (Equivalent to Position)		**11.3**	**19.5**	**8.2**

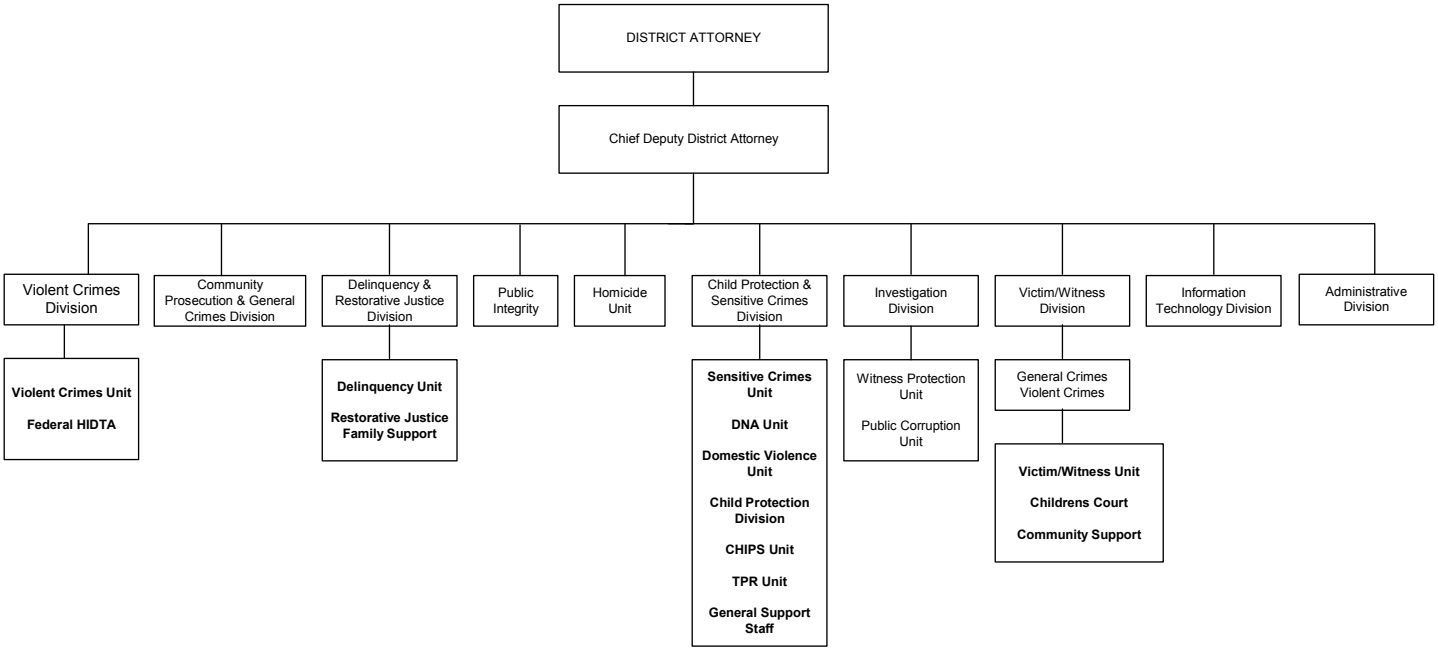
* 2011 actuals are unavailable as the CCF-S was budgeted in the Office of the Sheriff (agency 4000). 2012 and 2013 are re-stated to include full-year costs of the CCF-S, including the Inmate Medical and Mental Health units.

Personnel changes within the CCF-S are included in the narrative for the Office of the Sheriff (agency 4000).

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 do 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

	2013	2012/2013 Change
Expenditures	**18,382,237**	**(161,188)**
Revenue	**6,319,673**	**(613,010)**
Levy	**12,062,564**	**451,822**
FTE's	**143.0**	**1.8**

Major Programmatic Focus

- Increase investigations staff due to rising workload.
- Reduce victim witness program staffing due to State budget cuts.

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, enacted in response to a 1994 amendment to the Wisconsin Constitution that was effective on April 1, 1998, 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. Enhance courtroom audio/visual capability by increasing the number of large televisions available for use by prosecutors.

DEPARTMENTAL PROGRAM DESCRIPTION

District Attorney Functions: The district attorney is responsible for the following duties: plans and organizes the 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; and 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 homicide and public integrity units; the extradition of defendants from other states on felony charges; and 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	3
Assistant District Attorneys	8

MILWAUKEE COUNTY DISTRICT ATTORNEY'S OFFICE CASELOAD STATISTICS – FILINGS				
Workload Statistics	**2009**	**2010**	**2011**	**2010/11 Change**
Felony	5,845	6,194	6,109	(85)
Misdemeanor	6,646	7,590	7,362	(228)
Criminal Traffic	5,534	3,446	2,796	(650)
Children in Need of Protective Services (CHIPS)	1,533	1,500	1,597	97
Juvenile Delinquency	1,818	1,555	1,632	77
TPR (Termination of Parental Rights)	346	302	312	10

***Community Prosecution and General Crimes Division*:** The community prosecution division consists of the community prosecutors, who serve the seven Milwaukee police districts and the cities of South Milwaukee and West Allis, and the restorative justice and family support unit. 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 and intake 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.

Division Personnel	
Deputy District Attorney	1
County Staff	7
Assistant District Attorneys	36

***Administrative and Investigations 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 providing post-charging investigation on major crimes, and maintain office security. The investigators also run 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 also 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 also 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 also 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 also 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 and Investigations Divisions*:**

Administrative Division Personnel	
Deputy District Attorney	1
County Staff	23.84

Investigator Division Personnel	
Chief Investigator	1
County Staff	10

Violent Crimes and Sensitive 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 felony 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. The sensitive crimes division includes the domestic violence unit, sensitive crimes unit, and child abuse and protection unit.

Deputy District Attorney	1
County Staff	26.5
Assistant District Attorneys	43

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 informational 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

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 the Pro-Phoenix law enforcement report management software and database; 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. The IT manager is certified in the forensic examination of computers and assists district attorney investigators with the examination of computer evidence on major investigations; the office maintains a basic forensic computer examination capability with specialized computers and storage devices.

Information Technology Personnel	
IT Director	1
County Staff	2

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	
Victim/Witness Coordinator	1
County Staff	41

***State Prosecutors and the County Payroll and Benefit System*:** The district attorney's budget includes 7 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 10 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 17 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 the salaries and fringe benefits of 28.5 FTE assistant district attorneys decrease by $303,892 because of the loss of federal funding for 5.0 FTE prosecutors. The costs of these 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 the district attorney then passes the revenue on to the state through expenditure account 6090.

CHARGES FROM THE STATE				
Charges from the State	**2013 ADA FTE**	**2012 Budget**	**2013 Budget**	**2012/13 Variance**
Byrne JAG OJA MMDEG Task Force	4.0	$ 282,890	$ 270,728	$ (12,162)
Byrne JAG Local Milwaukee County	5.0	314,104	347,310	33,206
Byrne JAG Recovery Act	0	90,000	0	(90,000)
Child Support Prosecutor	1.0	89,860	83,797	(6,063)
State DCF CHIPS TPR Grant	8.5	732,900	708,737	(24,163)
State Violence Against Women Act (VAWA)	1.0	86,075	82,200	(3,875)
High Intensity Drug Trafficking Area (HIDTA)	6.0	412,100	447,650	35,550
Federal VAWA Domestic Violence	3.0	488,000	251,615	(236,385)
TOTAL	28.5	$ 2,495,929	$ 2,192,037	$ (303,892)

Revenue from state grants for 2013 is comprised of six programs that are detailed in the following table:

STATE GRANTS			
State Revenue Programs	**2012 Budget**	**2013 Budget**	**2012/13 Variance**
Victim/Witness Program	$ 1,299,581	$ 1,032,250	$ (267,331)
Victim of Crimes Act (VOCA)	290,300	292,200	1,900
Special Prosecution Courts' Clerks	295,320	314,300	18,980
State DCF CHIPS-TPR Contract	1,227,936	1,219,455	(8,481)
State Violence Against Women Act (VAWA)	148,290	158,520	10,230
VAWA Recovery Act	7,500	0	(7,500)
TOTAL	$ 3,268,927	$ 3,016,725	$ (252,202)

The Victim/Witness Program, which provides services to victims and witnesses of crimes pursuant to Chapter 950 of the Wisconsin Statutes, consists of 36.5 FTE authorized positions: 4.5 victim/witness coordinators, 23 victim/witness advocates, one victim/witness advocate – bilingual, one sensitive crimes victim advocate, three investigators in the witness protection unit, and four clerical personnel. One authorized victim/witness advocate position is unfunded in the 2012 budget.

Wis. Stat. § 950.06 provides that the state can reimburse counties for up to 90 percent of costs of their victim/witness programs. The district attorney's adopted 2012 budget estimated a reimbursement rate of 51 percent for the victim/witness program, but we were advised late last year by the Wisconsin Department of Justice, Office of Crime Victim Services, that the actual reimbursement rate for 2012 will fall to approximately 41 percent of program expenses.

Therefore, we are proposing to unfund 3.5 FTE positions in the 2013 budget: 1.0 FTE victim/witness supervisor and 2.5 FTE positions of victim/witness advocate, which means that 33 FTE of the 36.5 FTE authorized positions for the victim/witness program will be funded in the 2013 budget. We will hold these positions vacant unless the state reimbursement rate increases enough to support filling the positions.

Victims Of Crime Act (VOCA) funding from the Wisconsin Department of Justice, Office of Crime Victim Services (OCVS), will provide funding for five positions in 2013: two victim/witness advocates assigned to the crisis response unit and three assistant sensitive crimes victim advocates in the sensitive crimes victim services unit. OCVS provides 80 percent reimbursement for these positions and operating expenses through VOCA.

The Special Prosecution Courts' Clerks statutory grant provides funding for the salaries and fringe benefits of 6.5 FTE secretaries: 4.5 secretarial assistants and 2.0 clerical assistant 1's 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, only in Milwaukee County, pursuant to Wis. Stat. § 814.86 (1m).

The CHIPS-Termination of Parental Rights grant will provide continuing funding for 8.5 assistant district attorneys, 5.0 paralegals, and 2.0 secretarial assistants under a state contract with the Department of Children and Families (DCF).

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.

Revenue from federal grants for 2013 is comprised of five programs that are detailed in the following table:

	2012 Budget	2013 Budget	2012/13 Variance
HIDTA	493,200	522,000	28,800
Bryne JAG OJA MMDEG Task Force	602,515	553,865	(48,650)
Bryne JAG Local Milwaukee County	314,104	347,310	33,206
Bryne JAG Recovery Act	90,000	0	(90,000)
Federal VAWA Domestic Violence	731,100	471,275	(259,825)
TOTAL	$ 2,230,919	$ 1,894,450	$ (336,469)

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 six assistant district attorneys and one clerical specialist in the district attorney's violent crimes –drug and HIDTA units.

The Byrne JAG Local grant, which is administered by the DAS, will provide funding for the salaries and fringe benefits of five assistant district attorneys: the three community prosecutors for Milwaukee police districts three, four, and seven, and the city of West Allis; the juvenile firearms prosecutor; and one prosecutor in the domestic violence unit. We are assuming that the 2012 and 2013 Byrne JAG Local grants will provide sufficient funding for the positions through the end of 2013. If funding ends before the end of 2013, the positions will be vacated for no property tax levy effect.

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 the MMDEG police unit.

The Federal VAWA Domestic Violence grant will provide funding for the salaries and fringe benefits of three assistant district attorneys dedicated to domestic violence cases, four victim advocates employed by the Sojourner Family Peace Center, cellular telephone expenses for the four Sojourner victim advocates, and reimbursement for required grant travel and training.

Department	2013 CROSSCHARGES Program	2012 Budget	2013 Budget	2012/13 Change
Child Support	Criminal Child Support Prosecutions	176,430	170,367	(6,063)
Health & Human Serv	First Offender Program	43,966	43,966	-
	TOTAL	220,396	214,333	(6,063)

Child Support Services

Wis. Stat. § 948.22 provides criminal penalties for failure to support a child. The Department of Child Support Services (CSS) refers the most egregious cases to the district attorney for criminal prosecution. The district attorney cross charges CSS for services of an assistant district attorney on the state payroll and a full-time county paralegal that prosecute criminal child support cases. CSS 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 crosscharged to the Department of Health and Human Services (DHHS) to recover grant funding that DHHS receives in its budget.

2013 BUDGET

Approach and Priorities

- The district attorney is committed to maintaining current service levels in both quantity and quality. This 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 provide for the safety and security of the citizens of Milwaukee County.
- Provide increased resources to match increased workload in critical areas.
- Continue the District Attorney's 20-year record of fiscal discipline.

Programmatic Impacts

- Significant reduction of the reimbursement rate for victim/witness services from the state forces service reductions.
- Due to rapidly increasing witness protection caseload and other critical public safety services, resources in the investigations unit are increased.

Budget Highlights

Victim Witness Staff Reductions ***($115,712)***
In late 2011, the District Attorney was notified by the Wisconsin Department of Justice, Office of Crime Victim Services that the reimbursement rate for the State-mandated victim/witness program would drop from 51 percent to approximately 41 percent of program expenses. As a result of this reduction, 1.5 FTE Victim Witness Advocate and 1.0 FTE Victim Witness Supervisor positions are unfunded for an active salary, social security and fringe benefit reduction of $170,096. This staffing reduction is offset by a reduction in state revenue of $54,384 for a net tax levy reduction of $115,712.

Investigations ***$282,547***
In preparation of the 2013 budget, an analysis of workload statistics was undertaken for both the Office of the Sheriff and the Office of the District Attorney. The analysis shows that the average caseload for District Attorney investigators, especially for witness protection cases, has increased significantly since 2009:

Comparison of Caseloads - District Attorney Investigators & Sheriff General Investigations

Year	DA Witness Protection Cases	DA Investigators FTE	DA - Cases/FTE	Sheriff Investigations	Sheriff Gen Investigations FTE (a)	Sheriff -Cases/FTE
2009	147	10.0	14.7	211	29.0	7.3
2010	173	10.0	17.3	202	29.0	7.0
2011	226	10.0	22.6	255	26.0	9.8
2012YTD	177	NA	NA	127	NA	NA
2012Proj	303	10.0	30.3	254	34.1	7.4
4-Year Avg	**212.3**		**21.2**	**230.5**		**7.9**

(a) = 2011 Actual and 2012 Projected FTE for Sheriff is based on Straight Time Hours worked @ 1,750 hours per FTE; includes Investigator Hourly, Sheriffs Deputies, Sergeants, Captains, and Lieutenants.

The data shows a 100 percent increase in average witness protection caseload during the 4-year period, and does not include other cases such as public corruption. The law enforcement services provided by these positions are critical to public safety, especially in the areas of domestic violence and witness intimidation. A 100 percent increase in workload in four years creates pressures on staff that puts performance at risk. Therefore, two FTE Investigator-District Attorney positions are created. Active personal services, training and equipment costs for these positions total $217,735.

One of the additional investigator positions is to be dedicated specifically to forensic computer investigations. The Office of the District Attorney has identified this as a critical need because support from the state crime lab and other state agencies is insufficient to handle the growing volume of work in a timely fashion. The Office of the District Attorney has already invested thousands of dollars in forensic computer hardware and software. The additional forensic investigator will leverage these investments.

New DA-Investigator positions will be part of the Countywide Witness Protection Unit with a focus on expanded Domestic Violence cases.

As part of this initiative, after consulting with the Director of the Department of Transportation-Fleet Management Division, the Office of the District Attorney may take possession of up to two additional vehicles.

In addition, $64,812 is provided to reallocate the 11.0 FTE Investigator and 1.0 FTE Chief Investigator positions to new pay ranges. It is anticipated that the District Attorney will be submitting a reallocation request to Human Resources in the fall of 2012 and a recommendation will be made to the County Board Committee on Finance, Personnel and Audit. These additional funds are included in the District Attorney's Budget to be used if a reallocation request is approved.

Capital Outlay ***($1,623)***

Total Operating Capital expenditures decrease by $1,623 from the 2012 Adopted Budget to $53,475. This total includes $12,000 for replacement mobile squad radios, as recommended by IMSD and as part of the ongoing countywide radio interoperability upgrade process. The replacement radios are dual-band capable and will give district attorney investigators the ability to communicate with law enforcement agencies in any of the surrounding counties, which significantly upgrades the capability of the investigator unit. This total also includes $10,500 for one copier for the newly remodeled domestic violence unit, to be located in room 302 of the Safety Building. This new office space will be furnished using existing surplus county furniture, at a considerable savings to the county. This amount also includes $5,250 to replace various county-supplied laptop computers and printers that are more than five years old.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 7,020,890	$ 7,214,150	$ 7,349,209	$ 135,059
Employee Fringe Benefits (EFB)	5,989,112	5,820,738	5,838,132	17,394
Services	3,328,711	3,505,661	3,126,105	(379,556)
Commodities	146,538	177,733	212,864	35,131
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	60,999	55,098	53,475	(1,623)
Capital Contra	0	0	0	0
County Service Charges	2,079,237	1,990,441	2,016,785	26,344
Abatements	(209,431)	(220,396)	(214,333)	6,063
Total Expenditures	$ 18,416,056	$ 18,543,425	$ 18,382,237	$ (161,188)
Direct Revenue	68,437	63,300	73,750	10,450
State & Federal Revenue	6,942,219	6,869,383	6,245,923	(623,460)
Indirect Revenue	0	0	0	0
Total Revenue	$ 7,010,656	$ 6,932,683	$ 6,319,673	$ (613,010)
Direct Total Tax Levy	11,405,400	11,610,742	12,062,564	451,822

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**147.1**	**141.2**	**143.0**	**1.8**
% of Gross Wages Funded	**95.8**	**95.4**	**96.2**	**0.8**
Overtime (Dollars)	**$ 104,828**	**$ 132,384**	**$ 145,224**	**$ 12,840**
Overtime (Equivalent to Position)	**2.5**	**3.1**	**3.5**	**0.4**

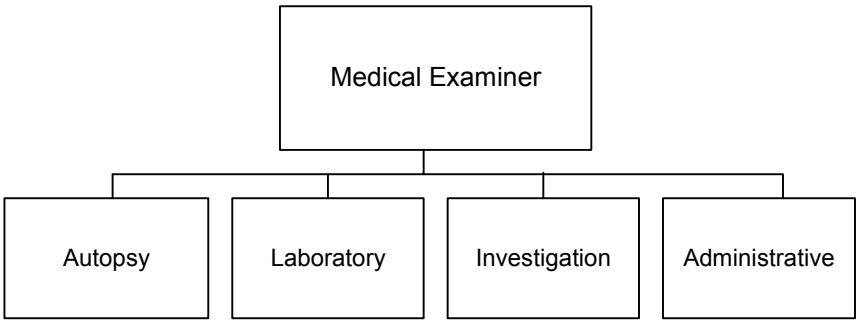
* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded is the budgeted amount.

Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Victim Witness Supervisor	84200	Unfund	(1)	(1.0)	Victim Witness	$ (51,104)
Victim Witness Advocate	84170	Unfund	(2)	(1.5)	Victim Witness	(56,388)
Investigator - Dist Atty	86100	Create	2	2.0	Investigations	113,872
					TOTAL	$ 6,380

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

	2013	2012/2013 Change
Expenditures	**4,664,277**	**12,941**
Revenue	**1,780,035**	**(173,387)**
Levy	**2,884,242**	**186,328**
FTE's	**28.3**	**0.7**

Major Programmatic Focus

- Cancel annual Forensic Science Seminar due to hosting national conference.
- Realign Revenues to Actual Collections.

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.

- 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.

2013 BUDGET

Approach and Priorities

- Allocate available financial resources to best meet our statutorily required obligations.
- Realign revenue budget based on realistic targets.

Programmatic Impacts

- Cancel annual Forensic Science Seminar due to Milwaukee County Medical Examiner's Office hosting the annual National Association of Medical Examiners (NAME) 2013 conference.
- Increase autopsy services provided to other counties.

Budget Highlights

Revenue Decreases ***$173,387***
Total revenues decrease by $173,387, or 10 percent from the 2012 Adopted Budget. Revenue from cremation permits and death certificates is reduced by $129,215, or 8 percent, from $1,578,000 to $1,361,035, based on historical data. The cancellation of the Forensic Science Seminar results in the elimination of $30,000 in revenues. Grant revenue is reduced by $14,172, or 63 percent, to $8,500 based on anticipated awards in 2013.

Forensic Pathology Fellowship ***$0***
The Medical Examiner's Office will continue 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 2013 at a cost of $90,000.

Forensic Lab Oversight ***($15,000)***
The Medical Examiner's Office is authorized to continue a $75,000 contract with Lake Country Pathologists, to oversee the forensic laboratory per National Association of Medical Examiner's guidelines, for a decrease of $15,000 from 2012 contracted fees.

Services and Commodities ***($25,885)***
Services are decreased $17,386 from $568,500 in 2012 to $551,114 in 2013, primarily due to the cancellation of the annual Forensic Science Seminar. Commodities are decreased $8,499 from $212,942 in 2012 to $204,443 in 2013 primarily due to efficiencies realized in the Forensic Toxicology Lab.

Capital Outlay ***($33,681)***
Capital Outlay expenditures are reduced by $33,681 primarily due to a decrease in grant revenue that is allocated to capital outlay expenditures for forensic equipment.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 2,256,692	$ 2,122,103	$ 2,159,391	$ 37,288
Employee Fringe Benefits (EFB)	1,362,072	1,267,999	1,310,681	42,682
Services	443,888	568,500	551,114	(17,386)
Commodities	155,548	212,942	204,443	(8,498)
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	36,362	36,281	2,600	(33,681)
Capital Contra	0	0	0	0
County Service Charges	474,725	443,512	436,048	(7,464)
Abatements	0	0	0	0
Total Expenditures	$ 4,729,287	$ 4,651,337	$ 4,664,277	$ 12,941
Direct Revenue	1,425,662	1,930,750	1,771,535	(159,215)
State & Federal Revenue	25,457	22,672	8,500	(14,172)
Indirect Revenue	0	0	0	0
Total Revenue	$ 1,451,119	$ 1,953,422	$ 1,780,035	$ (173,387)
Direct Total Tax Levy	3,278,168	2,697,915	2,884,242	186,328

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**27.5**	**27.6**	**28.3**	**0.7**
% of Gross Wages Funded	**94.7**	**95.2**	**95.2**	**0.0**
Overtime (Dollars)	**$ 119,630**	**$ 92,376**	**$ 89,892**	**$ (2,484)**
Overtime (Equivalent to Position)	**1.7**	**1.3**	**1.3**	**0.0**

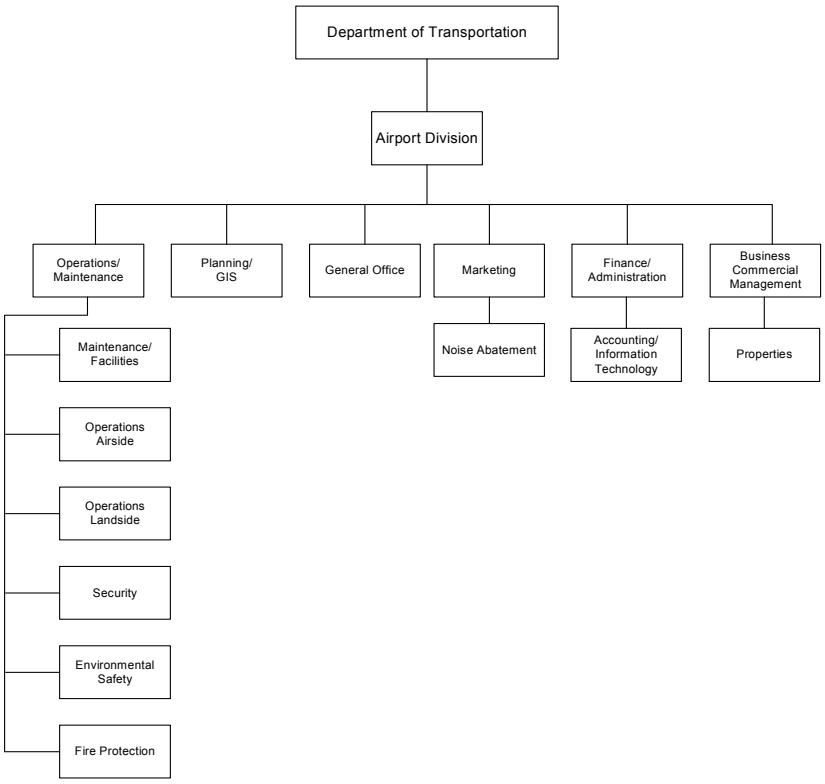
* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amounts.

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 TRANSPORTATION - AIRPORT

DOT-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

	2013	2012/2013 Change
Expenditures	**86,997,816**	**1,449,983**
Revenue	**86,997,816**	**1,449,983**
Levy	**0**	**0**
FTE's	**289.1**	**12.0**

Major Programmatic Focus

- Year three of a five year Airport/Airline lease agreement maintains the two airports on a self-supporting zero tax levy basis, and establishes an Airline - approved five year capital program.

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.

- 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 the region's future Airport needs and to respond to changes in the airline industry.

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, accounting, payroll, budget, marketing, 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 off-airport 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. This includes custodial, HVAC and electrical services as well as snow plowing and grass cutting.

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.

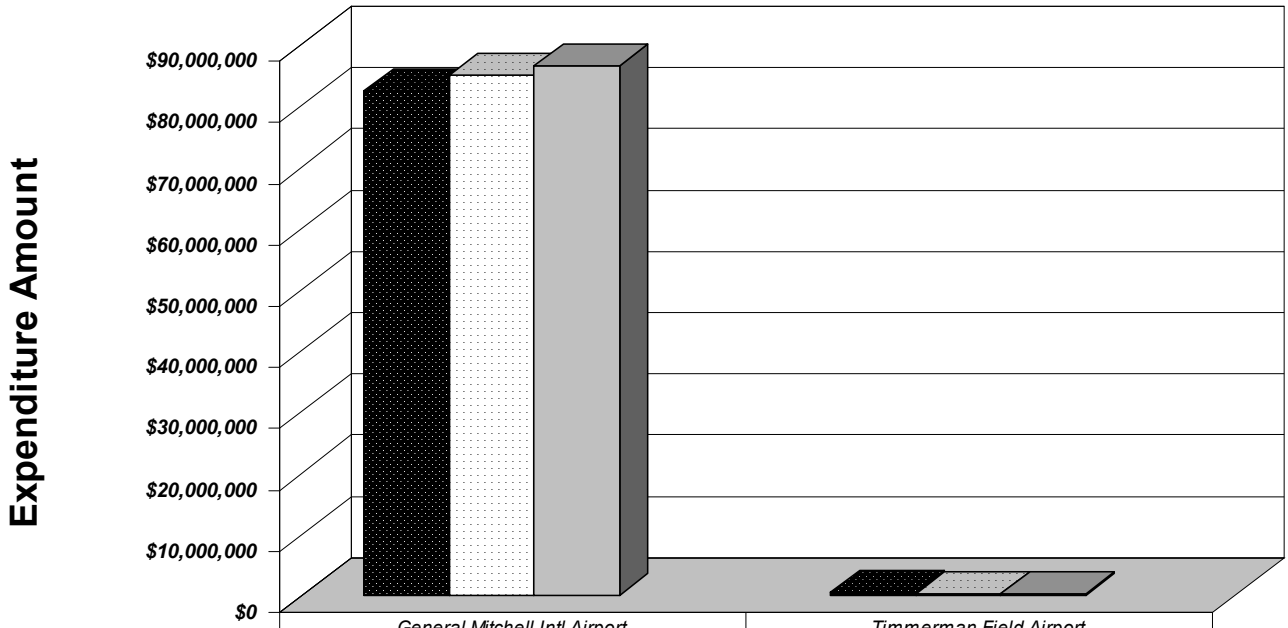
Fire Protection maintains 24/7 staffing to deal with emergency situations on the airfield and within the terminal, parking structure and parking lots. This section responds to emergency needs involving patrons, tenants and airport staff.

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 FAA and TSA standards and regulations.

MKE Regional Business Park (the former 440th Air Force Base) This cost center is charged with the rental of existing buildings for aviation and business purposes and maintains the buildings and property to that purpose.

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**.**

Expenditure Summary



	General Mitchell Intl Airport	Timmerman Field Airport
2011 Actual	$82,388,998	$525,537
2012 Budget	$85,090,614	$457,220
2013 Budget	$86,543,143	$454,673
Percent Change 12-13	1.71%	-0.56%

2013 Budget

Approach and Priorities

- Maintain safe, efficient, effective, and economical operations while responding to the changing airline industry environment.

Programmatic Impacts

- 2013 represents the third full year of a five-year master lease agreement with signatory airlines. This master lease agreement will result in the Airport fully funding its operations through rates, fees, and charges assessed to the users of the airport's runways, terminals, land and roads.

Budget Highlights[1]

[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 expenses are charged to all airport users.

Parking Revenues ***$3,500,000***
Parking revenues from county owned parking lots and structures decrease $3,500,000 from $30,000,000 to $26,500,000 primarily due to changes in passenger traffic.

Car Rental Concessions ***$1,200,000***
Car Rental concession revenues decrease $1,200,000 from $9,800,000 to $8,600,000 primarily due to changes in passenger traffic.

Personnel Changes ***$153,470***

- 1.0 FTE Network Tech Specialist IV - Airport is created for an additional salary and benefit cost of $98,824. The addition of this position brings the information technology team to a total of four employees who support all computer, paging, visual displays (MUFIDS) and other informational technology needs of GMIA.

- 3.0 FTE Airport Maintenance Worker regular appointment positions are created for an additional salary and benefit cost of $172,242. This position action allows the maintenance section to address year round needs of the airport campus and provide for a complete snow removal team with regular appointments.

- 1.0 FTE Fiscal Assistant 2 is funded for an additional salary and benefit cost of $52,180. This position supports the Accounting section and is responsible for the payables functions for the Airport division.

- The following vacant positions are abolished: 1.0 FTE Telephone Clerk and 1.0 FTE Clerk Messenger for a decrease in salary and benefit cost of ($92,776).

- 1.0 FTE Airport Public Safety and Security Coordinator 2 was abolished in a prior budget; however, the position was not removed. This action decreases salary and benefit costs by ($77,000) to remove the position, which is not authorized.

MKE Regional Business Park (The Former 440th Air Force Base) ***$189,684***
Costs associated with the repair, maintenance and operation of MKE Regional Business Park facilities increase $301,984 from $1,490,436 to $1,792,420. These costs are to bring older vacant buildings up to standards so they are rentable. The increase in expenditures is partially offset by an increase in building rental revenue of $112,300 from $687,700 to $800,000. This revenue is expected to continue to increase over the next several years as more buildings become occupied.

Increased Utility Costs ***$270,400***
General inflationary pressures increase the cost of all utilities (electric, gas, water, sewer, telephone) $270,400 from $5,288,400 to $5,558,800.

Capital Outlay Expenditures ***$169,673***
Capital outlay expenditures increase $169,673 from $4,179,857 to $4,349,530. Significant items include:

- $110,000 to repair the storm water box tunnel
- $140,000 to construct an Airfield Light controller
- $125,000 to resurface the surface parking lot
- $680,000 for building improvements, including parking lot shelters, a boiler replacement and required bag claim as well as building repairs as needed
- $1,284,700 for information technology and computer related equipment.
- $300,000 to replace the airport telephone system

The Airport will coordinate with County Fleet Management for the lease-to-own or purchase of Airport specific vehicles and/or appropriate equipment.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 13,961,336	$ 13,808,799	$ 14,550,144	$ 741,345
Employee Fringe Benefits (EFB)	11,338,401	11,059,776	11,540,062	480,286
Services	19,489,557	21,592,639	20,560,104	(1,032,535)
Commodities	5,093,680	4,672,380	4,637,406	(34,974)
Other Charges	(4,439)	581,200	531,200	(50,000)
Debt & Depreciation	21,841,845	22,358,745	23,703,500	1,344,755
Capital Outlay	3,615,162	4,179,857	4,349,530	169,673
Capital Contra	(2,432,859)	(3,182,857)	(3,813,530)	(630,673)
County Service Charges	10,011,826	10,477,294	10,939,400	462,106
Abatements	0	0	0	0
Total Expenditures	$ 82,914,509	$ 85,547,833	$ 86,997,816	$ 1,449,983
Direct Revenue	87,177,001	85,065,433	86,475,596	1,410,163
State & Federal Revenue	158,654	75,000	125,000	50,000
Indirect Revenue	389,373	407,400	397,220	(10,180)
Total Revenue	$ 87,725,028	$ 85,547,833	$ 86,997,816	$ 1,449,983
Direct Total Tax Levy	(4,810,519)	0	0	0

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**271.7**	**277.0**	**289.1**	**12.1**
% of Gross Wages Funded	**95.9**	**95.3**	**97.1**	**1.8**
Overtime (Dollars)	**$ 1,227,981**	**$ 678,924**	**$ 822,816**	**$ 143,892**
Overtime (Equivalent to Position)	**27.3**	**15.0**	**17.9**	**2.9**

* For 2011 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)
Network Tech Spec IV Airport	65492	Create	1	1.0	Airport	$ 67,986
Airport Maintenance Worker (RA)	32450	Create	3	3.0	Airport	$ 103,134
Fiscal Assistant 2	4041	Fund	1	1.0	Airport	$ 30,118
Telephone Clerk	1170	Abolish	(1)	(1.0)	Airport	$ (24,960)
Airport Pub Safety & Sec Coordinato	10892	Abolish	(1)	(1.0)	Airport	$ (50,272)
Clerk Messenger	1990	Abolish	(1)	(1.0)	Airport	$ (25,870)
					Total	$ 100,136

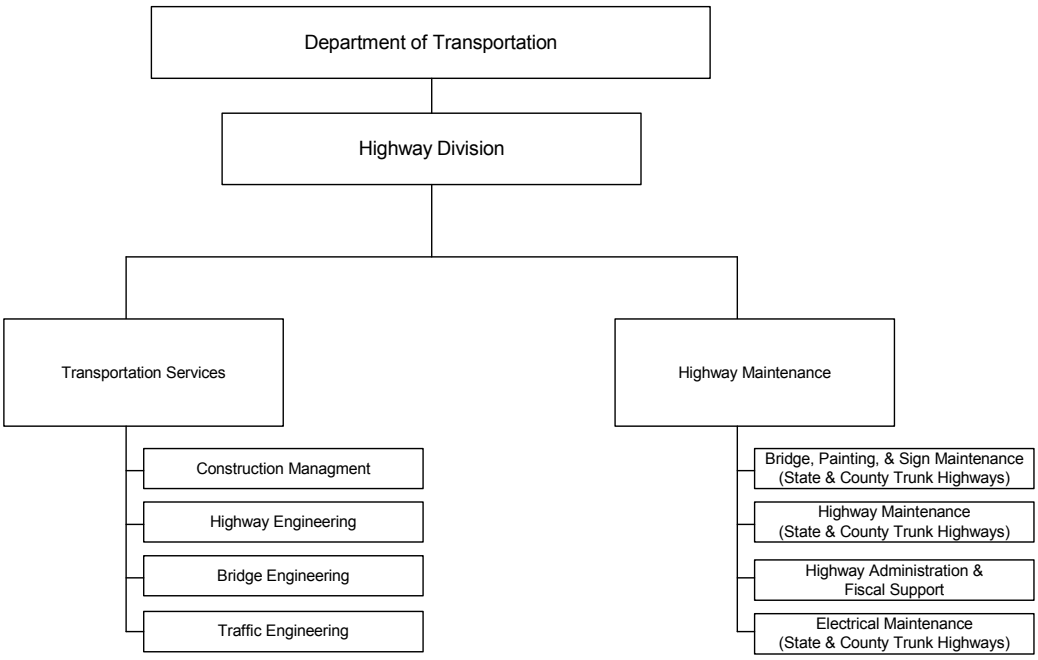
ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
General Mitchell Intl Airport	Expenditure	$ 82,388,998	$ 85,090,614	$ 86,543,143	$ 1,452,529
	Revenue	87,501,861	85,312,055	86,782,066	1,470,011
	Tax Levy	$ (5,112,863)	$ (221,441)	$ (238,923)	$ (17,482)
Timmerman Field Airport	Expenditure	$ 525,537	$ 457,220	$ 454,673	$ (2,547)
	Revenue	223,169	235,778	215,750	(20,028)
	Tax Levy	$ 302,368	$ 221,442	$ 238,923	$ 17,481

Selected Benchmarks		**2011 Actual**	**2012 Budget**	**2013 Budget**
Enplanements		4,760,952	4,500,000	3,850,200
Passengers		9,522,456	9,400,000	7,700,400
Landed Weight	(000 lb unit)	6,237,622	6,640,000	5,215,000

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 - HIGHWAY MAINTENANCE

DOT-HIGHWAY MAINTENANCE (5100)



MISSION

The Highway Division 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 as well as 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

	2013	2012/2013 Change
Expenditures	**20,963,846**	**1,251,230**
Revenue	**19,878,819**	**1,055,424**
Levy	**1,085,027**	**195,806**
FTE's	**136.6**	**8.4**

Major Programmatic Focus

- Additional positions are funded related to capital improvement projects, which includes an engineer to provide support for Parks Bridge and Roadway projects.

OBJECTIVES

- Maintain a safe and effective roadway, bridge and traffic system for the traveling public.
- Continue to implement a software program to identify and track County Trunk Highway signage as required by the Federal Highway Administration.
- 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. Continue to develop an updated computer program to track activity as well as 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 is received, and provide detailed cost analysis of work performed by the Highway Maintenance Section.
    2. Maximize mowing performance and efficiency on County Trunk Highways, without adding additional costs, through equipment utilization, manpower allocations and available funding.
    3. Continue the expansion of the winter operations anti-icing program. Increase treating additional pavement lane miles to include bridge and ramps. Such measures will reduce overtime and product costs.
    4. Continue training employees on all aspects of operating equipment within the individual's classification as well as to a higher classification. Continue with departmental safety training.

DEPARTMENTAL PROGRAM DESCRIPTION

Highway Division
As part of the Department of Transportation, the Highway Division is comprised of the Highway Maintenance Section and the Transportation Services Section.

Highway Division Sections:

Highway Maintenance
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 Trunk Highway (CTH) 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.

Transportation Services
Transportation Services provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges. The Section is comprised of four areas: Highway Engineering, Bridge Engineering, Traffic Engineering, and Construction Engineering.

Highway Engineering provides planning, design, and construction 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 of new bridges and the rehabilitation of existing County-owned bridges. As mandated by State law, Bridge Engineering oversees the biennial bridge inspections of all County-owned bridges and administers the Local Bridge Program for all municipality-owned bridges in Milwaukee County.

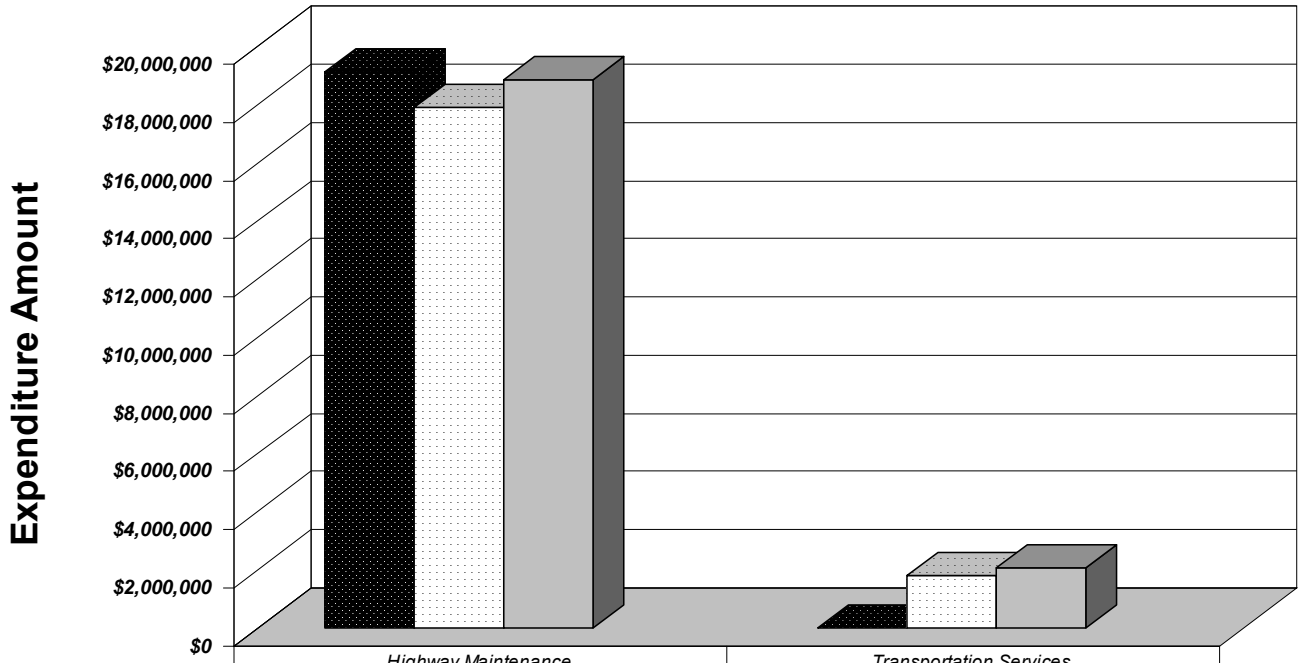
Traffic Engineering provides planning, design, and implementation of projects needed to maintain and improve the safety, operational efficiency, and functional integrity of the County's highway network, including projects in the Congestion Mitigation and Air Quality Program and Hazard Elimination Program. Traffic Engineering is responsible for the implementation of the sign inventory program and the use of mitigation funds.

Construction Engineering is responsible for field inspection, construction management, and contract administration of highway, bridge, and traffic projects.

Highway Maintenance & Transportation Services

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. Fiscal Support provides financial monitoring, billing preparation, purchasing, accounts payable, payroll and personnel management. Other duties include capital project plan documentation distribution and contract payment. This area also provides clerical and fiscal support for the Department of Transportation-Transit Division.

Expenditure Summary



	Highway Maintenance	Transportation Services
2011 Actual	$19,133,818	$0
2012 Budget	$17,914,525	$1,798,091
2013 Budget	$18,876,711	$2,087,135
Percent Change 12-13	5.37%	16.08%

2013 BUDGET

Approach and Priorities

- Maintain State Highway service levels consistent with the 2012 Adopted Budget and assume full State reimbursement for costs related to expressway and State trunk highway maintenance.
- Provide adequate staffing to design and construct capital projects.

Budget Highlights

Personnel Changes ***$539,568***

- The following positions are funded in Transportation Services through capital:
  - 2.0 FTE Construction Coordinator, 1.0 FTE Engineering Technician, 1.0 FTE Engineer, 1.0 FTE Transportation Design and Construction Engineering Manager for an additional salary and benefit cost of $445,188.
  - 1.0 FTE Engineer for an additional salary and benefit cost of $94,380 to provide support for Parks Bridge and Roadway projects.

  Charges to the Capital Improvement Program will be based upon actual work performed and are subject to review and approval by the Comptroller's Office.

- In order to provide a consistent model countywide, budget authority and management responsibility for the following position is transferred out of DAS – Fiscal into DOT – Highway Maintenance: 1.0 FTE Fiscal and Budget Manager Highway for a levy shift of $98,864.

State Funding for Maintenance ***$0***

The 2013 Routine Maintenance Agreement (RMA) from the State will be released in November 2012, and will set forth service levels for expressways and State trunk highways. Should the State reduce reimbursable costs, the Highway Maintenance Section staff will take corrective action and reduce maintenance expenditures on State trunk highways and expressways to match state funding levels.

General Transportation Aids Funding ***$209,769***

As a result of the State's 2011-2013 biennial budget, the County's General Transportation Aid (GTA) revenue decreases $209,769 from $2,097,689 to $1,887,920. This represents a 10 percent reduction from the County's 2012 GTA allocation from the State. These funds are used to maintain County Trunk Highways (CTH) in Milwaukee County. This reduction in revenue will be partially offset by an increase in the tax levy of $188,411.

Local Bridge Program Management and Inspections ***($14,352)***

Local Bridge Program management and bridge inspections will continue to be performed by consultants under the oversight of Transportation Services. Funding for Local Bridge Program consultants decreases $14,352 from $200,000 to $185,648.

Professional Engineer (P.E.) License Training New Requirement ***$12,500***

The Wisconsin Department of Safety and Professional Services adopted a new rule requiring all professional engineers (P.E.) to complete Continuing Education courses each biennium in order to maintain licensure. Between August 1, 2012 and July 31, 2014 licensees will fulfill the Continuing Education obligations in order to renew their license in 2014. Maintaining licensure as a P.E. is required for most Engineer positions in Milwaukee County Department of Transportation (MCDOT) -Transportation Services.

Purchase of Painting Materials for State ***$0***

The Wisconsin Department of Transportation is requesting that Highway Maintenance purchase paint for the State pavement marking. The cost of State paint has yet to be determined. The State will increase the funding in the pavement marking Traffic Maintenance Agreement to reflect the increase in the cost for materials.

Major Maintenance Project Funding ***$24,852***

Roadway Planning and Construction funding is included for County participation in three scheduled projects. The projects include the following and reflect the estimated County cost:

- City of Cudahy-Traffic Cameras at Layton and Packard $8,000
- City of New Berlin-Intersection Improvements at S. 124th St and Beloit Rd $2,500
- Wisconsin Department of Transportation-College Ave Interchange at I-94 $14,352.

Abatements ***$0***

Transportation Services abatements for professional services decrease by $192,989 from $511,792 to $318,803. This abatement offsets an internal crosscharge within the department of the same amount. The crosscharge is used to track tax levy funded projects through the work authorization process.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 6,392,094	$ 6,345,820	$ 7,084,166	$ 738,346
Employee Fringe Benefits (EFB)	4,594,273	4,749,467	5,118,577	369,110
Services	364,241	590,433	608,618	18,185
Commodities	1,623,242	1,447,262	1,562,405	115,144
Other Charges	0	0	0	0
Debt & Depreciation	0	0	0	0
Capital Outlay	8,586	26,962	47,064	20,102
Capital Contra	0	0	0	0
County Service Charges	8,551,694	7,041,780	6,851,033	(190,747)
Abatements	(2,400,323)	(489,107)	(308,017)	181,090
Total Expenditures	$ 19,133,807	$ 19,712,617	$ 20,963,846	$ 1,251,230
Direct Revenue	145,992	257,600	207,600	(50,000)
State & Federal Revenue	19,213,972	17,309,318	17,924,831	615,513
Indirect Revenue	0	1,256,477	1,746,388	489,911
Total Revenue	$ 19,359,964	$ 18,823,395	$ 19,878,819	$ 1,055,424
Direct Total Tax Levy	(226,157)	889,222	1,085,027	195,806

*2011 Actual Column does not include the Transportation Services Section. The 2012 Budget combined the Highway and Transportation Services Sections into the Highway Division Org Unit 5100.

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**125.1**	**128.1**	**136.6**	**8.5**
% of Gross Wages Funded	**97.3**	**96.0**	**97.3**	**1.3**
Overtime (Dollars)	**$ 539,960**	**$ 303,180**	**$ 412,008**	**$ 108,828**
Overtime (Equivalent to Position)	**12.1**	**6.5**	**8.8**	**2.3**

* For 2011 Actuals, the Position Equivalent is the budgeted amount.
**2011 Actual Column does not include the Transportation Services Section. The 2012 Budget combined the Highway and Transportation Services Sections into the Highway Division Org Unit 5100.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Construction Coordinator*	35740	Fund	2	2.00	Highway	$ 85,920
Engineering Technician	35710	Fund	1	1.00	Highway	$ 48,908
Transp. Design & Constr Mgr	08650	Fund	1	1.00	Highway	$ 101,028
Engineer	35750	Fund	2	2.00	Highway	$ 128,780
Fiscal and Budget Mgr - Highway	76170	Transfer In	1	1.00	Highway	$ 68,026
					TOTAL	$ 432,662

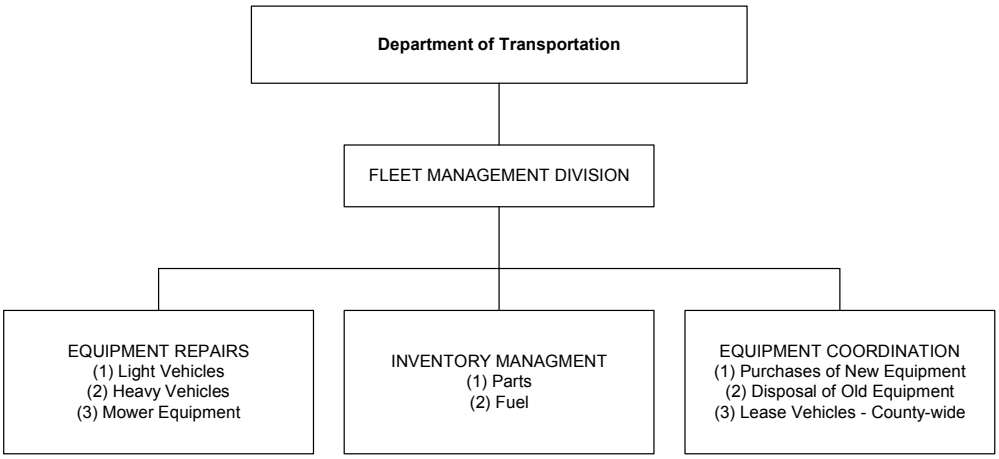
*This action funds a total of 2.0 FTE Construction Coordinator at 2080 hours each.

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Highway Maintenance	Expenditure	$ 19,133,818	$ 17,914,525	$ 18,876,711	$ 962,186
	Revenue	19,359,965	17,278,509	18,044,022	765,513
	Tax Levy	$ (226,147)	$ 636,016	$ 832,689	$ 196,673
Transportation Services	Expenditure	$ 0	$ 1,798,091	$ 2,087,135	$ 289,044
	Revenue	0	1,544,886	1,834,797	289,911
	Tax Levy	$ 0	$ 253,205	$ 252,338	$ (867)

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 - FLEET MANAGEMENT

DOT-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

	2013	2012/2013 Change
Expenditures	**9,538,738**	**620,532**
Revenue	**10,775,565**	**(136,934)**
Levy	**(1,236,827)**	**757,466**
FTE's	**34.1**	**(0.8)**

Major Programmatic Focus

- Continue the 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.
- Continue vehicle replacement schedule to reduce operating and maintenance costs.

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 of repair parts for all Milwaukee County vehicles. Fleet Management also manages and operates four fueling sites supplying 800,000 plus 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.

2013 BUDGET

Approach and Priorities

- Continue to adjust staffing and expenditures as part of the accelerated fleet replacement program. Approximately $19 million worth of vehicles and equipment have been replaced since October 2009, reducing maintenance costs and increasing operational efficiency throughout County departments.
- The division's billing mechanism continues charging departments based on a labor rate and parts costs for repairs and for actual costs of new vehicle purchases that are 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 are 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 except for Department of Transportation - Airport Division. 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. If the departments in conjunction with Fleet Management determine that leasing is the best option, then Fleet Management will acquire the lease provided the departments are able to provide funding for the expenditures.
- 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 2013 vehicle allotment without approval of the County Board.

Budget Highlights

Personal Services ***($116,132)***

- 1.0 FTE Clerical Assistant 1 is funded for an additional salary and benefit cost of $59,622. 1.0 FTE Fiscal Assistant 2 is abolished to offset this position action.
- 1.0 FTE Auto and Equipment Service Technician Assistant is held vacant for an expenditure savings of ($57,273) reflected as additional Vacancy and Turnover beyond the 2012 budgeted level.

Commodities ***$ 219,282***
Expenditures for commodities increase $219,282 from $1,033,617 to $1,252,899 to better reflect anticipated costs for fleet equipment repair parts and to more closely align with the 2011 actual costs incurred.

Debt Service on Fleet Vehicles ***($325,000)***
Debt service on vehicles decreases by $325,000, from $3,200,000 to $2,875,000. The amount reflects debt repayment for equipment previously purchased.

Capital Outlay ***$143,631***
Expenditures for capital outlay increase $143,631 to reflect lease expense related to improvements previously completed to the Fleet facility as part of Guaranteed Energy Savings Performance Contracting (GESPC).

Auction Revenue ***$80,000***
Auction revenue decreases $80,000 from $280,000 to $200,000. As older vehicles are replaced, they are also sold at auction to receive the highest return on investment.

Abatement ***$785,072***
Expenditure abatements decrease $785,072 to reflect the discontinuation of abating interest expense on outstanding debt.

Fleet Reduction ***$0***
The Office of the Sheriff has greatly increased the number of patrol and specialty vehicles through grant funding in recent years. Twenty vehicles in the Sheriff's fleet had less than 5,000 miles of use over a recent 12 month period. As a result, the Director of the Department of Transportation-Fleet Operations is authorized to eliminate up to 17 fleet-owned vehicles that are fully depreciated from the Sheriff's fleet in 2013. Of this total, two vehicles are to be shifted to the Office of the District Attorney.

2013 VEHICLE & EQUIPMENT ALLOTMENT PER DEPARTMENT	
DEPARTMENT	**TOTAL**
Parks Department****	841
Sheriff	180[1]
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
Office for Persons with Disabilities	1
House of Correction*	1
TOTAL	**1161**

* 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. 1

[1] The Adopted Budget authorizes the reduction of up to 17 vehicles. The actual allotment will be 180 vehicles less any vehicles removed by the director per the budget authority granted to the director.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 1,546,866	$ 1,682,185	$ 1,614,791	$ (67,394)
Employee Fringe Benefits (EFB)	1,279,905	1,277,655	1,235,526	(42,129)
Services	922,100	841,054	801,054	(40,000)
Commodities	1,329,621	1,033,617	1,252,899	219,282
Other Charges	0	0	0	0
Debt & Depreciation	0	3,200,000	2,875,000	(325,000)
Capital Outlay	517,016	0	143,631	143,631
Capital Contra	0	0	0	0
County Service Charges	5,401,496	2,941,841	2,888,911	(52,930)
Abatements	(4,329,478)	(2,058,146)	(1,273,074)	785,072
Total Expenditures	$ 6,667,526	$ 8,918,206	$ 9,538,738	$ 620,532
Direct Revenue	1,219,518	305,500	211,067	(94,433)
State & Federal Revenue	17,414	17,000	17,000	0
Indirect Revenue	9,764,950	10,589,999	10,547,498	(42,501)
Total Revenue	$ 11,001,882	$ 10,912,499	$ 10,775,565	$ (136,934)
Direct Total Tax Levy	(4,334,356)	(1,994,293)	(1,236,827)	757,466

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**34.6**	**35.0**	**34.1**	**(0.9)**
% of Gross Wages Funded	**96.7**	**97.1**	**94.9**	**(2.2)**
Overtime (Dollars)	**$ 47,280**	**$ 70,272**	**$ 70,284**	**$ 12**
Overtime (Equivalent to Position)	**1.0**	**1.5**	**1.5**	**0.0**

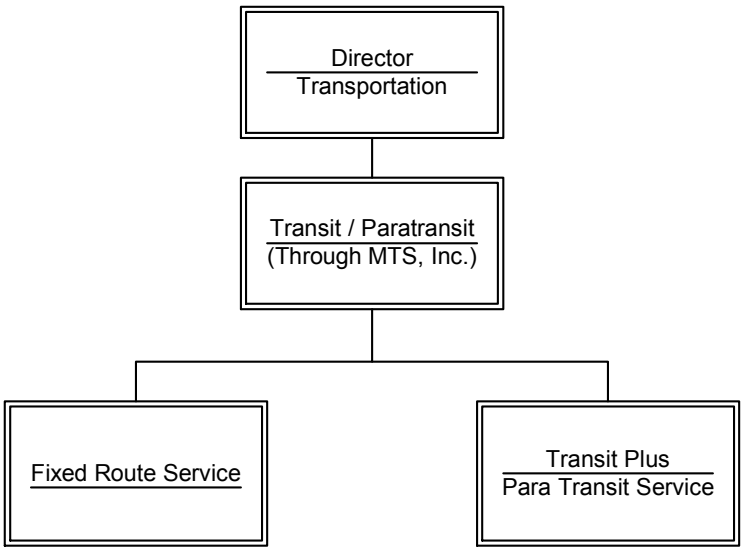
* For 2011 Actuals, the Position Equivalent is the budgeted amount.

PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Clerical Assistant 1	0042	Fund	1	1.0	Fleet Mgmt	$ 36,168
Fiscal Assistant 2	4041	Abolish	(1)	(1.0)	Fleet Mgmt	$ (36,494)
					TOTAL	$ (326)

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

	2013	2012/2013 Change
Expenditures	**163,909,968**	**(5,166,698)**
Revenue	**145,031,108**	**(4,943,900)**
Levy	**18,878,860**	**(222,798)**

Major Programmatic Focus

- Increase funding for bus security by $500,000, or 55 percent.
- Continuation of Metro EXpress service on Red, Blue, and Green Lines.

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.
- Work with service providers to ensure that high quality paratransit service is provided cost effectively while meeting the needs of individuals with disabilities.

DEPARTMENTAL PROGRAM DESCRIPTION

The Milwaukee County Department of Transportation (MCDOT) provides public transit services through the Milwaukee County Transit System (MCTS). Management 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 under the supervision of MCDOT. 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 MCDOT 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 as well as provide design and construction services for capital facilities.

2013 BUDGET

Approach and Priorities

- The 2013 Budget was developed to ensure continued provision of efficient transportation services.

Programmatic Impacts

- Increases funding for bus security by $500,000 or 55 percent.
- Maintains service levels and passenger fares.
- Continues Metro EXpress service on Green, Red, and Blue Lines.
- Estimated $8.5 million in Congestion Mitigation and Air Quality (CMAQ) improvement funding to support express routes.

Transit Operations (Fixed Route)

Expenditure and Revenue Overview
Operating expenses increase $1,702,841 from $134,791,493 to $136,494,334. Passenger revenues (passenger abatement) increase $254,872 from $41,370,128 to $41,625,000.

Fixed route services increase 18,202 miles (0.1 percent)/9,453 hours (0.7 percent). The increase in fixed route services is due to budgeting for a full 12 months of Metro EXpress service compared to 11 months in the 2012 Budget.

Fares
Fixed route fares remain at the 2012 budgeted level.

Feasibility Study – Bus Passes
MCTS is directed to conduct a feasibility study on creating partnerships with businesses with the intent of creating a lower cost subsidized pass for low-income working people. MCTS is also directed to study the feasibility of creating a summer long youth pass for teens who are employed and/or seeking employment. MCTS shall report back to the Transportation, Public Works & Transit committee in the April 2013 committee meeting cycle with its findings and recommendations.

Feasibility Study – Ridership, Fares and Paper Transfers
MCTS is directed to conduct a feasibility study on how to increase non-captive ridership, lower fares while maintaining revenues, and eliminate paper transfers. MCTS shall report back to the Transportation, Public Works, and Transit Committee in the April 2013 committee meeting cycle with its findings and recommendations.

Paratransit Operations

Revenue and Expenditure Overview
Operating expenses decrease $7,567,048 from $26,434,449 to $18,867,401. Program revenue decreases $5,982,802 from $10,949,134 to $4,966,332. The decrease in expenditures and revenues is the result of fewer estimated trips in 2013 compared to 2012. Estimated trips decrease 325,385 from 1,004,814 to 679,429. Trip subsidies paid by Managed Care Organizations (MCOs) remain at the 2012 budgeted level of $12.55 per one-way trip.

Paratransit Fares
Paratransit fares remain at the 2012 budgeted level of $4.00 per one-way trip.

Paratransit Service Area
Paratransit services within Milwaukee County remain border-to-border.

New Freedom Initiative
Transit will continue to coordinate with the Office for Persons with Disabilities and other County agencies to continue to provide free rides on the fixed route system for eligible persons with disabilities through the Federal New Freedom Initiative, with the goal of continuing to expand mobility and reducing the need for paratransit service.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 366	$ 0	$ 0	$ 0
Employee Fringe Benefits (EFB)	0	0	0	0
Services	350,267	348,266	368,266	20,000
Commodities	415,219	420,000	490,000	70,000
Transit Operations	135,374,136	138,280,305	139,996,311	1,716,006
Other Charges	23,696,036	26,984,637	20,089,800	(6,894,837)
Capital Outlay	804,332	277,500	487,500	210,000
County Service Charges	2,683,547	2,765,958	2,478,091	(287,867)
Abatements	0	0	0	0
Total Expenditures	$ 163,323,903	$ 169,076,666	$ 163,909,968	$ (5,166,698)
State & Federal Revenue	89,632,528	94,078,246	94,899,600	821,354
Other Direct Revenue	7,871,036	7,415,500	2,538,176	(4,877,324)
Transit Revenue	48,753,325	48,481,262	47,593,332	(887,930)
Total Revenue	$ 146,256,889	$ 149,975,008	$ 145,031,108	$ (4,943,900)
Direct Total Tax Levy	17,067,014	19,101,658	18,878,860	(222,798)

FARE STRUCTURE			
Fare Type	Current Fare	2013 Fare	2012/2013 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***	$201.00	$201.00	$0.00
Paratransit Fare****	$4.00	$4.00	$0.00

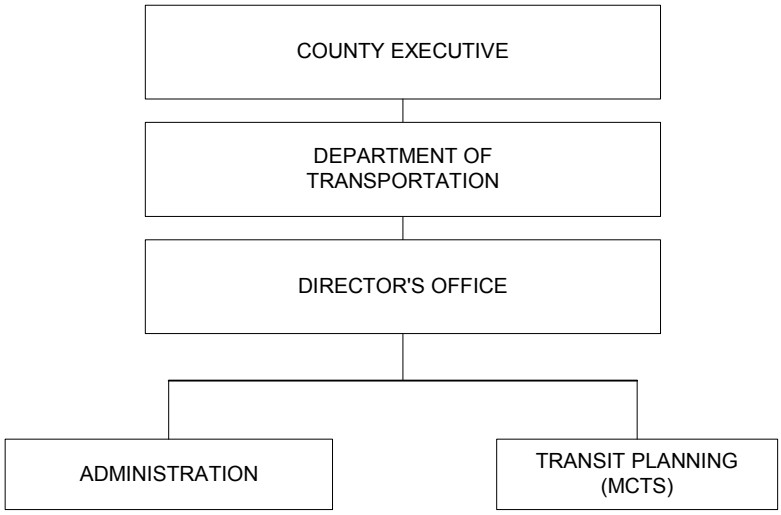
* Per week
** Per School Semester
*** Per Quarter
**** Per one way trip

ACTIVITY & STATISTICAL SUMMARY			
	2011 Actual	2012 Budget	2013 Budget
Fixed Route Service			
Buses in Fleet	415	415	415
Buses Operated in Peak Service	341	324	333
Annual Bus Miles	17,107,116	17,239,145	17,257,347
Annual Bus Hours	1,298,645	1,299,862	1,309,315
Revenue Passengers	38,075,651	37,216,700	37,500,000
Cost per Mile	$7.75	$7.82	$7.91
Cost per Revenue Passenger	$3.48	$3.62	$3.64
Revenue per Revenue Passenger	$1.10	$1.11	$1.11
Farebox Recovery Ratio	31.65%	30.69%	30.50%
Transit Plus			
Van Trips per Hour	1.99	2.00	2.00
Ridership	876,494	1,004,814	679,429
Cost per Ride	$25.35	$26.31	$27.77

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 - DIRECTOR'S OFFICE

DOT-DIRECTOR'S OFFICE (5800)



MISSION

The mission of the Department of Transportation (DOT) - Director's Office is to provide essential management and support services to DOT divisions through oversight, coordination and technical assistance.

Budget Summary

	2013	2012/2013 Change
Expenditures	140,219	22,392
Revenue	269,180	19,180
Levy	(128,961)	3,212
FTE's	7.0	0.0

Major Programmatic Focus

- Pursuit of transportation related grant opportunities.

OBJECTIVES

- Strive to maintain all core services provided by the divisions within DOT.
- 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 DOT 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 DOT divisions to maximize the quality of services provided.
- Consolidate fiscal and administrative staff throughout DOT to create work distribution efficiencies.

DEPARTMENTAL PROGRAM DESCRIPTION

The DOT – Director's Office (Director's Office) is responsible for the management of DOT's administrative functions and transportation planning. Administrative functions include establishment and implementation of

department policies and procedures, personnel administration, accounting, safety and training and general public information services.

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.

2013 BUDGET

Approach and Priorities

- The Director's Office will lead the department in seeking opportunities to partner with public and private agencies when cost effective, mutually beneficial and feasible for Milwaukee County.

Budget Highlights

Department of Transportation
The Department of Transportation consists of the following divisions: Transit/Paratransit; Airport; Highway; Fleet Management; and Directors Office. The Director's Office shall maintain oversight and management responsibilities of these DOT divisions.

Personnel Changes ***$12,728***
In the September 2012 committee cycle, 1.0 FTE Transportation Grants Development Manager was created for an additional salary and benefit cost of $107,452, which will be crosscharged to the Divisions of DOT that report to the Director's Office. This position was created to identify and pursue transportation related grant opportunities that will benefit Milwaukee County and ensure continued compliance for existing grants. For 2013, 1.0 FTE Manager of Transportation Planning is abolished for a decrease in salary and benefit costs of $94,724 to partially offset the cost to create the Transportation Grants Development Manager.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 792,874	$ 600,250	$ 619,270	$ 19,020
Employee Fringe Benefits (EFB)	458,899	369,880	374,082	4,202
Services	67,455	26,062	26,062	0
Commodities	7,342	6,600	6,600	0
Other Charges	0	1,000	1,000	0
Debt & Depreciation	0	0	0	0
Capital Outlay	0	0	0	0
Capital Contra	0	0	0	0
County Service Charges	312,494	504,350	229,314	(275,036)
Abatements	(1,143,276)	(1,390,315)	(1,116,109)	274,206
Total Expenditures	$ 495,788	$ 117,827	$ 140,219	$ 22,392
Direct Revenue	258,265	250,000	269,180	19,180
State & Federal Revenue	3,308	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 261,573	$ 250,000	$ 269,180	$ 19,180
Direct Total Tax Levy	234,215	(132,173)	(128,961)	3,212

NOTE: 2011 Actual and 2012 Budget are restated to reflect that Real Estate Services and Economic Development sections are located in the DAS-ED Division, and are therefore not included in the Budget Summary Table above.

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**9.0**	**7.0**	**7.0**	**0.0**
% of Gross Wages Funded	**94.6**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 146**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**0.0**	**0.0**	**0.0**	**0.0**

* For 2011 Actuals, the Position Equivalent is the budgeted amount.
NOTE: 2011 Actual and 2012 Budget are restated to reflect that Real Estate Services and Economic Development sections are located in the DAS-ED Division, and are therefore not included in the Personnel Summary Table above.

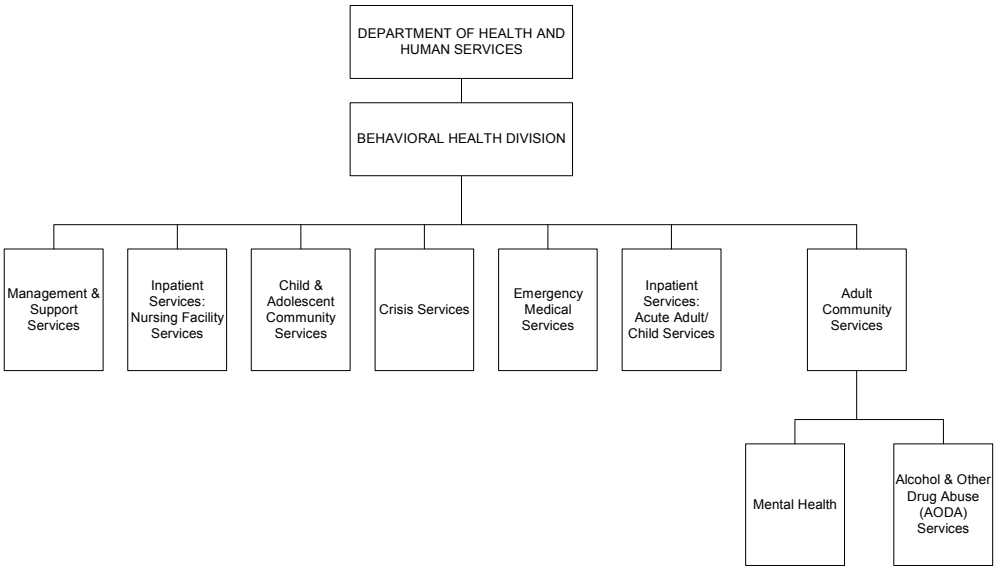
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Manager Trans Planning*	37360	Abolish	(1)	(1.0)	Director's Office	$ (64,658)
					TOTAL	$ (64,658)

*Salary adjustment of ($18,708) is included for this position.

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 - BEHAVIORAL HEALTH DIVISION

DHHS - BEHAVIORAL HEALTH DIVISION (6300)



MISSION

The Milwaukee County Department of Health and Human Services (DHHS) – Behavioral Health Division is a public sector system of integrated treatment that promotes resilience, recovery, and well-being of persons with serious behavioral health disorders.

VISION

The Milwaukee County Department of Health and Human Services – Behavioral Health Division will be a Center of Excellence for person-centered, quality best practice in collaboration with community partners.

CORE VALUES

- Person-centered care
- Best practice standards and optimal outcomes
- Accountability at all levels
- Resiliency and recovery support in the least restrictive environment
- Integrated service delivery across the continuum of care

Budget Summary

	2013	2012/2013 Change
Expenditures	**177,003,401**	**(10,782,236)**
Revenue	**113,921,131**	**(12,701,373)**
Levy	**63,082,270**	**1,919,137**
FTE's	**801.0**	**(36.4)**

Major Programmatic Focus

- Continue to transition to a recovery focused system of care.
- Increase community-based services including one Community Support Program and programming for 24 individuals currently residing within the Center for Independence and Development.
- Redesign services in the Center for Independence and Development.
- Continue implementation of recommendations from the Mental Health Redesign, including greater investments in community-based services.
- Close one Acute Adult Inpatient unit based on census.
- Capture additional revenue from State and private funding sources.
- Implement an Electronic Medical Records (EMR) system.
- Achieve Joint Commission certification and invest in other quality improvement initiatives.
- Continue to align staffing with the evolving needs of the facility and community.

OBJECTIVES

- Provide high quality care and treatment for Milwaukee County residents with serious behavioral health disorders in the least restrictive environment with a recovery orientation.
- Promote clinical quality and safety for all patients as the highest priority.
- Invest in services in community-based settings.
- Complete implementation of the Electronic Medical Records system.
- Achieve Joint Commission (JC) certification.
- Address on-going fiscal issues and align staffing for maximum efficiency.
- Administer and coordinate all county-wide emergency medical services.

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 and Medical Staff, Office of Clinical Compliance, 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. As BHD continues its transition to more community-based services provided by community partners, it is essential that adequate oversight and quality evaluation is in place. 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. BHD will be implementing a new initiative to review and revise the cost reports in 2012 and 2013.

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. 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 Center for Independence and Development (formerly Rehabilitation Center-Hilltop) will be a 48-bed Title XIX certified facility for Persons with Developmental Disabilities following the closure of 24 beds proposed in this budget. The facility provides active treatment programs and an environment specially designed for residents with dual diagnoses of developmental disability and serious behavioral health conditions. By July 1, 2013, BHD will reduce the number of licensed beds in the Center for Independence and Development, from 72 to 48, by placing 24 clients into community-based settings and reconfiguring the programming for the remaining clients.

Inpatient Services: Acute Adult/Child Services
Hospital Inpatient Services are provided in five-licensed psychiatric hospital units with four specialized programs for adults and one specialized unit for children and adolescents. In 2012, BHD implemented the recommendations of the Gender Unit Work Group and reconfigured existing Acute Adult units to: two 24-bed units called Acute Treatment Units (ATUs), one 24-bed Women's Treatment Unit (WTU) and one 12-16 bed Intensive Treatment Unit (ITU). The 2013 Budget proposes the closure of one of the ATUs as of April 1, 2013.

For the past several years, BHD has been working collaboratively with private inpatient mental health providers to transfer clients needing inpatient admission from BHD Crisis Services to their facilities based on clinical, financial and administrative criteria and patient choice. As the number of transfers increases, the demand for beds at BHD decreases. Admissions to the Acute Adult hospital have decreased 18 percent from 2010 to a total of 1,846 admissions in 2011. Approximately 70 to 80 percent of the admissions are considered involuntary. The median length of stay of the Acute Adult hospital is eight days.

All of 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. The WTU program provides specialized services for women recovering from complex and co-occurring severe mental health disorders. The ITU program provides a safe, supportive environment for those individuals with mental health conditions who are at high risk for aggressive behavior and in need of intensive behavioral and pharmacological interventions.

The Child and Adolescent Inpatient Services (CAIS) unit provides inpatient care to individuals age 18 and under that require secure short-term or occasionally extended hospitalization. CAIS 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 lengths of stay have declined due to the emphasis on community-based care through the Wraparound Program. In 2011, there were 1,343 admissions to the CAIS unit. Of those patients admitted to CAIS, 88% are ages 12 and older. The average length of stay is 2.34 days.

Adult Community Services: Mental Health
Adult Community Services is composed of community-based services for persons with a serious and persistent mental illness, a substance use disorder or both. The majority of services in the mental health program area are provided through purchase of service 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, Day Treatment, Community Based Residential Facilities, Targeted Case Management, Outpatient Treatment for indigent individuals and Prevention and Intervention Services. Services are designed to provide for a single mental health delivery system that reduces an individual's time institutionalized by promoting consumer independence and recovery. Adult 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 include funds for the third year of the "Access to Recovery (ATR) – 3" grant. Along with Temporary Assistance for Needy Families (TANF), AODA Block Grant and other Federal, State & local funds, ATR maintains a voucher network for the AODA system, which is now called WIser Choice. WIser Choice provides access to a range of services, including clinical treatment, recovery support coordination and recovery support services. Specifically, AODA funds are directed toward four purposes: (1) fund priority treatment and support services for individuals without insurance or for whom coverage is terminated for short periods of time; (2) fund those priority treatment and support services that demonstrate success in improving outcomes and/or support recovery; (3) fund primary prevention – universal, selective and indicated prevention strategies for persons not identified as needing treatment; and, (4) collect performance and outcome data to determine the ongoing effectiveness of behavioral health promotion, treatment, and recovery support services. Pregnant women and intravenous drug users must be served as a first priority. Remaining purchase of service contracts are specifically for detoxification, prevention, intervention and central intake unit services. Efforts are on-going to create greater integration between the AODA and Mental Health systems.

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 and the Family Intervention and Support Services (FISS) Program. Additionally, it provides mental health crisis intervention services to the Bureau of Milwaukee Child Welfare and to any Milwaukee County family experiencing a mental health crisis with their child. Wraparound Milwaukee is now also providing educational advocacy services to the Bureau of Milwaukee Child Welfare for children whose placements are at risk due to behavioral issues in school.

The Wraparound Milwaukee Program functions as a unique managed care entity under a contract and federal 1915(a) agreement with Medicaid for youth with serious emotional disturbance (SED) in Milwaukee County. Services are targeted to children and young adults up to age 24 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.

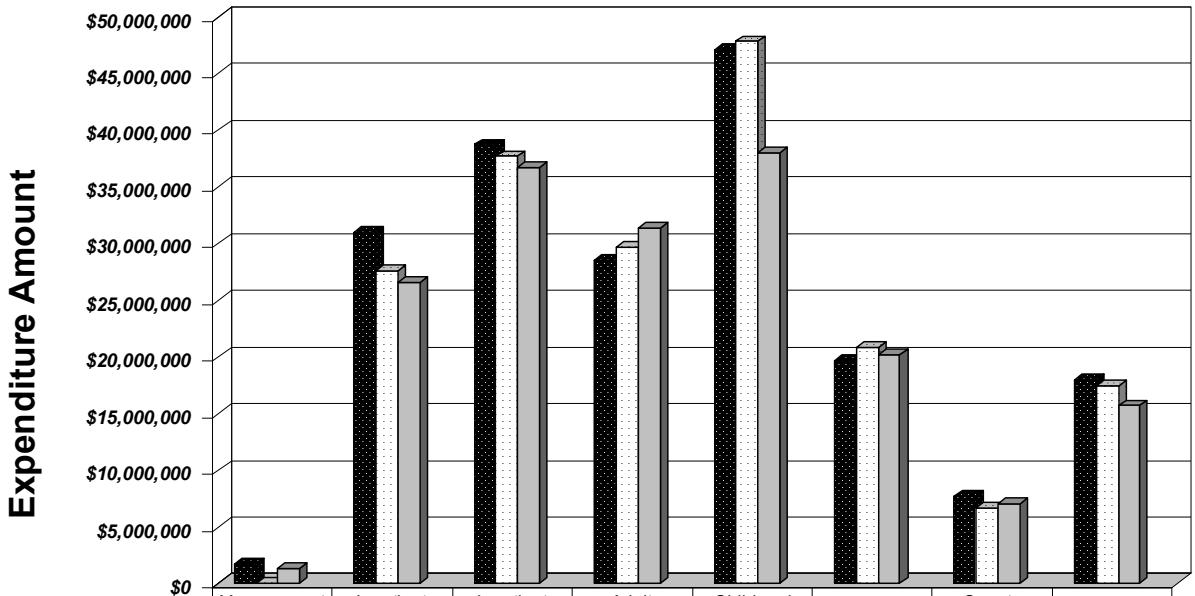
Wraparound Milwaukee consists of five programs with different target groups of SED youth: Regular Wraparound – Child Welfare or Delinquency and Court Services referred youth who are court ordered into Wraparound; REACH – typically referrals are made through the school systems and are for non-court involved SED youth; FOCUS – collaborative program with Delinquency and Court Services for SED youth at risk of juvenile correctional placement; Re-Entry Program - for SED youth transitioning out of the Department of Corrections and Healthy Transitions Program (Project O'YEAH) – for youth, ages 16 to 24 with SED who need help obtaining mental health services, housing, employment, education, etc. as they transition to adulthood. There are currently

approximately 1,000 slots available on a daily basis for Wraparound. Child and Adolescent Community Services also operates the FISS Services Program for approximately 50 adolescents and their families who have a history of 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 2013, Wraparound Milwaukee will also be providing FISS assessment services for the Bureau of Milwaukee Child Welfare.

Crisis Services
Crisis Services is composed of multiple programs, both within BHD and with partners in the community 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 Access Clinic, an Observation Unit, the Crisis Line, Mobile Crisis Teams, a Geriatric Psychiatry Team, three community-based eight-bed Crisis Stabilization Centers, and a Peer Specialist program that provides discharge services in the community. All of these represent a comprehensive continuum of care to promote community success by reducing readmissions and decreasing length of stay. A multi-disciplinary team of mental health professionals provides these services.

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 six major components: 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).

Expenditure Summary



	Management / Support Services	Inpatient Services: Nursing	Inpatient Services: Acute Adult /	Adult Community Services	Child and Adolescent Services	Adult Crisis Services	County Health Programs	AODA Services
2011 Actual	$1,742,657	$31,003,370	$38,728,733	$28,542,712	$47,085,945	$19,702,277	$7,651,493	$17,989,902
2012 Budget	$24,841	$27,608,500	$37,681,850	$29,713,678	$47,817,433	$20,792,457	$6,648,311	$17,498,566
2013 Budget	$1,292,227	$26,595,480	$36,746,719	$31,424,070	$37,953,467	$20,200,965	$7,096,943	$15,693,530
Percent Change 12-13	5101.98%	-3.67%	-2.48%	5.76%	-20.63%	-2.84%	6.75%	-10.32%

2013 BUDGET

Approach and Priorities

- Maintain investments in community-based services as part of the Mental Health Redesign and begin downsizing of BHD-operated services.
- Provide resources for the Electronic Medical Records (EMR) system to ensure a successful implementation and transition.
- Pursue additional investments in equipment and security to maintain and enhance safety and regulatory compliance.
- Continue quality improvements and achieve Joint Commission certification.
- Continue to address on-going fiscal issues.

Programmatic Impacts

- Continue to coordinate, prioritize, and implement new mental health system design ideas through the Mental Health Redesign Task Force, with a focus on a recovery-based philosophy which supports increased adult community-based mental health services and decreased reliance on inpatient services.
- Implement an EMR system that will streamline billing, reporting, and maintenance of patient health records, and also enhance BHD's ability to follow clients into the community and ensure appropriate levels of service and intervention by community providers.
- Secure community placement for 24 existing Center for Independence and Development (formerly Rehabilitation Center-Hilltop) clients, and substantially reconfigure the programming for the clients that remain.

- Partnering with community providers to reduce the number of Acute Adult inpatient beds.
- Transition the caseloads for the Community Support Program-Downtown to a community-based provider through the competitive bidding process.
- Capture additional revenue through changes to BHD's State cost reporting and agreements with Care Management Organizations.
- Redeploy existing personnel and create additional positions to align staffing with evolving priorities and needs.
- Enhance patient safety by increasing funding for a security professional services contract and purchase additional security cameras and electronic locks.

Budget Highlights

Department Wide Initiatives

Mental Health Redesign and Community Resource Investment ***($24,714)***
BHD will continue efforts to build the community capacity that is vital to the framework developed by the Mental Health Redesign Task Force. The community resource investment for community-based services made in the 2012 Budget is continued in 2013 and will be used to continue funding programs that began in 2012, including: a community-based stabilization program; an additional eight-bed Crisis Stabilization Center; expansion of the Crisis Mobile Team; an additional Crisis Resource Center; a Developmental Disabilities-Mental Health Respite Program; and quality improvement initiatives.

In addition, Targeted Case Management purchase of service contracts are increased by $25,000 to expand the continuum of care for clients requiring a lower level of service. This expansion will allow clients that only need monthly contact the ability to retain other benefits as well as meet the co-participation requirement for the Community Recovery Services psychosocial benefit that BHD is exploring. Mental Health purchase of service contracts are also increased by $25,000 to include additional peer support services. Mental Health Redesign recommendations have pointed to a need for a "wellness" system, which can be achieved by developing this level of care.

BHD continues several community-based investments, including expansion of the Trauma Informed Care (TIC) program; additional outpatient and community care services; and greater support for the Crisis Resource Center and Crisis Stabilization Centers. In addition, the efforts to create greater integration between Adult AODA and Mental Health services continue, in recognition of the fact that more than 70% of clients have a need for both services.

As a result of multiple recommendations from the Mental Health Redesign Task Force, BHD and the DHHS Housing Division are working together on a new initiative to provide $74,714 in funding to support the creation of 1.0 FTE Community Intervention Specialist – Housing. This position will assist in identifying housing resources for consumers being discharged from hospitals, shelters, and correctional institutions. Funding for the position is transferred from BHD to DHHS, resulting in a zero tax levy impact for DHHS and BHD combined. BHD is also creating 1.0 FTE Behavioral Health Prevention Coordinator to coordinate, implement, administer, and evaluate the behavioral health prevention programs in the County. The total cost of this position including salary, social security, and active fringe benefits is $94,392 and will be funded with community resource investment funds. There is no levy impact as a result of the creation of this position.

Destination 2012 – Joint Commission ***$55,000***
BHD continues to work toward Joint Commission (JC) certification with a goal to achieve accreditation in 2013. The 2013 Budget reflects this goal by increasing consultation services and evaluation contracts by $50,000, to a total of $130,000, to assist BHD leadership in compliance and completion of the JC survey. Additionally, $5,000 is added to cover the costs associated with the JC survey.

Electronic Medical Records (EMR) Implementation ***$1,269,000***
BHD is in the implementation phase of the Electronic Medical Records (EMR) system, which began in 2011 and is targeted for completion by the end of 2013. BHD has a total of $2,103,500 dedicated to this initiative in 2013, which includes funding for hosting fees for the new EMR system, support for the current IT system through the transition to the EMR, dedicated IMSD technical support for the new system, project management consultation, and other implementation costs related to the new EMR. This funding, which remains at the same level used for Accenture prior to 2012, is providing a significant enhancement to the IT and business systems at BHD. Additional savings due to increased revenue, decreased use of IT and project management consulting and elimination of up-front, one-time items associated with the EMR are anticipated in 2014.

Basic County Allocation Changes ***$1,822,497***
Effective January 1, 2012, the State budget repealed the requirement that Milwaukee County provide at least $2.7 million in county property tax levy to support the Income Maintenance program and replaced it with a reduction to the county's BCA of the same amount. As a result, the 2013 Budget reduces the BCA allocation by $2.7 million ($512,831 in the Delinquency and Court Services Division, $364,672 in the Disabilities Services Division and $1,822,497 in BHD). These reductions result in a combined total tax levy increase of $2.7 million for 2013, offset by a reduction of $2.7 million in expenditures, previously budgeted in the Economic Support Division of DHHS. Since the BHD budget only includes the BCA reduction of $1,822,497 and the DHHS budget includes a total expenditure reduction of $2.7 million and a revenue reduction of $877,503, tax levy is increased by $1,822,497 in this department. However, the departmental budget for DHHS (Org. Unit 8000) includes an offsetting levy decrease of $1,822,497. The net effect of these changes is a $0 levy impact for DHHS and BHD combined.

Pharmaceutical Services ***$29,456***
As a part of its ongoing effort to control costs associated with the pharmacy contract, BHD is creating 1.0 FTE Pharmacy Services Director, at a cost of $129,456 including salary and active fringe benefits. This position will direct and manage all aspects of the contracted pharmacy services provided to clients of BHD. In addition, it is anticipated that this position will consult on complex patient situations including clients needing one-to-one levels of care and enhance BHD treatment planning and delivery of care. As a result of this position, $100,000 in pharmacy savings is anticipated and the pharmacy contract is reduced accordingly.

Cost Report Revenue ***($2,228,000)***
In 2012, BHD hired a consultant to review all elements of the Medicaid Cost Report and the Wisconsin Medicaid Cost Reporting (WIMCR) system to ensure Medicaid reimbursement from the State was maximized. Due to this review, it is expected that BHD will be able to draw down an additional $2,400,000 in revenue in 2013. The additional revenue is offset by a consultant fee of 8% of the anticipated additional revenue generated, or approximately $192,000. A $20,000 professional services contract for this project from 2012 is maintained in 2013 and will be applied toward the consultant fee, resulting in a total savings from this initiative of $2,228,000.

Other Revenue and Expenditure Adjustments Based on Actuals ***$191,731***
BHD conducted a review of revenues and expenditures and made various adjustments based on actual experience. Revenue associated with the revenue maximization initiative in 2011 is reduced by $300,000. Dietary revenues are reduced by $18,000 and EMS fee revenues are reduced by $80,000. TRIP revenues are increased by $216,787 and State supplemental bed payments for long-term care increased by $123,000. Adjustments to the amount spent on payments to patients and received as revenue from recoveries result in a net increase of $29,955.

Also included are funds for new initiatives that started 2012 and are continued in 2013. Specifically, BHD will expend $15,000 for MANDT training for staff to reduce the use of seclusion and restraint and $20,000 for nursing staff professional attire. BHD increased utility costs by $50,563 due to inflation and added $18,000 for the delivery of sandwiches to Crisis Services.

Unemployment Compensation ***$50,000***
As a result of the staffing reductions planned for 2013, unemployment compensation is increased by $50,000. BHD will work to maximize the number of staff that can be absorbed within existing vacancies, though some layoffs are still anticipated.

Management and Support Services

Security and Surveillance ***$82,634***
BHD includes $1,261,948 for contracted security services in 2013. This includes an increase of $200,000 based on 2011 and 2012 utilization and reductions related to downsizing of beds in other areas of BHD (reductions are accounted for within those initiatives). In addition, the investment in security cameras and electronic card readers is continued in 2013.

The Sheriff's 2010 report on safety at the BHD complex included a recommendation to post security personnel at the front entrance to better control access into and out of the facility. In 2013, BHD will implement this recommendation on 1st and 2nd shifts by increasing the security contract by $116,800. Security staff will perform the administrative functions of the front desk, including answering and directing telephone calls, checking in visitors, and additionally will be responsible for preventing unauthorized entry and exit. To offset the contract increase, BHD will abolish and transfer the Office Support Assistant 2 positions that currently staff the front desk during 1st and 2nd shifts and make the following position actions as of January 1, 2013 that result in a savings of $234,166:

- Abolish 3.5 FTE Office Supp Asst 2 ($186,396)
- Transfer 1.0 FTE Office Supp Asst 2 to Department of Health and Human Services ($47,770)

All of these initiatives will continue to promote safety within the BHD facility in a cost-effective manner.

Environment of Care Investments ***$64,975***
In 2013, BHD will continue an investment of $150,000 in major maintenance funding to build upon the significant repairs and maintenance that were performed between 2010-2012. Time and materials contracts are increased by $65,000 based on actual utilization, partially offset by a decrease of $31,025 in unused professional services contracts. Additionally, $15,000 is provided for ongoing fees associated with maintenance and work order system investments made in 2012, as well as $16,000 for a system to electronically track all environment of care issues. These technology investments assist BHD in meeting the requirements of Joint Commission and allow for more efficient and effective management of facility operations.

Dietary Changes ***$264,345***
Based on 2011 and 2012 actual utilization, the dietary contract is increased by $332,353. Also, based on actual use and client needs, BHD will abolish 1.0 FTE Dietitian 1 position as of January 1, 2013, for a savings of $68,008. The total cost of these changes is $264,345.

Multifunctional Device Leases ***$68,166***
Since 2011, BHD has been developing a multi-year plan to move away from owning its stock of copiers and printers toward leasing multifunctional copier/printer/scanner/fax devices. In 2013, the number of leased devices is increased by 14, to a total of 25, at a cost of $26,166. Additionally, BHD will receive document management services from its copier vendor, at a cost of $42,000, that will provide all maintenance and track per device usage and costs to better inform the leasing plan. All services, toner and maintenance for BHD copiers and printers will be included with the exception of paper. Ultimately, this initiative will reduce the number of copy and print devices in the facility, replacing them with fewer, more cost-effective multipurpose machines. BHD anticipates that the cost of additional leases in future years will be paid for through reduced copier/printer supplies, overhead and maintenance costs.

Contract Changes ***($70,113)***
Various professional services contracts are adjusted for services within fiscal and central administration, medical service fees, and support services for a total expenditure reduction of $115,113. These changes are based on actual utilization in 2011 and 2012 and anticipated needs in 2013. Also included is $45,000 for professional legal services to assist with the visa application process for foreign-born psychiatrists. Offering visa application assistance is an important tool in recruiting for BHD's vacant psychiatry positions. In total, the contract changes result in a net savings of $70,113.

Day Hospital ***$22,260***
BHD will continue to rent out portions of the unused 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 three current tenants generate approximately $225,000 in rent revenue, which represents a decrease of $125,000 over 2012 as St. Charles Youth and Family Services reduced the amount of space rented. Due to the change in vacant space, BHD plans to move the Emergency Medical Services program from its current location in the adjacent CATC Building into the Day Hospital, which will result in additional revenue for BHD of $95,000 that is offset with a rent charge to EMS of $95,000. This move also results in a reduction in facilities space crosscharges of $102,740, for a net increase in expenditures of $22,260.

Personnel Changes ***($371,848)***

- Transfer 1.0 FTE Community Relations Coordinator to DHHS based on the needs of the department, resulting in an expenditure reduction including salary, social security, and active fringe benefits of $97,786.

- Create 1.0 FTE Volunteer Coordinator-Hrly for a cost including salary and social security of $19,586. This position is responsible for overseeing efforts to provide client services and to raise funds for additional special items for patient units, and to provide a more homelike environment for clients, families, visitors, and staff. The cost of this position is offset with a reduction of $20,000 for temp help that was previously budgeted for a volunteer coordinator.

- Transfer in 1.0 FTE Fiscal and Management Analyst 3 from DAS-Fiscal for a cost including salary, social security, and active fringe benefits of $93,904. This cost is offset by a crosscharge reduction of the same amount for a $0 levy impact.

- Abolish 1.0 FTE BHD Operations Analyst to reflect the administration of the Family Medical Leave Act within Risk Management for an expenditure reduction including salary, social security, and active fringe benefits of $94,368. This reduction is partially offset by the creation of 1.0 FTE Human Resources Specialist FMLA in DAS-Risk Management (Org. Unit 1150).

- Transfer the following 3.0 FTE from BHD into HR for an expenditure reduction including salary, social security, and active fringe benefits of $179,280: 1.0 FTE Office Support Asst 2- ($51,228), 1.0 FTE Clerical Asst 2 NR- ($61,718), 1.0 FTE Clerical Spec MHD.

Fiscal Field Staff ***$0***
In an effort to provide a consistent model countywide for budget authority and management responsibility, 1.0 FTE Fiscal and Management Analyst 3 position is transferred from DAS-Fiscal to BHD, which is reflected above in the Personnel Changes section.

Centralization of HR Partners ***$0***
Transfer 3.0 FTE to Human Resources to continue the HR centralization initiative that began in 2012, which is reflected above in the Personnel Changes section.

Inpatient Services: Nursing Home Facilities

Center for Independence and Development (CID) ***($195,030)***
Furthering an initiative that started in 2011, BHD will reduce the number of licensed beds in the Center for Independence and Development (formerly Rehabilitation Center-Hilltop) by a total of 24. The Division will work closely with the Disabilities Services Division to secure community placements for 12 clients by April 1, 2013 and an additional 12 clients by July 1, 2013.

As a result of the downsizing, the following positions are abolished on the dates indicated below. The FTE reductions reflect the annualized impact to FTEs while the savings shown in parentheses is the fiscal impact in 2013:

Positions abolished as of April 1, 2013:

- 9.75 FTE Nursing Asst 1 ($389,616)
- 1.75 FTE Psych LPN MHC ($100,466)
- 2.00 FTE RN1/RN2 ($158,631)

Positions abolished as of July 1, 2013:

- 9.75 FTE Nursing Asst 1 ($129,872)
- 1.75 FTE Psych LPN MHC ($33,489)
- 2.00 FTE RN1/RN2 ($52,877)
- 1.00 FTE Nursing Program Coord ($46,132)
- 1.00 FTE Developmental Disability Spec ($37,368)
- .50 FTE Music Therapist ($21,920)
- .50 FTE BH Clinic Psychologist I ($22,314)

The downsizing will result in a savings of $195,030 including personnel, dietary, pharmacy, security, other expenditure reductions and reduced patient revenue. These mid-year 2013 reductions result in a total annual reduction of 30.0 FTEs. BHD is eligible to receive an enhanced Medicaid rate from the State during the period of downsizing, which is assumed in the savings figure above. The full impact of the savings will be realized in 2014.

As part of this initiative, BHD plans to redesign the remaining services for clients in the CID. The clinical team at BHD has developed a new continuum of care approach with three separate treatment tracks:

- *Intensive Treatment Track*: For clients struggling in the community with behavioral issues and in need of stabilization for return to the community
- *Community Transition Track*: For clients who are candidates for transition into the community within six to twelve months
- *Behavioral Modification/Treatment Track*: For clients in need of traditional active treatment for highly challenging behaviors

Goals will be established upon admission to the CID and will be frequently reviewed by treatment teams. Clients will participate in daily programming focused on meeting their established goals, such as practicing household skills in a model apartment and engaging in community integration activities.

Care Maintenance Organization Revenue ***($1,106,715)***
The Division will work with the Care Maintenance Organizations that support clients in the Center for Independence and Development and Rehabilitation Center-Central to increase reimbursement for services on a case-by-case basis in 2013. This change would result in increased revenue of $1,106,715.

State Licensed Bed Fee ***$215,542***
BHD must pay the State a per licensed bed fee based on the number of beds in the Nursing Home Facilities. Funding for this fee is increased by $215,542 in 2013 based on actual expenditures in 2010 and 2011. Adjustments to this fee for the reduction in licensed beds as a result of the Center for Independence and Development initiative are included in the savings figure for that initiative.

Inpatient Services: Acute Adult/Child & Adolescent Services

Inpatient Unit Downsizing ***($875,224)***
The Acute Adult Inpatient Units were reconfigured in 2012 to establish one 24-bed Women's Treatment Unit, one 12-16 bed Intensive Treatment Unit, and two 24-bed Acute Treatment Units. In response to declining census, partnerships with other community hospital providers and recommendations from the Mental Health Redesign, one of the Acute Treatment Units will be closed as of April 1, 2013. This initiative will result in savings of $875,224 including personnel, dietary, pharmacy, other expenditures and reduced patient revenue.

The following positions are abolished as of April 1, 2013. The FTE reductions reflect the annualized impact to FTEs while the savings shown in parentheses is the fiscal impact in 2013.

- 2.0 FTE Unit Clerk ($71,784)
- 1.0 FTE Nursing Asst MH Pool ($28,404)
- 13.0 FTE Nursing Asst MH ($435,504)
- 8.5 FTE RN 1 ($495,126)
- 2.0 FTE RN 2 – MH ($127,772)
- 1.0 FTE Nursing Program Coordinator ($86,500)
- .25 FTE BH House Physician 3 ($45,336)
- 1.0 FTE Staff Psychiatrist ($173,274)
- 1.0 FTE Occupational Therapist ($65,754)
- .50 FTE Music Therapist ($34,578)
- 2.0 FTE Psych Social Worker ($118,928)

These mid-year reductions result in a total annual reduction of 32.25 FTE. The full impact of the savings will be realized in 2014.

Adult Community Services: Mental Health

Comprehensive Community Services and Community Recovery Services ***$0***
In an effort to strengthen and align community-based services with the recommendations of the Mental Health Redesign Task Force, BHD anticipates adding the Comprehensive Community Services (CCS) and Community Recovery Services (CRS) psychosocial rehabilitation benefits to its service array. CCS and CRS are recovery benefits for Medicaid recipients to assist individuals in developing a community recovery plan. CCS is a step down benefit for individuals with a mental health disorder transitioning from a Community Support Program or for individuals with a substance use disorder who require more service intensity than outpatient care. CRS is a co-participation benefit for individuals with a severe and persistent mental illness to connect them to necessary recovery services to promote independence. Those services include supported employment, housing and the utilization of peers as providers. BHD has begun exploring this initiative, though full implementation will be dependent on the State getting its Medicaid State Plan Amendment approved by the Federal government.

Transfer of Housing Contracts ***($297,309)***
BHD included funds for two purchase of service contracts managed by the DHHS Housing Division in previous budgets. In 2013, those contracts are transferred to the Housing Division budget to better reflect program management and ensure the appropriate staff is involved in contract monitoring.

Potawatomi Revenue ***$0***
In 2013, Potawatomi revenue is maintained at $837,203, with $500,000 dedicated to AODA Services and $337,203 to support client services in the community.

Adult Community Services: Alcohol and Other Drug Abuse (AODA)

Realign Detox Funding ***($200,000)***
Expenditures will decrease by $200,000 by instituting new quality improvements for the AODA detox program. The detox program utilizes a nationally recognized patient placement model for care. Current detox services are provided through a purchase of service contract. The contractor is reimbursed by the county based on the type of bed that is provided to a patient. 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. Admission criteria based on nationally recognized standards of care clarify the intent of each type of bed resulting in more appropriate assignments. However, in previous years, this contract has been underspent.

Prevention Services Funding ***($267,016)***
BHD receives AODA Block Grant funding which requires that 20% of the funds go toward prevention services. The current purchase of service contract for prevention services is for $753,220 or approximately 31% of the grant, with the difference between the requirement and the actual contract being made up through tax levy. In 2013, BHD recommends reducing the purchase of service contract for AODA prevention services by $267,016, from $753,220 to $486,204, to be consistent with the requirements established by the funding source. Prevention services would be reduced as a result of this adjustment.

Revenue and Other Expenditure Changes ***($87,849)***
Revenues are reduced in 2013 as a result of the expiration of two Federal grants and lower than anticipated awards from the State for the TANF and IV Drug grants. Expenditures are reduced by a like amount for a zero tax levy impact. Other contract and expenditure changes based on actuals and anticipated needs in 2013 are also included. Total savings from changes to revenues and expenditures equal $87,849.

Aids Resource Center of Wisconsin ***$100,000***
An appropriation of $100,000 is provided for a purchase of service contract with the Aids Resource Center of Wisconsin (ARCW). The proposed contract with ARCW would fund HIV prevention services, including education and counseling, testing, and referral services targeted at high-risk populations, especially young men of color and injection drug users, and fund AODA prevention and opiate overdose prevention services in Milwaukee County. The $100,000 appropriation from Milwaukee County requires matching contributions from other local government entities.

Child and Adolescent Community Services

Overview and Slot Delineation ***($228,293)***
The 2013 Budget for Wraparound Milwaukee includes various changes in revenue and expenditure accounts, resulting in a savings of $228,293. The reduction stems from caseload, rate changes and actual experience. This savings figure includes $272,402 in new expenditures to cover maintenance and equipment for Wraparound Milwaukee. Program funds go to support the programs listed below:

- Wraparound Milwaukee will serve a projected average daily enrollment of 900 children in 2013 in all of its programs.

- The FOCUS program will serve up to 47 youth who would otherwise be committed to Juvenile Corrections.
- The FISS program will serve approximately 50 families per month.
- The Wraparound Milwaukee REACH program will serve approximately 275 youth.

Family Intervention Support and Services (FISS) ***$0***
In 2012, Wraparound Milwaukee was awarded the contract with the State to provide assessments and case management services for the FISS program. As a result, expenditures are increased by $306,375, offset by a revenue increase of the same amount for a net effect of $0.

Position Changes ***($47,940)***
To better meet the needs of the Wraparound Milwaukee program, 1.0 FTE of Quality Assurance Specialist – Wraparound is created, at a cost including salary, social security, and fringe benefits of $56,822. The position will be responsible for ensuring all providers in the Wraparound Milwaukee network meet the credentialing requirements and program qualifications required to provide direct services. To offset the cost of the new position, 2.0 FTE Office Support Assistant 2 positions are abolished for a savings of $104,762 including salary and active fringe benefits. In total, this initiative produces savings of $47,940.

Adult Crisis Services

Psychology Postdoctoral Fellowships and Other Position Changes ***($143,184)***
The creation of 2.0 FTE Psychology Postdoctoral Fellowship positions will increase BHD's ability to provide direct psychological services to various programs, promote successful completion of graduate education and licensure of future mental health professionals, and aid in the recruitment of psychologists eligible for Medical Staff membership and capable of generating revenue. Creation of an educational opportunity to enhance recruitment is consistent with discussions with the Personnel Committee of the County Board of Supervisors. Participation of Psychology Department staff in the training of new psychologists provides an opportunity for the transfer of institutional and professional knowledge, which is both an investment in the future of mental health service delivery and a way in which professional staff remain current in academic and professional advancements in the field. The cost of the positions, $137,832, is partially offset by a $50,000 increase in revenue, as BHD will be able to bill for work performed by the new positions.

In addition, a vacant position of 1.0 FTE BH Staff Psychiatrist is unfunded for a savings of $231,016.

Realignment of BH House Physician Positions ***$0***
Reduce the contract with the Medical College of Wisconsin (MCOW) by $491,000. This contract provided physician services to BHD through MCOW's residency program. This reduction is offset by the creation of 3.12 FTE BH House Physician II-Hrly positions for a cost including salary and social security of $450,546. These positions are needed to continue billing for the services that were previously provided through the contract. The net effect of this action is a savings of $40,454, which has been used to cover costs associated with utilization reviews, bioethics consultations and a staff person at MCOW to coordinate residencies, resulting in a levy impact of $0.

Emergency Medical Services (EMS)

Revenue and Expenditure Changes Based on Actuals ***($12,000)***
Budgeted revenues and expenditures are reconciled with actuals and adjusted accordingly for a savings of $17,000. The contract with the Medical College of Wisconsin for EMS Medical Direction is increased by $5,000 to reflect actual utilization.

EMS Fees ***$0***
In general, American Heart Association and EMS course fees to the general public remains unchanged from their

2012 levels. The two exceptions are a $500 increase in the per person charge for the Paramedic Course and a new fee in 2013 of $225 for the EMT/Basic Full Refresher Course.

EMS Subsidy to Local Municipalities ***$500,000***
The EMS subsidy paid to specific Milwaukee County municipalities is increased by $500,000 to $2,000,000 for 2013.

AHA Courses Offered by the Community Training Center			
	2012	2013	2012/2013
Service	**Fee**	**Fee**	**Change**
Basic Life Support (CPR) Health Care Provider	$80	$80	$0
Basic Life Support (CPR) Health Care Provider (Skill testing only)*	$60	$60	$0
Basic Life Support (CPR) in conjunction with ACLS	$60	$60	$0
Advanced Cardiac Life Support (per person)	$275	$275	$0
Advanced Cardiac Life Support (per person) (Skill testing only)*	$150	$150	$0
Pediatric Advanced Life Support (per person)	$300	$300	$0
Advanced Life Support Instructor (per person)	$200	$200	$0
Pediatric Advanced Life Support Instructor (per person)	$200	$200	$0
Basic Life Support (CPR) Instructor (per person)	$150	$150	$0
Automatic Electronic Defibrillator (per person)	$75	$75	$0
Heartsaver Adult CPR	$75	$75	$0
Heartsaver Children and Infant CPR	$75	$75	$0
Heartsaver First Aid & CPR	$75	$75	$0

EMS Courses Offered by the Education Center Service			
	2012	2013	2012/2013
Service	**Fee**	**Fee**	**Change**
Paramedic Course (per person)	$8,000	$8,500	$500
Paramedic Refresher Course (8 Hour Block)	$125	$125	$0
EMT/Basic Mini Refresher Course (6 Hour Block)	$50	$50	$0
EMT/Basic Full Refresher Course (30 hours)	$0	$225	$225
Paramedic Continuing Education Units (per person/per hour)	$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			
	2012	2013	2012/2013
Service	**Fee**	**Fee**	**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.

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 12/31/12
878	MHD – Research Fund		$216,691
	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	
879	MHD – Patient Activities and Special Events		$104,416
	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	

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 47,794,470	$ 46,529,006	$ 46,512,666	$ (16,340)
Employee Fringe Benefits (EFB)	32,964,324	31,282,974	31,542,707	259,733
Services	23,378,330	18,282,810	20,121,254	1,838,444
Commodities	7,741,653	6,561,252	6,145,861	(415,391)
Other Charges	74,371,405	78,509,772	75,385,251	(3,124,521)
Debt & Depreciation	0	0	0	0
Capital Outlay	343,176	440,000	476,875	36,875
Capital Contra	0	0	0	0
County Service Charges	41,143,348	43,523,773	43,831,080	307,307
Abatements	(35,289,618)	(37,343,950)	(47,012,293)	(9,668,343)
Total Expenditures	$ 192,447,088	$ 187,785,637	$ 177,003,401	$ (10,782,236)
Direct Revenue	61,899,073	58,801,943	59,556,136	754,193
State & Federal Revenue	61,600,093	58,019,971	54,364,995	(3,654,976)
Indirect Revenue	10,002,135	9,800,590	0	(9,800,590)
Total Revenue	$ 133,501,302	$ 126,622,504	$ 113,921,131	$ (12,701,373)
Direct Total Tax Levy	58,945,787	61,163,133	63,082,270	1,919,137

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**843.7**	**837.4**	**801.0**	**(36.4)**
% of Gross Wages Funded	**92.7**	**92.0**	**92.7**	**0.7**
Overtime (Dollars)	**$ 4,084,689**	**$ 3,072,984**	**$ 3,136,764**	**$ 63,780**
Overtime (Equivalent to Position)	**76.2**	**58.5**	**58.2**	**(0.3)**

* For 2011 actuals, the Position Equivalent and the Percentage of Gross Wages Funded are the budgeted amounts.

PERSONNEL CHANGES						
	Title		# of	Total		Cost of Positions
Job Title/Classification	Code	Action	Positions	FTE	Division	(Salary Only)
Unit Clerk[1]	2000	Abolish	(2)	(1.50)	Acute Adult	($39,920)
Nursing Asst MH Pool[1]	43820	Abolish	(1)	(0.75)	Acute Adult	($26,390)
Nursing Asst 1 Mh[1]	43840	Abolish	(10)	(9.75)	Acute Adult	($234,176)
RN 1[1]	44500	Abolish	(7)	(6.38)	Acute Adult	($323,892)
RN 2 - MH[1]	44540	Abolish	(2)	(1.50)	Acute Adult	($85,352)
Nursing Prog Coord[1]	45110	Abolish	(1)	(0.75)	Acute Adult	($61,052)
BH House Physician 3[1]	47322	Abolish	(1)	(0.19)	Acute Adult	($34,480)
BH Staff Psychiatrist[1]	50772	Abolish	(1)	(0.75)	Acute Adult	($131,494)
Occupational Therapist[1]	53460	Abolish	(1)	(0.75)	Acute Adult	($44,208)
Music Therapist[1]	53960	Abolish	(1)	(0.38)	Acute Adult	($23,414)
Psych Soc Wkr[1]	56900	Abolish	(2)	(1.50)	Acute Adult	($78,180)
BH Health Prevention Coord	Z0018	Create	1	1.00	Adult Community	$64,402
Office Supp Asst 2	00007	Abolish	(2)	(2.00)	Child & Adolescent Comm	($60,562)
Qual Assur Spec - Wrap	Z0006	Create	1	1.00	Child & Adolescent Comm	$33,884
Psychology Postdoc Fellow	Z0005	Create	2	2.00	Crisis Serviecs	$87,404
BH Staff Psychiatrist	50772	Unfund	(1)	(1.00)	Crisis Serviecs	($175,326)
BH House Physician Hrly	47311	Create	3	3.31	Crisis Serviecs	$444,114
Comm Relations Coord	56665	Transfer Out	(1)	(1.00)	Management Services	($67,144)
Office Supp Asst 2	00007	Abolish	(4)	(3.50)	Management Services	($107,872)
Office Supp Asst 2	00007	Transfer Out	(1)	(1.00)	Management Services	($26,534)
Dietitian 1	15501	Abolish	(1)	(1.00)	Management Services	($43,702)
Pharmacy Svcs Dir	Z0004	Create	1	1.00	Management Services	$92,868
BHD Operations Analsyt	20216	Abolish	(1)	(1.00)	Management Services	($64,378)
Clerical Spec MHD	01293	Transfer Out	(1)	(1.00)	Management Services	($41,612)
Clerical Asst 2 NR	00017	Transfer Out	(1)	(1.00)	Management Services	($37,870)
Office Supp Asst 2	00007	Transfer Out	(1)	(1.00)	Management Services	($29,350)
Fiscal & Mangement Analyst	12220	Transfer In	1	1.00	Management Services	$64,000
Volunteer Coord-Hrly	Z0022	Create	1	0.50	Management Services	$19,288
Sewing Mach Oper 2*	16050	Fund	1	1.00	Management Services	$0
Med Rec Supv*	52060	Fund	1	1.00	Management Services	$0
Exdir2- Assthospadm2-MHC*	80043	Fund	1	1.00	Management Services	$0
Nursing Asst 1 MH[1]	43840	Abolish	(7)	(6.75)	Nursing Facilities Services	($162,113)
Nursing Asst 1 MH[2]	43840	Abolish	(5)	(4.88)	Nursing Facilities Services	($117,201)
Psych LPN MHC[1]	43890	Abolish	(2)	(1.31)	Nursing Facilities Services	($49,012)
Psych LPN MHC[2]	43890	Abolish	(1)	(0.88)	Nursing Facilities Services	($32,924)
RN 1[1]	44500	Abolish	(1)	(0.11)	Nursing Facilities Services	($5,586)
RN 1[2]	44500	Abolish	(1)	(0.08)	Nursing Facilities Services	($4,062)

PERSONNEL CHANGES (Cont.)						
	Title		# of	Total		Cost of Positions
Job Title/Classification	Code	Action	Positions	FTE	Division	(Salary Only)
RN 2 - MH[1]	44540	Abolish	(2)	(1.39)	Nursing Facilities Services	($79,093)
RN 2 - MH[2]	44540	Abolish	(1)	(0.92)	Nursing Facilities Services	($52,349)
Nursing Prog Coord[2]	45110	Abolish	(1)	(0.50)	Nursing Facilities Services	($31,324)
Devlpmtl Disabilty Spec[2]	53920	Abolish	(1)	(0.50)	Nursing Facilities Services	($24,208)
Music Therapist[2]	53960	Abolish	(1)	(0.25)	Nursing Facilities Services	($14,740)
BH Clinical Psychologist I[2]	57023	Abolish	(1)	(0.25)	Nursing Facilities Services	($15,052)
EMS Communicator*	64410	Fund	1	1.00	EMS	$0
					Total:	**($1,518,612)**

*Position changes due to technical adjustments moving incumbents into vacant funded positions from unfunded positions.
[1]Action taken as of April 1, 2013.
[2]Action taken as of July 1, 2013.

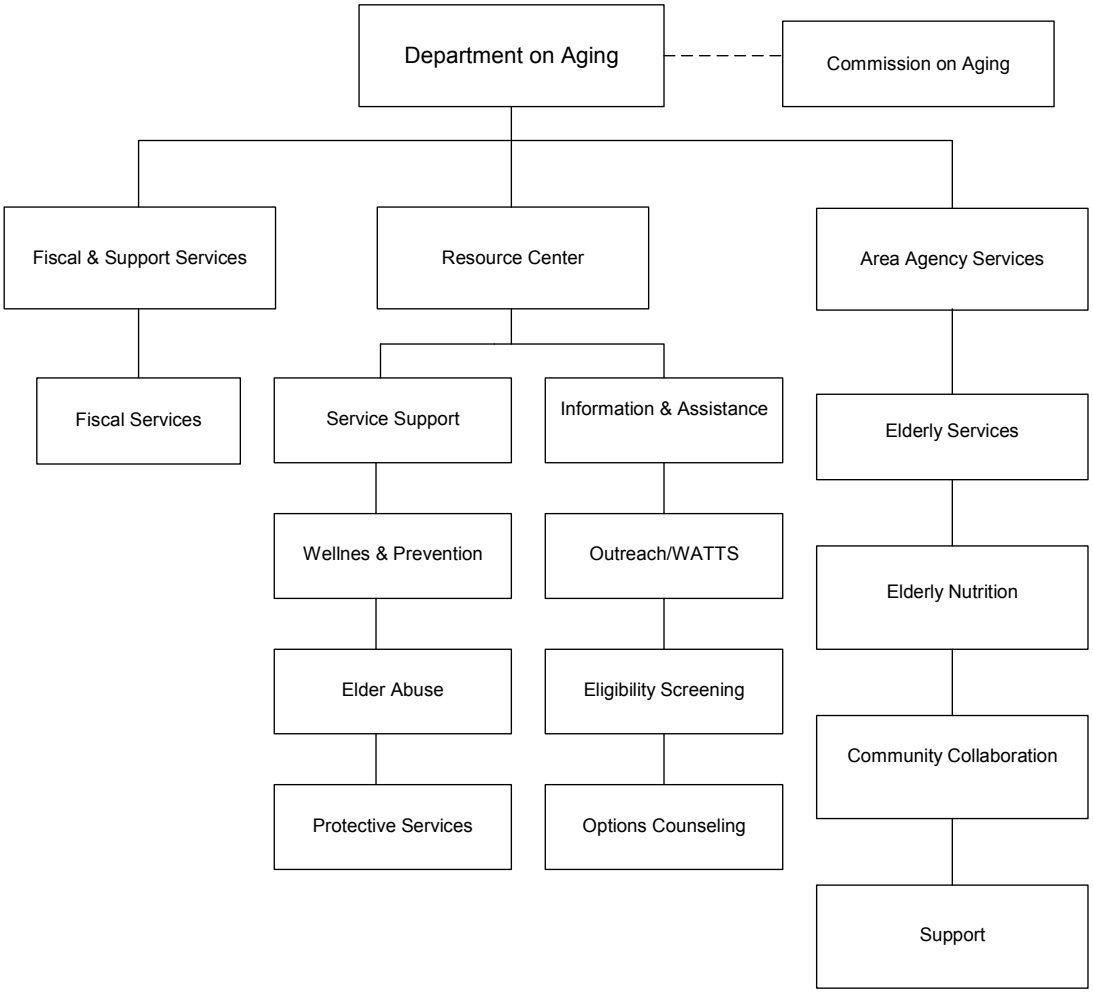
ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Management / Support Services	Expenditure	$ 1,742,657	$ 24,841	$ 1,292,227	$ 1,267,386
	Revenue	4,648,348	1,769,607	3,998,629	2,229,022
	Tax Levy	$ (2,905,691)	$ (1,744,766)	$ (2,706,402)	$ (961,636)
Inpatient Services: Nursing Facility Services	Expenditure	$ 31,003,370	$ 27,608,500	$ 26,595,480	$ (1,013,021)
	Revenue	10,109,731	10,437,835	10,269,809	(168,026)
	Tax Levy	$ 20,893,639	$ 17,170,665	$ 16,325,671	$ (844,995)
Inpatient Services: Acute Adult / Child Services	Expenditure	$ 38,728,733	$ 37,681,850	$ 36,746,719	$ (935,131)
	Revenue	14,753,808	12,534,373	10,718,143	(1,816,230)
	Tax Levy	$ 23,974,925	$ 25,147,477	$ 26,028,576	$ 881,099
Adult Community Services	Expenditure	$ 28,542,712	$ 29,713,678	$ 31,424,070	$ 1,710,392
	Revenue	25,743,868	25,161,311	24,169,392	(991,919)
	Tax Levy	$ 2,798,844	$ 4,552,367	$ 7,254,678	$ 2,702,311
Child and Adolescent Services	Expenditure	$ 47,085,945	$ 47,817,433	$ 37,953,467	$ (9,863,966)
	Revenue	48,572,801	48,170,562	38,308,168	(9,862,394)
	Tax Levy	$ (1,486,856)	$ (353,129)	$ (354,701)	$ (1,572)
Adult Crisis Services	Expenditure	$ 19,702,277	$ 20,792,457	$ 20,200,965	$ (591,492)
	Revenue	13,102,186	12,002,522	11,340,126	(662,396)
	Tax Levy	$ 6,600,091	$ 8,789,935	$ 8,860,839	$ 70,904
County Health Programs	Expenditure	$ 7,651,493	$ 6,648,311	$ 7,096,943	$ 448,633
	Revenue	558,305	737,645	543,752	(193,893)
	Tax Levy	$ 7,093,188	$ 5,910,666	$ 6,553,191	$ 642,526
AODA Services	Expenditure	$ 17,989,902	$ 17,498,566	$ 15,693,530	$ (1,805,036)
	Revenue	16,012,255	15,808,649	14,573,112	(1,235,537)
	Tax Levy	$ 1,977,647	$ 1,689,917	$ 1,120,418	$ (569,499)

*The Child and Adolescent Services division shows a significant reduction of $9 million due to technical changes in the way expenses and revenues are recorded for services provided by the Wraparound Program to the Delinquency and Court Services Division of DHHS. There is no levy impact as a result of this change.

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

	2013	2012/2013 Change
Expenditures	**18,463,736**	**191,220**
Revenue	**17,061,080**	**704,822**
Levy	**1,402,656**	**(513,602)**
FTE's	**73.0**	**(4.2)**

Major Programmatic Focus

- Establish a coordinated, community-based approach to care transitions that would include health care and social service partners. This effort is highly recognized throughout the nation as an effective strategy to improve health and lower medical costs.
- Implement the Active Aging Research Center: Bringing Communities and Technology Together for Healthy Aging, a five-year grant project to assist with creating independence and quality of life for Milwaukee County seniors.
- Re-establish Medicaid Long Term Care entitlement and continue to improve Managed Care Organization enrollment processing.
- Collaborate in a new initiative to provide a more comprehensive nursing home relocation effort.

OBJECTIVES

- Engage in a new effort to target nursing home residents for relocation into the community.
- Using the Eight Dimensions of Wellness as a guide, the MCDA Wellness Council will continue developing 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 evidence-based wellness programs and healthy living practices for older adults. Given that falls are the leading cause of death among Wisconsinites, ages 65 and older, a special emphasis will be placed on evidence-based senior fall prevention training.
- Enhance current partnerships with the American Red Cross, the Wisconsin and Milwaukee County Emergency Management, local Fire and Police Departments, the Department of Health Services Division of Quality Assurance and other local aging service organizations to engage them in conducting more community based presentations to assist with educating and preparing older adults and professionals from residential housing and assisted living and skilled nursing facilities on/for disasters.
- Continue to promote and highlight the significance of celebrating senior residents' contributions to Milwaukee County communities through the Senior Hall of Fame, Senior Statesman, Nutrition Volunteer Recognition, and Golden Idol to gain the continuous support of the existing and new community partners.
- Partner with major healthcare systems and other local partners to capitalize on existing infrastructure that will help mobilize efforts to bridge the gaps between medical and long-term services and supports to create a seamless system of care transitions.

- Utilize the 2012 MCDA demographic report to identify, develop, and implement services and programs that support the needs of seniors.
- Coordinate opportunities for follow up discussions with local seniors and aging networks to ensure that the final 2013-2015 Area Plan goals and strategies are appropriately implemented.

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 and approved by the County Board. The Commission functions as the lead organization responsible for the following: assessing major aging issues and needs concerning the population ages 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; advocating for passing of legislation that meet the needs of older adults and making 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 ages 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 people 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 the elderly and persons with physical and developmental disabilities as appointed by the County Executive and approved by 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.

The major functions of the Fiscal and Support Services Division include budget development and management, and 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).

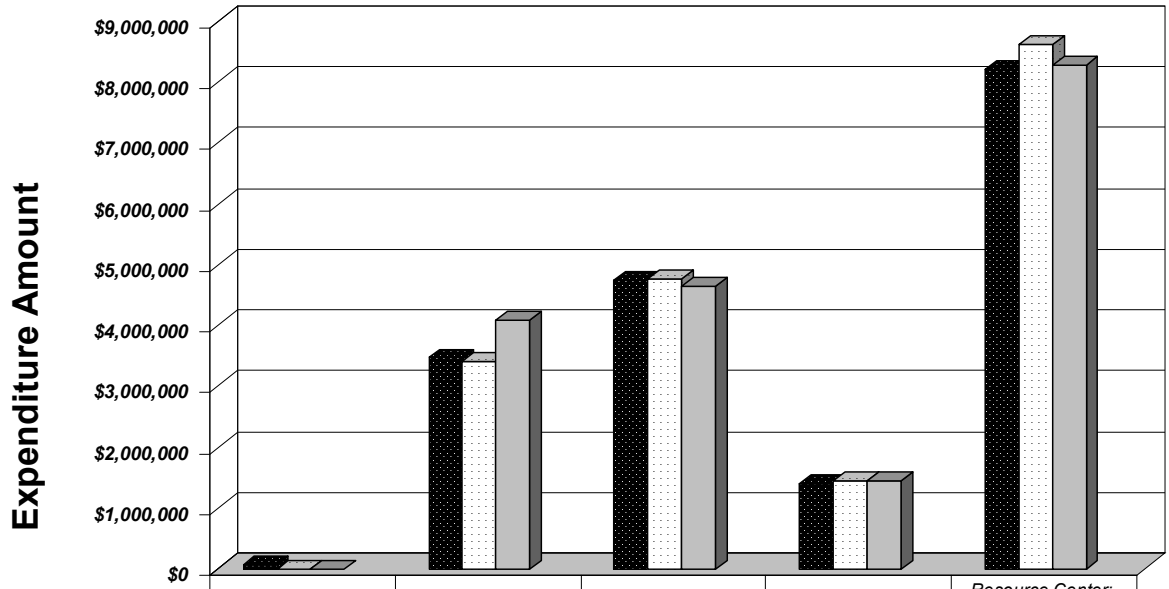
The Aging Resource Center acts as the point of entry for Family Care and all other long-term care programs and is responsible for arranging short-term assistance for older adults with immediate or pressing needs. It is the primary source of quality information and assistive services on issues affecting persons 60 years of age and older and their family support networks.

As a major component of the State of Wisconsin's 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.

Expenditure Summary



	Administration	Area Agency: Elderly Services	Area Agency: Senior Meal Program	Area Agency: Senior Centers	Resource Center: Community Alternatives &
2011 Actual	$58,122	$3,469,675	$4,740,851	$1,394,132	$8,212,035
2012 Budget	($0)	$3,411,214	$4,759,678	$1,451,911	$8,632,450
2013 Budget	$0	$4,081,439	$4,644,834	$1,446,652	$8,290,811
Percent Change 12-13	100.00%	19.65%	-2.41%	-0.36%	-3.96%

2013 BUDGET

Approach and Priorities

- Allocate State funding streams to maximize utilization within funding regulations.
- Sustain direct service level demands including congregate and home delivered meals, senior center operations and mandated services such as guardianships.
- Streamline administrative processes where possible while maintaining program support integrity.
- Collaborate with other government agencies and community partners to provide services that are both excellent and efficient.
- Support and promote programs and services that improve and protect the health and well-being of older adults, which encourage positive and healthful lifestyles.
- 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 and 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.
- Maintain existing congregate and home delivered meal programs and senior center operations.
- Promote the health, safety and well-being of older adults while emphasizing prevention.
- Keeping up with demand for full investigation of accusations of abuse and neglect of elders in the community continues to be a challenge.
- Continue to examine and assess service systems for capacity and gaps; develop program initiatives consistent with needs and gaps.

Programmatic Impacts

- Maintain family support and respite services.
- Establish a coordinated, community-based approach to care transitions by partnering with major healthcare systems and other local partners to capitalize on existing infrastructure that will help mobilize efforts to bridge the gaps between medical and long-term services and supports.
- Implement the Active Aging Research Center Technology Grant Project by working with the University of Wisconsin- School of Engineering- Active Aging Research Center, Wisconsin Institute on Healthy Aging, Wisconsin Bureau of Aging and Disability Resources and the Waukesha and Richland Counties Aging and Disability Resource Centers to involve and garner the input of Milwaukee County older adults and organizations serving the aging population.

Budget Highlights

Staffing Adjustment **($109,902)**

The 2013 Budget abolishes two vacant positions, including 1.0 FTE Human Service Worker (Bilingual Russian) for a savings of $56,822 and 1.0 FTE Service Support Specialist for a savings of $53,080, resulting in a total salary, social security, and active fringe benefit reduction of $109,902.

Fiscal Field Staff ***$0***

In an effort to provide a consistent model countywide for budget authority and management responsibility, 1.0 FTE Budget Manager- Aging position is transferred from DAS-Fiscal to the Department on Aging. This results in a cost including, salary, social security, and active fringe benefits of $114,096. However, this cost is offset by a crosscharge reduction of the same amount for a $0 levy impact.

Contractual Short-term Staffing **($70,000)**

Reduce funding for short-term staff by $70,000 that was previously related to a greater than usual experience of retirements in 2012. The MCDA Resource Center is now able to fill critical vacancies and temporary staffing is no longer needed.

Elder Abuse, Legal and Protective Services ***$50,768***

Elder Abuse funding for client services and coordination of services for persons ages 60 and older continues to increase to meet short term needs and address immediate concerns. Based on experience, related temporary short-term service expenditures for legal services, residential care, respite and adult daycare reflect an increase of $42,000, from $28,000 in 2012 to $70,000 in 2013. This increase is fully offset with an increase in Base community aids in the Elder Abuse Program of $42,000.

In addition, Corporation Counsel crosscharges reflect an increase of $50,768 for elder abuse and protective service concerns, reflecting an overall increase of $50,768.

Shared Services ***$0***

In 2013, MCDA and DHHS will continue a joint effort that began in 2012 to share several administrative functions. In 2012, the departments joined their accounting support. In 2013, the department is sharing additional functions and services such as contract and reporting services, IT, Resource Center governing board staff, and other functions within the Resource Center that are required according to the State and County Resource Center Contract. The departments will continue to explore further opportunities for collaboration that will enhance the operations of both Aging and DHHS.

Senior Center Fitness Programs ***$0***

Management of fitness programs at six senior centers, including five County-owned senior centers continues at the same level of service at a cost of $64,000 and is transferred from purchase of service contracts to professional service contracts in 2013.

Evidence Based Prevention Program Management ***$92,263***
The American Recovery and Reinvestment Act (ARRA) - Communities Putting Prevention to Work grant which provided access to Healthy Living Programs ended in 2012 for a revenue reduction of $17,263. The Department on Aging continues to focus on management and coordination of evidence based prevention programs for Milwaukee County including Living Well, Stepping On and Walk with Ease, reflecting an expenditure increase of $75,000 in consultant fees.

Resource Center Revenue & Expenditure Adjustments ***($474,672)***
Personnel Service expenditures in the Resource Center are reduced by $320,875 to reflect the needs of the department and changes to fringe benefits. This decrease results in a reduction in time reporting revenue of $121,933 for a net levy decrease of $198,942.

In addition, MCDA continues staff development and training efforts regarding accurate and timely staff reporting for eligible reimbursable Medicaid and Medicare services. As a result, time reporting revenue is increased by $275,730, for an overall levy savings of $474,672.

Older Americans Act Revenue ***($204,447)***
The 2012 State/County contract decreased Older Americans Act federal grant funding by $208,450 for Department on Aging. The decrease is projected to continue in 2013 for aging programs and services, reductions including $17,890 in NSIP, $61,684 in Title III-B, $41,207 in Title III-C1, $59,050 in Title III-C2, $1,133 in Title III-D, $22,612 in Title III-E and $4,874 in Area Agency on Aging Administration funds.

State transportation grant funding is increased $11,711, from $650,037 to $661,748, partially offset by a reduction of $7,708 in State Pharmaceutical Assistance Program – Federal and State Aging Programs revenue, from $55,619 to $47,911.

Nutrition Donations ***$0***
Nutrition donations are increased by $166,603 over the 2012 budget. This increase is completely offset by an increase of $166,603 to the contract with Goodwill Industries related to increased demand. Goodwill provides case management and home delivered meal services for Aging's Senior meal program.

In accordance with 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. As a result of the increase in the number of participants in this program, nutrition donations have increased.

Nutrition Meal Reimbursement ***($227,284)***
In the 2012 Adopted Budget, the Department of Family Care opted out of meal purchases from the Department on Aging Senior Meal Program. One community organization dissolved the meals on wheels aspect of its business in 2012, resulting in an increase of home delivered meals for the MCDA Senior Meal Program.

In 2013, the Department of Family Care continues purchasing meals through the Department on Aging Senior Meal Program for the full cost of meals for its member participants. As a result, reimbursement revenue is increased $557,961 primarily in home delivered meals, partially offset by an increase in catering costs of $330,677 for a net reduction of $227,284.

Senior Meal Program			
	2012 Budget	**2013 Budget**	**Change**
Number of Meal Sites Open	29	29	0
Meals Served at Meal Sites	326,771	294,363	(32,408)
Home Delivered Meals	213,430	312,798	99,368
Total Meals Served	**540,201**	**607,161**	**66,960**

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 4,055,853	$ 4,292,381	$ 4,110,573	$ (181,808)
Employee Fringe Benefits (EFB)	3,212,817	3,210,787	3,196,364	(14,423)
Services	427,225	374,342	441,604	67,262
Commodities	1,081,107	1,183,939	1,168,944	(14,995)
Other Charges	6,506,323	6,797,144	6,924,039	126,895
Debt & Depreciation	0	0	0	0
Capital Outlay	40,472	100,000	100,000	0
Capital Contra	0	0	0	0
County Service Charges	4,092,170	3,654,289	3,609,380	(44,909)
Abatements	(1,484,478)	(1,340,366)	(1,087,168)	253,198
Total Expenditures	$ 17,931,488	$ 18,272,516	$ 18,463,736	$ 191,220
Direct Revenue	1,030,185	496,852	1,221,416	724,564
State & Federal Revenue	16,330,648	15,859,406	15,839,664	(19,742)
Indirect Revenue	0	0	0	0
Total Revenue	$ 17,360,833	$ 16,356,258	$ 17,061,080	$ 704,822
Direct Total Tax Levy	570,655	1,916,258	1,402,656	(513,601)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**77.0**	**77.2**	**73.0**	**(4.2)**
% of Gross Wages Funded	**98.1**	**98.0**	**95.7**	**(2.3)**
Overtime (Dollars)	**$ 70,208**	**$ 37,488**	**$ 19,056**	**$ (18,432)**
Overtime (Equivalent to Position)	**1.3**	**0.7**	**0.4**	**(0.3)**

* For 2011 Actuals, the Position Equivalent and Percentage of Gross Wages Funded are the budgeted amounts.

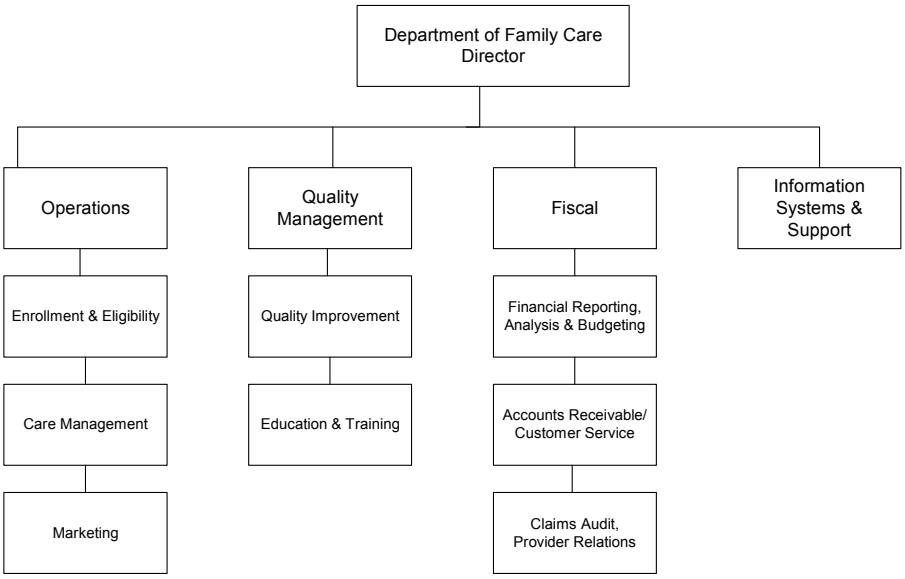
PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Human Srv Worker (Biling Russ)	55990	Abolish	(1)	(1.00)	Resource Center	$ (33,884)
Service Support Specialist	55440	Abolish	(1)	(1.00)	Resource Center	(30,856)
Budget Manager-Aging	76160	Transfer-In	1	1.00	Fiscal/Supp Serv.	80,390
					TOTAL	$ 15,650

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Administration	Expenditure	$ 58,122	$ 0	$ 0	$ 0
	Revenue	0	0	0	0
	Tax Levy	$ 58,122	$ 0	$ 0	$ 0
Area Agency: Elderly Services	Expenditure	$ 3,469,675	$ 3,411,214	$ 4,081,439	$ 670,225
	Revenue	3,252,630	3,282,444	3,746,277	463,834
	Tax Levy	$ 217,045	$ 128,770	$ 335,162	$ 206,392
Area Agency: Senior Meal Program	Expenditure	$ 4,740,851	$ 4,759,678	$ 4,644,834	$ (114,844)
	Revenue	4,676,911	4,090,927	4,685,344	594,417
	Tax Levy	$ 63,940	$ 668,751	$ (40,510)	$ (709,261)
Area Agency: Senior Centers	Expenditure	$ 1,394,132	$ 1,451,911	$ 1,446,652	$ (5,259)
	Revenue	0	0	0	0
	Tax Levy	$ 1,394,132	$ 1,451,911	$ 1,446,652	$ (5,259)
Resource Center: Community Alternatives & Intervention Services	Expenditure	$ 8,212,035	$ 8,632,449	$ 8,290,811	$ (341,639)
	Revenue	9,342,386	8,965,625	8,629,459	(336,166)
	Tax Levy	$ (1,130,351)	$ (333,175)	$ (338,648)	$ (5,473)

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 (MCDFC) respects the dignity and personal autonomy of each member by honoring choice and promoting the Family Care 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

	2013	2012/2013 Change
Expenditures	**294,816,671**	**61,444,228**
Revenue	**294,816,671**	**61,444,228**
Levy	**0**	**0**
FTE's	**64.6**	**0.1**

Major Programmatic Focus

- Lifting of the Enrollment Cap by the Wisconsin Department of Health Services.
- Continuing to compete with other Managed Care Organizations in Milwaukee County as well as the State's Self-Directed Supports Waiver – IRIS.
- Developing integrated service model to meet future vision of Family Care.
- Providing the Family Care benefit to Racine and Kenosha counties.

OBJECTIVES

- Provide high quality, cost-effective, long-term care services to eligible adults and individuals with physical and developmental disabilities ages 18 to 59.
- Streamline administrative infrastructure and provider service delivery model to meet the challenges of a reduced capitation rate and a competitive market 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.

- Heighten public awareness of the Milwaukee County Department of Family Care.
- Continue to enhance coordination of acute and primary care services and work towards provision of a model that integrates acute and long-term care.

DEPARTMENTAL PROGRAM DESCRIPTION

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 in the counties of Milwaukee, Racine and or Kenosha. MCDFC is responsible for creating a comprehensive plan of care for each client by contracting with a wide range of service providers and monitoring the quality of services that clients receive. MCDFC 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 18,627 members during the past twelve years by embracing a set of core values and a philosophy that is the foundation of the Family Care program.

MCDFC 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 MCDFC with guidance and oversight in carrying out its mission under the Family Care program to include policy recommendations and other actions meeting improvements in operations, fiscal accountability and reporting, and quality assurance.

MCDFC consists of the following four divisions:

The **Operations Division** includes Enrollment & Eligibility, Care Management, Marketing and the Placement Team. Enrollment & Eligibility is responsible for monitoring eligibility for Family Care clients, ensuring MCDFC receives its capitation payments, ensuring that clients receive the best care management services by assigning them to an Interdisciplinary Team (IDT) upon enrollment. IDTs are the care management units 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. Marketing oversees advertising, community outreach, meetings, and conferences for the Department and takes the lead on member contact and retention. The Placement Team works actively to relocate members from institutional to community settings.

The **Quality Management Division** of MCDFC includes the Best Practice Team (BPT), 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 BPT is a unit of social workers, nurses and therapy specialists that provides ongoing support to the interdisciplinary care management teams and conducts regular quality audits of member records. If quality issues are identified, the BPT 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 fiscal oversight 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, customer service to members, data and trend analysis, developing provider networks and contracting, 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 department's web-based information system, Member Information Documentation and Authorization System (MIDAS) specific to operating the Family Care Program. This system houses each member's 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.

2013 BUDGET

Approach and Priorities

- Maintain a solvent, high quality, outcome-based program.
- Budget to maintain the Family Care benefit in Milwaukee, Racine and Kenosha Counties.
- Continue to work towards improving service delivery systems to meet the challenges of a declining reimbursement environment.
- Continue to work towards development of MIDAS system to meet the resource needs of MCDFC and other MCO operations who lease the system.
- Continue to enhance coordination of acute and primary care services and work towards provision of a model that integrates acute and long-term care.

Programmatic Impacts

- Continue to maintain the program to serve individuals with disabilities ages 18-59 years old and older adults.
- Projected increase in current total enrollment population of 4.0% (approximately 314 members).
- State budgetary constraints will likely continue to place a strain on funding for Family Care.

Budget Highlights[1]

Departmental Overview

The department has not received notification on its 2013 capitation rate[2], so the 2012 capitation rate has been used in developing the department's budget.

During 2012, the following changes occurred that would affect the department's 2013 Budget: 1) increased enrollment due to lifting of the enrollment cap; 2) implementation of the Family Care benefit in Racine and Kenosha Counties; and 3) increased capitation rate of $14.81 from $2,733.15 to $2,747.96. This narrative reflects the changes that occurred during 2012.

Capitation Revenues ***($59,433,313)***

A decrease in the 2012 capitated rate resulted in MCDFC modifying its expenditures for member services. Revenues for member obligation reflect a modest growth of 2%. The increase in enrollment in Milwaukee County due to the lifting of the enrollment cap and expansion into Racine and Kenosha counties has a direct impact on capitation and member obligation revenues resulting in increased revenues of $59,422,742.

---

[1] For purposes of presentation, a change in levy is identified for each budget highlight. However, MCDFC's actual levy is $0 because MCDFC operates within its revenue receipts.

[2] The department had not received the 2013 capitation rate at the time that the recommended budget was published. However, the capitation rate has since been received and is as follows: Milwaukee County- $2,770.91 (Nursing Home Level of Care) and $586.42 (non-nursing home level of care); Racine & Kenosha Counties- $3,070.46 (Nursing Home Level of Care) and $558.88 (Non-nursing home level of care).

Miscellaneous Revenue ***($572,384)***
Miscellaneous revenue is increased by $572,384 as a result of the following three agencies leasing Midas in 2013: Southwestern Family Care Alliance, Northern Bridges, and Lakeland County. Each agency pays a rate per member per month, based on its number of enrollees.

Care Management Expenses ***$59,385,428***
Due to the capitation rate being budgeted at the 2012 rate, all member service expenditures have no budgeted rate increases for providers. Thus, member service expenses are increased $ 59,385,428 to reflect changes in enrollment for Milwaukee, Racine and Kenosha counties.

Daily Medicaid Rate Increase ***$477,832***
The 2013 budget includes an increased Medicaid rate for its Family Care clients that reside in the Center for Independence and Development (formerly Rehabilitation Center-Hilltop) and Rehabilitation Center-Central, and for clients that are placed in residential facilities within the community. The department assumes an average increase in the daily rate for nursing homes of $350 from $250 to $600 per day, and $65 from $250 to $315 per day for clients placed in the community. This results in increased expenditures for MCDFC of $477,832.

Professional Services ***$1,352,485***
Professional service expenditures are increased by $1,389,161 to reflect an increase in IT staffing to provide ongoing technical support and development for MCDFC and the other MCO'S that lease MIDAS. In addition, contract expenditures for Best Practice, Wisconsin Physician Services (WPS), and Andrea & Orendorff are also increased to reflect the number of increased enrollments. This increase is partially offset by an expenditure reduction of $36,676 to reflect a reduction in audit fees.

Personnel Changes ***$54,206***
Due to the competitive market and the changing healthcare environment, MCDFC has reevaluated its staffing needs. As a result the department is abolishing 4.70 FTE for a savings, including salary, social security, and active fringe benefits, of $393,680 and creating 5.0 FTE for a cost including salary, social security, and active fringe benefits of $447,886, for a net increase of $54,206:

The following vacant positions have been abolished:

- 1.0 FTE Program Admin Coordinator – CMO ($97,786)
- 1.0 FTE Secretarial Assistant ($52,180)
- 1.0 FTE Accountant 2 ($62,604)
- 0.7 FTE Program Coordinator (ASD) ($58,864)
- 1.0 FTE Contract Manager CMO ($122,246)

The following positions have been created:

- 1.0 FTE Business Systems Proj. Manager- $105,006
- 1.0 FTE Medicare Administrative Coordinator (Family Care)- $90,576
- 1.0 FTE Nutrition Program Coordinator (Family Care)- $85,948
- 1.0 FTE Rehabilitation Services Supervisor- $90,576
- 1.0 FTE Accountant IV- $75,780

Increase in Advertising Expenses **$130,000**
Due to continued competition for members and providers and the implementation of the Family Care benefit in Racine and Kenosha counties, the department increased advertising expenditures from $95,000 to $225,000 in 2013. MCDFC will continue to work to increase the number of enrollees in Milwaukee County as well as Racine and Kenosha counties by effective advertising and marketing which includes, printing and distributing brochures, regular newsletters, information sharing, and sponsoring events for the aging and disabled population.

Building and Space Rental ***$83,000***
Expenses for building and space rental are increased in 2013 by $83,000 to reflect the leasing of space in Racine and Kenosha County to provide the Family Care benefit.

Contractual Short-Term Staffing ***$50,000***
Due to unexpected vacancies within the department, expenses are increased $50,000 to provide temporary staffing support to cover the duties of the vacant positions until they can be filled.

Transfer from Reserves ***($1,435,812)***
Due to an increase in members related to the lifting of the Family Care enrollment cap and increased capitation rate, expenditures and revenues have increased. Although there has been an increase in revenue, the 2012 capitated rate of $2,747.96 is still 2.3% lower than the 2011 rate of $2,813.93. As a result, the department expects that expenditures will continue to be more than revenues, resulting in the need to transfer $1,435,812 from the reserves.

BUDGET SUMMARY

Account Summary	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Personal Services (w/o EFB)	$ 3,718,147	$ 3,947,137	$ 4,002,356	$ 55,219
Employee Fringe Benefits (EFB)	3,104,831	3,067,443	3,025,029	(42,414)
Services	4,528,588	4,293,393	5,961,167	1,667,774
Commodities	117,998	128,157	143,387	15,230
Other Charges	260,875,180	220,660,175	280,344,011	59,683,836
Debt & Depreciation	0	0	0	0
Capital Outlay	86,939	37,000	37,800	800
Capital Contra	0	0	0	0
County Service Charges	1,270,576	1,239,138	1,302,921	63,783
Abatements	(58,680)	0	0	0
Total Expenditures	$ 273,643,579	$ 233,372,443	$ 294,816,671	$ 61,444,228
Direct Revenue	283,292,015	233,372,443	294,816,671	61,444,228
State & Federal Revenue	28,000	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 283,320,015	$ 233,372,443	$ 294,816,671	$ 61,444,228
Direct Total Tax Levy	(9,676,436)	0	0	0

PERSONNEL SUMMARY

	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Position Equivalent (Funded)*	**79.1**	**64.4**	**64.6**	**0.2**
% of Gross Wages Funded	**100.0**	**100.0**	**100.0**	**0.0**
Overtime (Dollars)	**$ 12,490**	**$ 32,712**	**$ 32,556**	**$ (156)**
Overtime (Equivalent to Position)	**0.2**	**0.6**	**0.6**	**0.0**

* For 2011 actuals, the Position Equivalent and the Percentage of Gross Wages Funded are the budgeted amounts.

PERSONNEL CHANGES

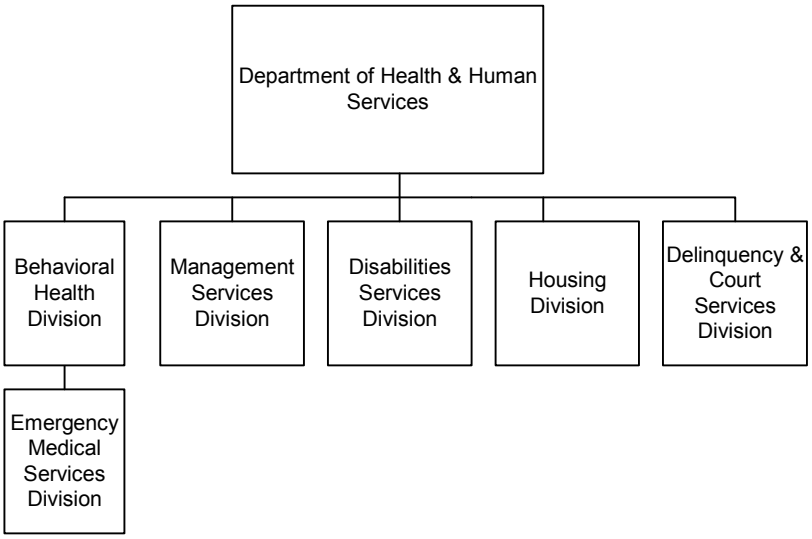
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division		Cost of Positions (Salary Only)
Secretarial Assistant	00066	Abolish	(1)	(1.00)	DFC	$	(30,118)
Accountant 2	04756	Abolish	(1)	(1.00)	DFC		(38,584)
Program Coord - ASD	56561	Abolish	(1)	(0.70)	DFC		(39,220)
Contract Manager CMO	12268	Abolish	(1)	(1.00)	DFC		(87,012)
Program Admin. Co ord (CMO)	4509	Abolish	(1)	(1.00)	DFC		(67,144)
Accountant 4 - NR	4350	Create	1	1.00	DFC		49,286
Rehabilitation Services Supv.	53355	Create	1	1.00	DFC		55,310
Medicare Adm Coord- FC	Z0013	Create	1	1.00	DFC		61,300
Busines Systems Proj. Mgr.	02740	Create	1	1.00	DFC		73,000
Nutri Prog Coord- Family Care	Z0016	Create	1	1.00	DFC		57,534
					TOTAL	**$**	**34,352**

All Abolished positions are vacant.

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.

VALUES

- We respect the dignity and worth of each individual we serve and with whom we work.
- We act with honesty and integrity, adhering to the highest standards of moral and ethical principles through our professional and personal behavior.
- We strive for excellence, implementing best practices and measuring performance toward optimal outcomes.
- We work collaboratively, fostering partnerships with others in our service networks and with the community.
- We are good stewards of the resources entrusted to us, using them efficiently and effectively, to fulfill our mission.
- We honor cultural diversity and are culturally competent and sensitive.

Budget Summary

	2013	2012/2013 Change
Expenditures	**85,380,628**	**(19,539,423)**
Revenue	**63,615,390**	**(16,639,661)**
Levy	**21,765,238**	**(2,899,762)**
FTE's	**315.6**	**2.8**

Major Programmatic Focus

- Invest in information technology and training to increase efficiencies throughout the department.
- Increase use of short-term secure detention in Delinquency and Court Services as an alternative to State Correctional facilities.
- Serve additional Children's Long Term Support (CLTS) waiver and autism waiver families in the Disabilities Services Division.
- Fund two new permanent supportive housing developments in line with the recommendations of the Mental Health Redesign Task Force.

OBJECTIVES

- The Delinquency and Court Services Division will continue to provide quality services to Milwaukee County youth and partner with the Behavioral Health Division, the Division of Juvenile Corrections, other youth serving systems, community-based providers and the courts to improve service access and outcomes.
- The Disabilities Services Division (DSD) will provide Family Care entitlement benefit services to adults with developmental or physical disabilities under the age of 60 through the Disability Resource Center and provide services to families and children with physical, developmental, sensory disabilities and severe emotional disturbance through the Children's Long Term Support (CLTS) Waiver.
- The Birth to Three Program will continue to move toward performance-based contracting with an emphasis on reimbursement by service type.
- The Housing Division will continue to improve processes and procedures related to the federal Department of Housing and Urban Development (HUD) funded programs with the goal of achieving more for our community with this funding.
- The Management Services Division will operate the Marcia P. Coggs Center in the most efficient way possible.

DEPARTMENTAL PROGRAM DESCRIPTION

The Department of Health and Human Services (DHHS) includes the following six divisions: Director's Office, Delinquency and Court Services, Disabilities Services, Housing, Management Services and Behavioral Health. The Behavioral Health Division (Org. Unit 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 **Delinquency and Court Services Division (DCSD)** provides statutorily required screening, assessment, and supervision of 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. While not inclusive, these functions coordinate the provision of direct services, monitor and respond to court compliance, and provide other services for the court incorporating researched-based and data-driven strategies to guide the work and services.

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 detention facility, which provides secure custodial care of youth 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 Division oversees and contracts for a variety of direct and support services purchased through various contracts and a network of community service providers. Target areas include prevention, diversion, supervision, support services, alternative education settings and out-of-home placements.

The **Disabilities Services Division (DSD)** provides rehabilitative and treatment 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 are provided including services through the Disability Resource Center such as information and assistance, service access and prevention, disability benefits counseling and Family Care entitlement benefits through access to publicly funded long-term care. This is a benefit reached last year by eliminating a waiting list of over 3,000 individuals. This waiting list has been in existence for over 20 years. This benefit will be invaluable to persons with intellectual and physical disabilities in the Milwaukee community to maintain and achieve maximum independence. Many of these services enable persons to live in the community and avoid institutional placement.

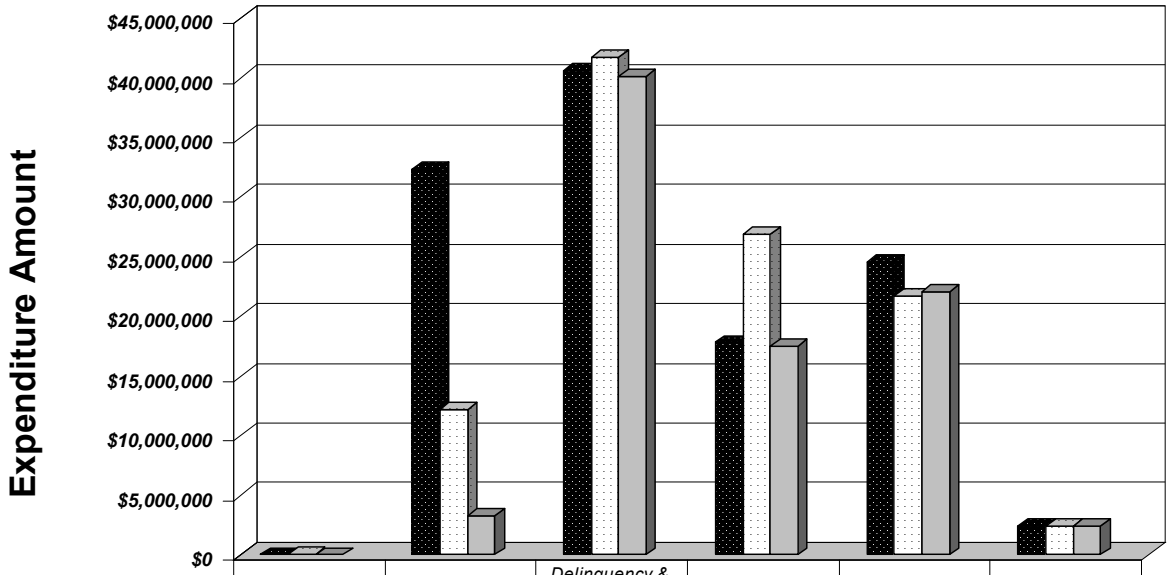
Children's services include early intervention, Birth to Three, Family Support and Children's Long-Term Support (CLTS) Waiver programs. These programs support children and their families who have developmental delays and significant disabilities. The Division also conducts investigations for vulnerable adults at risk for abuse and neglect and provides other court-related services. Finally, DSD has assumed responsibility for the Interim Disability Assistance Program (IDAP) and General Assistance (GA) burials programs from ESD.

The **Housing Division** administers the federal Department of Housing and Urban Development (HUD) funded Housing Choice Voucher (Rent Assistance), HOME/Home Repair, Community Development Block Grant (CDBG), Safe Haven and Shelter Plus Care programs. The Division also manages the County Special Needs Housing Trust Fund and administers contracts that provide general operational support to community emergency shelter and permanent supportive housing providers throughout Milwaukee County.

The **Management Services Division (MSD)** provides contract administration, quality assurance, accounting, business office, building operations and procurement services to the Director's Office, Delinquency and Court Services, Housing and Disabilities divisions. Through a lease with the State Department of Health Services, the Marcia P. Coggs Center also houses the State-operated Income Maintenance and Child Care programs and the State purchases shared services such as mail and file maintenance from DHHS.

In addition, MSD provides mail delivery to all DHHS divisions at the Coggs Center as well as to the Behavioral Health Division and the Department on Aging. The division also includes the costs for county-wide services such as Risk Management, Audit, payroll and other functions. Human Resources are provided in cooperation with the Department of Human Resources.

Expenditure Summary



	Director's Office	Economic Support Division	Delinquency & Court Services Division	Disabilities Services	Housing Division	Management Services Division
2011 Actual	$23	$32,345,502	$40,647,248	$17,807,177	$24,568,089	$2,360,881
2012 Budget	$5,269	$12,146,540	$41,745,862	$26,903,444	$21,673,055	$2,445,879
2013 Budget	$0	$3,299,678	$40,092,338	$17,478,659	$22,102,263	$2,407,690
Percent Change 12-13	-100.00%	-72.83%	-3.96%	-35.03%	1.98%	-1.56%

**Note: Inmate Medical is charged to the Milwaukee County Office of the Sheriff.*

2013 BUDGET

Approach and Priorities

- Maintain core services provided to all DHHS clients while endeavoring to increase revenue opportunities, improve efficiency, and assess and implement best practices in human services.
- Invest in new technology and training to improve service delivery and create opportunities to achieve efficiencies throughout the Department.
- Continue to develop and maintain existing strategic partnerships for the provision of delinquency services to protect public safety and reduce more costly State institutional placement.
- Provide Family Care entitlement benefit services to adults and children with developmental or physical disabilities under the age of 60 through the Disability Resource Center and administer the Children's Long Term Support waiver programs.
- Continue to focus on Early Intervention and Birth to Three programs for infants and toddlers with developmental delays to achieve improved outcomes and to assist with the transition into Milwaukee Public Schools.
- Continue to improve policies and procedures related to administration of the federal Department of Housing and Urban Development (HUD) funded programs.
- Invest in Supportive Housing initiatives based on recommendations from the Mental Health Redesign Task Force.
- Operate the Marcia P. Coggs building in the most efficient and cost effective way possible.

Programmatic Impacts

- Invest in information technology and training to increase efficiencies, expand reporting ability, and further enhance and integrate existing IT systems.
- Increase use of short-term secure detention in Delinquency and Court Services as an alternative to State Correctional facilities.
- Serve additional CLTS waiver and autism waiver families in the Disabilities Services Division.
- Work in partnership with DSD and BHD to transition 24 clients to the community by July 1, 2013 from the Center for Independence and Development (CID) – formerly Rehabilitation Centers – Hilltop.
- Increase investment in Special Needs Housing contracts for two new permanent supportive housing developments and create a new position to assist in identifying housing resources for consumers being discharged from hospitals, shelters, and correctional institutions, consistent with the recommendations of the Mental Health Redesign Task Force.
- 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.
- Realign Basic County Allocation (BCA) funding to reflect the State changes related to the former Economic Support Division.

Budget Highlights

Department-Wide Initiatives

Economic Support Division ***$0***

DHHS was previously responsible for operating State public assistance programs in Milwaukee County through the former Economic Support Division (ESD). As of January 1, 2010, the State assumed the administration of Food Share (Food Stamps), Medical Assistance (Title 19/Badger Care Plus), Care Taker Supplement and Child Day Care through Wisconsin Act 15. Per Wis. Stats 49.78 (1m) (d), the County contributes $2.7 million of its Basic County Allocation (BCA) for the costs associated with these programs.

During 2010, County employees who were supervised by the State originally staffed these programs but in 2011, these positions converted to State positions. The State now reimburses the county for the pension costs of former county Child Care employees who opted to remain in the county's pension plan and for the pension costs of former county Income Maintenance employees who are not yet vested in the county's retirement system. Upon vesting, these State IM workers become part of the Wisconsin Retirement System (WRS).

The State-funded Wisconsin Home Energy Assistance Program (WHEAP) and funding for the 211-IMPACT helpline, which connects residents in need of social services to available resources in Milwaukee County, were both administered by ESD. The contract management section within the Management Services Division of DHHS now oversees these programs. The Disabilities Services Division (DSD) now operates the Interim Disability Assistance (IDAP) and General Assistance (GA) Burials programs.

Basic County Allocation (BCA) Changes ***($1,822,497)***

Effective January 1, 2012, the State budget repealed the requirement that Milwaukee County provide at least $2.7 million in county property tax levy to support the Income Maintenance program and replaced it with a reduction to the county's BCA of the same amount. As a result, the 2013 Budget reduces the BCA allocation by $2.7 million ($512,831 in the Delinquency and Court Services Division, $364,672 in the Disabilities Services Division and $1,822,497 in BHD). These reductions result in a combined total tax levy increase of $2.7 million for 2013, offset by a reduction of $2.7 million in expenditures in the Economic Support Division. Since the DHHS budget includes a total expenditure reduction of $2.7 million and a revenue reduction of $877,503, tax levy is decreased by $1,822,497 in this department. However, the departmental budget for BHD (Org. Unit 6300) includes an offsetting levy increase of $1,822,497 as a result of the reduction in BCA. The net effect of these changes is a $0 levy impact for DHHS and BHD combined.

Inmate Medical ***$0***

In the 2012 Budget, the Inmate Medical program within the Office of the Sheriff was transferred to DHHS as of July 1, 2012. All costs associated with the program were to be charged back to the Office of the Sheriff. In mid-2012, the Office of the Sheriff independently decided to pursue another option; therefore, Inmate Medical has not been included in the DHHS budget for 2013. This change has no tax levy impact for DHHS.

Delinquency and Court Services Division (DCSD)

Current Environment and Issues ***$0***

Like most units of local government, DCSD has faced many challenges including significant State Revenue reductions and the closure of two State Correctional facilities located in Southeastern Wisconsin. In 2013, efforts to identify cost-effective ways to protect public safety will build on partnerships developed in 2011 and 2012, as well as emphasize incorporating evidence-based practices into the Division's operations. In 2012, the Division has seen stability in rates of police referrals while at the same time experiencing decreased reliance on more costly institutional services options.

DCSD has also experienced encouraging trends in the area of repeat offending behavior. Recidivism among juvenile offenders continues to improve. Since 2009, the Division has taken steps to improve its ability to measure and track recidivism. This has resulted in more informed decision making and the development of strategies focused on select juvenile subpopulations. In part, these trends are due to programs such as Firearms Monitoring, Wraparound, FOCUS and others that offer expanded options to the courts.

Youth Aids Revenue ***($105,000)***

The 2013 budget includes an increase in youth aids revenue of $105,000 to realign this account with actuals and to reflect the downward trend of the Average Daily Population.

Other Revenue ***$105,000***

Total DCSD revenues (excluding Youth Aids and BCA, which is mentioned above) are decreased by $105,000. The reductions, based on actual experience, include Title 19 revenue and other miscellaneous revenue accounts.

Short-Term Secure Detention Facility ***($180,000)***

In July 2011, the State Department of Corrections (DOC) closed both the Ethan Allen and Southern Oaks juvenile correctional facilities. Due to the closures, the closest juvenile DOC facilities are located in Irma, Wisconsin, which is 220 miles from Milwaukee. In addition, the 2011-2013 State Budget contained statutory language changes allowing juvenile court the ability to place youth in a local secure detention facility for a period of up to 180 days if authorized by a county board of supervisors. Therefore, the Division has been working on a short-term secure placement program as an alternative to corrections. The program is designed to hold youth accountable while providing them the opportunity to become more productive citizens by building on the strengths of youth and their families in a local restrictive setting. In 2013, DCSD plans to divert youth from costly institutional stays at the State juvenile correctional facility, which results in a savings in the Division of $180,000.

Training Expenditures ***$18,750***

In recent years, DCSD has introduced web-based applications to perform critical duties, including the assessment, planning, tracking and management of cases. Most recently, in 2012, DCSD implemented the Youth Assessment & Screening Instrument (YASI), which assesses risk, need and protective factors and helps develop case plans for high-risk youth in order to help staff manage their caseloads and to better structure and target services to those youth. These web-based computer applications have greatly increased DCSD operational efficiency and credibility within the juvenile justice system through the use of evidence-based "structured instruments" widely used in other fields, instead of relying exclusively on staff intuition for decision making and planning. The 2013 Budget includes $18,750 for training to build on this program through integrating evidence-based practices into casework activities and to meet the goals and objectives established for the Division.

Youth Programs and Services ***($476,212)***
The 2013 Budget reduces total other charges by $476,212 from $19,958,455 to $19,482,243. This reduction reflects service level adjustments made in 2012, based on State revenue reductions, and also adjusts for actual utilization trends. DCSD will continue to provide the following services with the remaining funding: the Wraparound Milwaukee program serving youth with mental health issues; programs targeting high-risk offenders such as youth found in possession of a firearm and chronic offenders; alternatives to State corrections through the FOCUS program, a full continuum of care program partnership; alternative education programs; in-home monitoring programs; shelter care; group home care; re-entry coordination services; and services available through a fee-for-service network of community providers, including AODA and mental health counseling services, anger management, mentoring, academic support, restorative justice circles, etc.

In addition, the 2013 Budget maintains funding for the Youth Sports Authority in the amount of $100,000.

Personnel Changes ***($131,536)***
Based on Division needs and fiscal constraints the following vacant positions are abolished: 1.0 FTE-RC-Child Probation Officer and 1.0 FTE Human Service Worker-Juvenile Justice for a savings of $131,536 in salary and active fringe benefits.

Disabilities Services Division (DSD)

Division Overview
The Disabilities Services Division is dedicated to serving adults and children with physical and developmental disabilities through the following core areas: Disability Resource Center (DRC), Court Related Services, Children's Long-Term Support (CLTS), Family Support, and Birth to Three. By November 2012, DSD anticipates that the waitlist for persons with disabilities ages 18 through 59 will be eliminated. The Division will be able to offer a Family Care entitlement benefit to all eligible persons with intellectual or physical disabilities in the Milwaukee community. This will have a positive impact on the lives of individuals with disabilities who need services and the Division will have to monitor and redefine its processes to accommodate this service model.

Overall, the 2013 Budget for DSD reflects a reduction in total expenditures of $9,441,845 and a reduction in total revenue of $9,308,977 for a net tax levy decrease of $132,868. The $9.2 million in revenue and expenditure reductions are related to the CLTS program and the implementation of the State's Third Party Administrator (TPA) payment system. Expenditures and revenues related to services provided under the CLTS program are no longer recorded in the county's financial system. As a result, DSD only recognizes expenditures and revenues related to administration and internal case management costs.

IT Support ***$26,338***
DSD is investing $50,000 in additional technical support to expand reporting ability and further enhance existing IT systems. This cost is offset with revenue of $23,662 for a net tax levy increase of $26,338.

Children's Long-Term Support ***($59,595)***
In 2013, DSD plans to serve an additional 90 children through the CLTS waiver/autism benefit waiver programs. DSD will begin its outreach efforts in 2012 in order to achieve the additional caseload by early 2013.

As a result of this initiative, 2.0 FTE Human Service worker positions are created in CLTS for a net cost of $113,644 in salary and active fringe benefits. DSD also anticipates increased CLTS revenue of $173,239 due to the increased caseload, for a net tax levy savings of $59,595.

Disability Resource Center (DRC) ***($71,286)***
The Division provides services including options/enrollment counseling for Family Care, information and assistance from Disability Benefits Specialists, youth transition services and advocacy through its DRC. The division anticipates reaching entitlement for all eligible persons with intellectual or physical disabilities in late 2012.

When this significant milestone is achieved, services will be available immediately when needed. Therefore, in 2013, the DRC plans to dedicate more resources to the coordination of financial eligibility with the State. One FTE Quality Assurance Technician is created for a cost of $60,088. The support was previously provided by an outside contract but the function is critical to the overall operation and financial viability of the DRC. To offset the cost of the position, the outside contract is reduced by $44,000. In addition, the DRC will unfund 1.0 FTE vacant Unit Supervisor for a savings of $87,374. These changes result in a net levy savings of $71,286.

Birth to Three Program ***$0***
The 2013 Budget reallocates $200,000 in purchase of service contract funding from other areas in DSD to the Birth to Three Program. The reduction in other areas is based on actual experience and will not negatively impact service delivery. DSD believes that this State mandated entitlement program should receive this increase in funding due to the fact that it has been underfunded by the State for a number of years and has simultaneously experienced increased referrals of children to the program. This reallocation will greatly assist this program area.

Center for Independence and Development (CID) ***$0***
Furthering an initiative that started in 2011, BHD will reduce the number of licensed beds in the Center for Independence and Development (formerly Rehabilitation Center-Hilltop) by a total of 24. BHD will work closely with DSD to secure community placements for 12 clients by April 1, 2013 and an additional 12 clients by July 1, 2013. Programming for the clients that remain in CID will be redesigned as a continuum of care approach with three separate treatment tracks: intensive treatment, community transition and behavioral modification. Additional detail can be found in the departmental narrative for BHD.

Crisis Billing Revenue Initiative ***($75,000)***
DSD anticipates the receipt of $75,000 in additional revenue related to Medicaid crisis billing for individuals receiving services from the Crisis Stabilization Center as part of an outside contract. DSD has begun to generate Medicaid crisis revenue through the operation of a four-bed Crisis Stabilization Center. In 2013, DSD plans to expand this revenue by increasing to eight beds in partnership with the Behavioral Health Division, to help support individuals as they relocate from the CID program.

General Assistance Burials & Interim Disability Assistance Program (IDAP) ***$55,772***
The General Assistance (GA) Burials and IDAP programs continue in 2013. These programs were formerly administered by the Economic Support Division and are now managed by DSD with one County employee. Both programs are levy funded for 2013 with IDAP anticipating serving an average of 110 cases per month and GA Burials serving approximately 350 cases annually. The increase in tax levy is due to the inclusion of an outside contract for medical assessments related to IDAP and an increase in crosscharges. DHHS has contracted to provide this service for the last several years but the cost of the contract was not included in the 2012 Budget.

Housing Division

Enhance Claiming of Federal Revenue ***($40,000)***
Beginning in the first quarter of 2012, the DHHS Housing Division implemented new policies and procedures to allow for improved tracking of Division expenditures and claiming of HUD administrative revenue. HUD Administration revenue is increased $40,000 to reflect these improvements to Housing's business practices.

Special Needs Purchase of Service Contracts ***$407,309***
In 2013, expenditures for purchase of service contracts increase $407,309, from $1,595,904 to $2,003,213. In previous years, BHD included funds in its budget for two purchase of service contracts managed by the Housing Division. In 2013, those contracts are transferred from BHD to Housing to better reflect program management and to ensure that the appropriate staff is involved in contract monitoring, for a total increase of $297,309.

In addition, Housing plans to increase funding by $110,000 to support two new permanent supportive housing developments. These developments will serve consumers of the Behavioral Health Division and are consistent with the goals of the Mental Health Redesign effort to expand supportive housing. An appropriation of $90,000 is

dedicated to on-site support at Highland Commons, a 50-unit permanent supportive housing development that opened in August 2012. This project will be the first supportive housing development located outside the City of Milwaukee. An appropriation of $20,000 is dedicated for a part-time social worker position to serve United Methodist Children's Services' (UMCS) two supportive housing developments. With the addition of Grand View Apartments in 2012, UMCS will be serving 15 BHD consumers. UMCS provides the only supportive housing for BHD consumers with children.

Mental Health Redesign Recommendation ***$74,714***
As a result of multiple recommendations from the Mental Health Redesign Task Force, and recognizing the importance of creating appropriate community supports as BHD refocuses, BHD and the DHHS Housing Division are working together on a new initiative to provide $74,714 in funding to support the creation of 1.0 FTE Community Intervention Specialist – Housing. This position will assist in identifying housing resources for consumers being discharged from hospitals, shelters, and correctional institutions. See zero tax levy impact language in BHD's budget narrative.

Management Services Division (MSD)

Marcia P. Coggs Center Space ***($26,296)***
Outside lease revenue decreases by $26,296, from $1,746,825 to $1,720,529. The 2013 Budget anticipates that the State of Wisconsin will continue to lease space and that all other Coggs Center space will be occupied. The actual lease with the State of Wisconsin for space to house the State-operated Income Maintenance and Child Care programs decreased by $106,000 for 2013. The budget assumes that at least $82,258 of the $106,000 will be supported by another tenant.

211-IMPACT & WHEAP Programs ***$0***
The contract services section now oversees the 211-IMPACT contract as well as the Wisconsin Home Energy Assistance Program (WHEAP). Both of these programs were previously administered by ESD and services are primarily contracted out. The 211-IMPACT contract is levy funded at $380,000 by DHHS and $100,000 from BHD for a total of $480,000. WHEAP is funded by the State Department of Administration and is administered through two outside agency contracts and two county employees managed by the contract management section. WHEAP funding is maintained at $2.9 million in 2013.

Contract Administration Audit Recoveries ***($81,540)***
Revenue in the DHHS Contract Administration unit increases $81,540, from $306,539 to $388,079. This is due to anticipated repayments identified through audits of various DHHS programs. Contract Administration establishes multi-year repayment plans with vendors and this revenue represents the 2013 installment of the plan.

Position Adjustments and Account Adjustments ***$133,988***
Based on the needs of the department, DHHS is making the following position adjustments for a decrease in expenditures including salary, social security, and active fringe benefits of $7,510:

- Transfer from BHD 1.0 FTE of Office Support Assistant 2 and 1.0 FTE Community Relations Coordinator for an increase of $145,556.
- Abolish 1.0 vacant FTE Distribution Assistant, 1.0 FTE Secretarial Assistant, and 1.0 FTE vacant Office Support Asst 2 for a decrease of $153,066.

In addition, various expenditure accounts within the Management Services Division were reconciled based on prior year actual experience, which resulted in an increase of $141,498. These changes result in a net levy increase of $133,988.

DHHS & Aging Shared Services ***($92,720)***
In 2013, DHHS and the Department on Aging will continue a joint effort that began in 2012 to share several administrative functions. In 2012, the departments joined their accounting support. In 2013, the departments will share additional functions such as contract and reporting services, IT, Resource Center governing board staff,

and other functions in the Resource Center that are required in the State and County contract. As a result, .50 FTE Planning Analyst DSD and 1.0 FTE Contract Services Coordinator are abolished for a net savings of $92,720. The functions will be absorbed by existing staff in both departments. The departments will continue to explore further opportunities for collaboration that will enhance the operations of both Aging and DHHS.

Fiscal Field Staff ***$0***

In an effort to provide a consistent model countywide for budget authority and management responsibility, the following positions have been transferred from DAS-Fiscal to BHD: 1.0 FTE Fiscal and Management Analyst 2, 1.0 FTE Fiscal and Management Analyst 3, and 1.0 FTE ExDir- Budget & Policy Adm. This results in a cost including salary, social security, and active fringe benefits of $326,500. However, this cost is offset by a crosscharge reduction of the same amount for a $0 levy impact.

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 27,040,150	$ 20,865,381	$ 15,785,416	$ (5,079,965)
Employee Fringe Benefits (EFB)	24,326,555	12,825,741	12,895,829	70,088
Services	9,191,149	10,214,301	3,142,904	(7,071,397)
Commodities	271,510	1,066,219	426,819	(639,400)
Other Charges	52,374,797	61,507,273	39,507,966	(21,999,307)
Debt & Depreciation	0	0	0	0
Capital Outlay	79,906	338,936	345,456	6,520
Capital Contra	0	0	0	0
County Service Charges	16,125,908	14,468,034	22,643,820	8,175,786
Abatements	(11,681,056)	(16,365,834)	(9,367,582)	6,998,252
Total Expenditures	$ 117,728,920	$ 104,920,051	$ 85,380,628	$ (19,539,423)
Direct Revenue	4,117,910	3,854,878	3,688,095	(166,783)
State & Federal Revenue	91,635,694	75,740,173	59,927,295	(15,812,878)
Indirect Revenue	636,470	660,000	0	(660,000)
Total Revenue	$ 96,390,075	$ 80,255,051	$ 63,615,390	$ (16,639,661)
Direct Total Tax Levy	21,338,845	24,665,000	21,765,238	(2,899,762)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**663.1**	**312.8**	**315.6**	**2.8**
% of Gross Wages Funded	**97.4**	**95.6**	**95.3**	**(0.3)**
Overtime (Dollars)	**$ 944,617**	**$ 563,220**	**$ 551,136**	**$ (12,084)**
Overtime (Equivalent to Position)	**22.3**	**12.8**	**11.9**	**(0.9)**

* For 2011 actuals, the Position Equivalent and the Percentage of Gross Wages Funded are the budgeted amounts.

ADOPTED 2013 BUDGET

DEPT: Department on Health and Human Services (DHHS) **UNIT NO.** 8000
FUND: General - 0001

PERSONNEL CHANGES						
			# of	Total		Cost of Positions
Job Title/Classification	**Title Code**	**Action**	**Positions**	**FTE**	**Division**	**(Salary Only)**
Comm Relations Coord	56665	Transfer In	1	1.00	Director	$67,144
Secretarial Asst Nr	00067	Abolish	(1)	(1.00)	MSD	($34,466)
Office Supp Asst 2	00007	Transfer In	1	1.00	MSD	$26,534
Office Supp Asst 2	00007	Abolish	(1)	(1.00)	MSD	($26,534)
Distribution Assistant	06625	Abolish	(1)	(1.00)	MSD	($26,534)
Contract Services Coordinator	55731	Abolish	(1)	(1.00)	MSD	($53,962)
Fiscal & Management Analyst 2	12230	Transfer In	1	1.00	MSD	$58,456
Fiscal & Management Analyst 3	12220	Transfer In	1	1.00	MSD	$79,714
ExDir1- Budget & Policy Admin	86260	Transfer In	1	1.00	MSD	$90,180
Unit Supervisor - LTS	56690	Unfund	(1)	(1.00)	DSD	($58,690)
Qual Assur Tech	55330	Create	1	1.00	DSD	$36,546
Human Ser Wkr	56300	Create	2	2.00	DSD	$67,768
Planning Analyst DSD*	55880	Abolish	(1)	(0.50)	DSD	($25,546)
Community Inter Spec-Housing	Z0028	Create	1	1.00	Housing	$48,416
-RC-Child Prob Officer	57300	Abolish	(1)	(1.00)	Delinquency	($48,416)
Hum Ser Wkr-Juvenile Justice	56395	Abolish	(1)	(1.00)	Delinquency	($33,884)
					TOTAL	**$166,726**

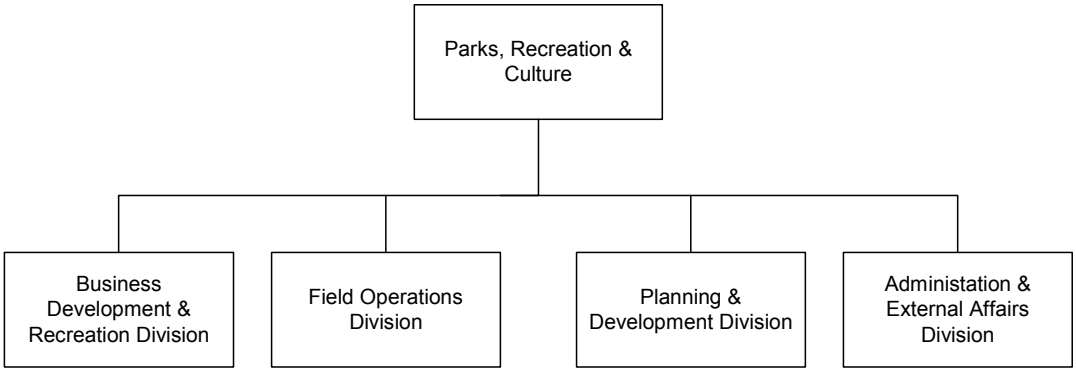
* Position is abolished as of July 1, 2013

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Director's Office	Expenditure	$ 23	$ 5,269	$ 0	$ (5,269)
	Revenue	0	0	0	0
	Tax Levy	$ 23	$ 5,269	$ 0	$ (5,269)
Economic Support Division	Expenditure	$ 32,345,502	$ 12,146,540	$ 3,299,678	$ (8,846,862)
	Revenue	28,917,551	9,107,957	2,961,516	(6,146,441)
	Tax Levy	$ 3,427,951	$ 3,038,583	$ 338,162	$ (2,700,421)
Delinquency & Court Services Division	Expenditure	$ 40,647,248	$ 41,745,862	$ 40,092,338	$ (1,653,524)
	Revenue	27,660,749	25,905,977	24,633,146	(1,272,831)
	Tax Levy	$ 12,986,499	$ 15,839,885	$ 15,459,192	$ (380,693)
Disabilities Services	Expenditure	$ 17,807,177	$ 26,903,444	$ 17,478,659	$ (9,424,785)
	Revenue	17,480,316	23,541,009	14,235,750	(9,305,259)
	Tax Levy	$ 326,861	$ 3,362,435	$ 3,242,909	$ (119,526)
Housing Division	Expenditure	$ 24,568,089	$ 21,673,055	$ 22,102,263	$ 429,208
	Revenue	19,985,753	19,254,229	19,297,202	42,973
	Tax Levy	$ 4,582,336	$ 2,418,826	$ 2,805,061	$ 386,235
Management Services Division	Expenditure	$ 2,360,881	$ 2,445,879	$ 2,407,690	$ (38,189)
	Revenue	2,345,705	2,445,879	2,487,776	41,897
	Tax Levy	$ 15,176	$ 0	$ (80,086)	$ (80,086)

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

The mission of the Parks Department is to sustain the legacy of our world-class park system by managing and conserving natural, cultural, and recreational resources for the benefit of the community.

Budget Summary

	2013	2012/2013 Change
Expenditures	**42,119,736**	**646,712**
Revenue	**17,654,708**	**(751,452)**
Levy	**24,465,028**	**1,398,164**
FTE's	**391.1**	**(67.1)**[1]

Major Programmatic Focus

- Develop and implement more efficient service delivery models.
- In conjunction with the 2013 Capital Improvement Budget, the Department will increase the focus on neglected parks, primarily within the City of Milwaukee's urban area.

OBJECTIVES

- Preserve and maintain Park assets to ensure safe recreational opportunities.
- Develop and maintain partnerships that enhance services and the quality of activities and events in the Parks.
- Allocate staff resources, while investing in training and education, to achieve efficiency and support an overall team concept.
- Actively pursue green initiatives and support Milwaukee County's Green Print policy by expansion of natural areas, fossil fuel reduction, and recycling.

[1] *No positions are abolished or unfunded in the 2013 Budget. The 2012/2013 change in FTEs is mainly due to the 2012 current-year action that reorganized the Park Worker Seasonal positions by creating two additional classifications of Park Worker Seasonal IV and Park Worker Seasonal V and also created 3 pay steps within each Park Worker Seasonal classification. See the Personnel Summary table (and accompanying footnotes) on P. 9000 – 5 for detail.*

DEPARTMENTAL PROGRAM DESCRIPTION

The Administration and External Affairs Division is responsible for administrative functions including finance, contracts, safety, security and training, and human resources. It also works and coordinates activities with dozens of public and private partners and 65 friends groups and advocacy groups. It serves as a liaison to the County Executive's Office and the County Board of Supervisors.

The *Finance Section* provides oversight of the budget, revenue tracking, centralized purchasing and accounting. This section ensures adherence to revenue and expenditure targets through responsible budget management.

The *Contracts Administration Section* is responsible for managing contracts, negotiating contract terms and conditions, and monitoring contract-related activities for all divisions of the Parks Department. This section is also responsible for developing and issuing requests for information and proposals, for preparing and coordinating legislative materials, drafting and reviewing County ordinances, assisting in the enforcement of County ordinances, contracts and leases, and for responding to constituent inquiries concerning departmental policies and procedures. This section also serves as the records custodian for the department.

The *Safety, Security and Training Section* manages training and continuing education for full-time and seasonal employees; works with the County's Risk Management Division to coordinate insurance reimbursement, claim filing, asset scheduling, and restitution relating to property damage, vandalism and theft; coordinates reporting to local, State and Federal agencies for damage as a result of natural disasters; promotes security in the Parks by overseeing the Park Ranger program; and coordinates with local law enforcement and internal staff.

The Planning 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 across the entire Parks Department as well as to other County Departments.

The *Planning Section* prepares the capital budget, provides in-house design and master planning for park and trail 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, and maintains historical records and archives. Planners and landscape architects coordinate with Field Operations and Land Management staff to improve overall quality and environmental health of the parks.

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 six sections: North Region, Central/Lakefront, South Region, Land Resources, and Golf and Turf Maintenance.

The *North, Central/Lakefront and South regions* are responsible for 14 park units and 17 service yards that provide maintenance to 154 parks and parkways 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.

Natural Resource Technician crews 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 Natural Resources Technician crews also assist the playground crews and field units when necessary and continue to assist other County departments.

The Natural Areas/Trails crew maintains the 114-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 all 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 Operations Division is organized into six sections: Recreation and Aquatics, Concessions and Clubhouse Operations, Public Services/Golf Operations, Marketing, Horticulture, and Special Event/Lakefront Operations. This Division is focused on maximizing revenues and managing partnerships that result in new or enhanced department revenues.

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, social media, 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 department reacts to changing weather conditions and is ready to promote an event or reprioritize in a timely, often immediate, manner. This section specializes in making people aware of seasonal events in which weather is a determining factor. All Marketing staff are present at many weekend and evening events for promotional purposes and to ensure revenues are maximized.

The *Recreation and Aquatics Section* is responsible for daily operation of all aquatics including aquatic centers, indoor pools, and deep well pools and recreation facilities including Wilson Ice Rink, the Sports Complex, and two Community Centers. Recreation Services offers programs such as aerobics, water exercise, athletics, boxing, martial arts, ice-skating, hockey, football, soccer, disc golf, nature education, and gymnastics. Aquatics is also responsible for staffing, training and scheduling of all lifeguards at our pools and beaches, as well as partnering with Friends of Hoyt Park and the City of Shorewood to provide the services to Tosa Pool and Atwater Park beach.

The *Concessions and Clubhouse Operations Section* manages the County's golf courses and concessions across the Parks System. The clubhouse operations program manages 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/Golf Operations Section* operates 37 organized sports leagues, provides permits for 175 athletic fields, facilitates golf reservations, outings and promotions, and provides reservations for all 178-picnic areas and 25 major pavilions along with other facilities.

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, all downtown parks and all major special events in the entire park system. Some of these events are the Air and Water Show, 3rd of July Fireworks, Rock the Green concert, Malibu Open, kite festivals and all of walks, marathons and runs on the lakefront and other various parks. This section facilitates and oversees everything from contracts to event set-up.

In addition, this division oversees a contract with the University of Wisconsin Extension for the Nature in the Parks program, which provides services to Wehr Nature Center, and participates in the "Keep Greater Milwaukee Beautiful" program.

2013 BUDGET

Approach and Priorities

- Provide high quality recreational opportunities for all residents.
- Promote community in the County through opportunities in the Parks.

Programmatic Impacts

- Maintain service levels that develop and implement innovative ideas and more efficient/effective service delivery models.

Budget Highlights

Tax levy support for the Parks Department is increased by $1,398,164 for 2013.

The Department's 2013 Budget represents a cost to continue for all operations and maintains services at existing levels. Increased tax levy support in 2013 includes the following:[2]

- Revenue – The 2013 Budget includes a revenue reduction of $751,452 and a corresponding levy increase. While Parks revenues are still subject to fluctuation based on unpredictable factors such as the economy and weather, this adjustment increases the likelihood that the Department will meet their revenue targets.
- Personal Services - $167,424 in additional levy to help offset the increased costs to continue for staff. No positions are abolished or unfunded in the 2013 Budget.
- Services - $802,240 in additional levy to mitigate increases primarily related to utilities, repairs/maintenance for buildings, and professional services. Additionally, $25,000 is appropriated to review, analyze, design, and prepare a neighborhood master plan for the Lindsay Park.[3]
- Commodities - $306,720 increase for higher costs resulting from gasoline and resale merchandise.

---

[2] *The increase in tax levy is offset primarily by a decreased cross-charge expenditure to the Department in the amount of $590,717 and a $26,205 decrease in capital outlay lease purchase expenditures in order to more accurately budget for performance contracting improvements.*

[3] *Parks will absorb the $25,000 appropriation by managing expenditures in the Services appropriation unit.*

Beer Garden Concessions ***$0***

In 2012, the Department of Parks, Recreation and Culture selected a vendor and entered into an agreement for the operation of a beer garden concession in Estabrook Park on an exclusive basis for an initial contract period of three years, plus two one year renewable periods if mutually agreeable. Under the agreement, the vendor pays Milwaukee County Parks 20 percent of gross receipts for alcoholic beverage sales and 10 percent of gross receipts for non-alcoholic beverage sales, plus $236 per month for utilities each month the concession is in operation. Revenues received by the county under this arrangement from May 28 through September 2, 2012 total approximately $65,000.

In 2013, the Department of Parks, Recreation and Culture is authorized and directed to prepare a request for proposals (RFP) to solicit interest in operating a beer garden concession at various Park locations, and to submit the RFP to the County Board for review and approval prior to issuing it. The Department of Parks, Recreation and Culture is further authorized to recommend up to two proposals in response to the RFP – one on the west or northwest side, and one on the south side – and to submit an agreement under terms and conditions similar to the vendor agreement entered into in 2012, for approval by the County Board.

The Department of Parks, Recreation and Culture shall submit quarterly status reports on the progress of these efforts to establish two additional beer gardens in the Parks to the Committee on Parks, Energy and Environment. No specific expenditures or revenues are included for this initiative. Any and all revenues generated in 2013 as a result of entering into any such agreement(s) shall be placed into a newly created Parks Amenities Matching Fund to address repairs or enhancements of qualified existing park facilities and amenities under criteria established for the Fund. The Parks Director shall issue recommendations on the establishment and funding criteria of the Parks Amenities Matching Fund to the Committee on Parks, Energy and Environment for review and approval by the March 2013 cycle.

Unpaid Crowdfunding Coordinator Intern ***$0***

One unpaid position of Crowdfunding Coordinator Intern is created to be in charge of fundraising via online campaigns, as well as other local campaigns to develop parks improvements.

Crowdfunding is a method of collectively networking to pool resources and funds to support the projects and initiatives of a group or organization, mainly operated through the use of the internet to campaign or advertise. An example of a popular crowd sourcing technique is the use of disaster relief funds to collect donations online.

Washington Park Pool Admission Fees ***($15,000)***

For 2013, the Washington Park Pool will waive its admission fees. This demonstration project will allow Parks Administration to better gauge admission price sensitivity for a pool that largely serves disadvantaged neighborhoods. The Parks Director shall have the authority to suspend this policy at any time for security, staffing or operational concerns. The Parks Director shall issue a report to the County Board for consideration in the September 2013 cycle outlining the results of the demonstration project and a recommendation on whether it should be continued in 2014.

Work Volume Statistics

	2013 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

DEPT: Parks, Recreation and Culture **UNIT NO.** 9000
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 17,017,818	$ 17,471,159	$ 17,575,320	$ 104,161
Employee Fringe Benefits (EFB)	9,368,601	8,704,286	8,767,549	63,263
Services	5,845,842	5,304,669	6,106,909	802,240
Commodities	2,739,645	2,861,108	3,167,828	306,720
Other Charges	622	62,750	50,000	(12,750)
Debt & Depreciation	0	0	0	0
Capital Outlay	700,818	937,581	911,376	(26,205)
Capital Contra	0	0	0	0
County Service Charges	9,522,884	9,775,984	9,185,267	(590,717)
Abatements	(3,661,159)	(3,644,513)	(3,644,513)	0
Total Expenditures	$ 41,535,071	$ 41,473,024	$ 42,119,736	$ 646,712
Direct Revenue	15,768,941	18,233,193	17,470,595	(762,598)
State & Federal Revenue	177,550	167,574	184,113	16,539
Indirect Revenue	9,109	5,393	0	(5,393)
Total Revenue	$ 15,955,600	$ 18,406,160	$ 17,654,708	$ (751,452)
Direct Total Tax Levy	25,579,471	23,066,864	24,465,028	1,398,164

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**487.2**	**458.2**	**391.1**	**(67.1)**
% of Gross Wages Funded	**97.0**	**95.7**	**96.7**	**1.0**
Overtime (Dollars)	**$ 65,776**	**$ 0**	**$ 0**	**$ 0**
Overtime (Equivalent to Position)	**1.9**	**0.0**	**0.0**	**0.0**

** For 2011 Actual, the Position Equivalent is the budgeted amount.*

+ No positions are abolished or unfunded in the 2013 Budget. The 2012/2013 Change in Positions Equivalent Funded column is mainly due to the 2012 current-year action that reorganized the Park Worker Seasonal positions by creating two additional classifications of Park Worker Seasonal IV and Park Worker Seasonal V and also created 3 pay steps within each Park Worker Seasonal classification. The intent of which was to create a career ladder and provide Parks Management with increased staffing flexibility (modeled after the Zoo Worker Seasonal staffing organization). Overall, the current-year position action resulted in an actual reduction of FTEs in 2012 as the Park Worker Seasonal IV and V positions have a higher salary cost than the Park Worker Seasonal I-III positions. For 2013, this results in a decrease of 68.1 FTEs since the 2012 Budget column does not include the 2012 current-year action. Additionally, the net change in V&T and Salary Adjustments from the 2012 Budget to the 2013 Budget increases the FTE count by 1.0, resulting in an overall net 2012/2013 FTE change of (67.1).

Parks Management bases their Park Worker Seasonal staffing plan on the total amount of Personnel Expenditures budgeted for these specific positions. The 2013 Budget includes an increase for Personnel Expenditures from $4,297,580 to $4,425,913 (or $128,333) for the Park Worker Seasonals, which maintains the service level of work provided by these positions.

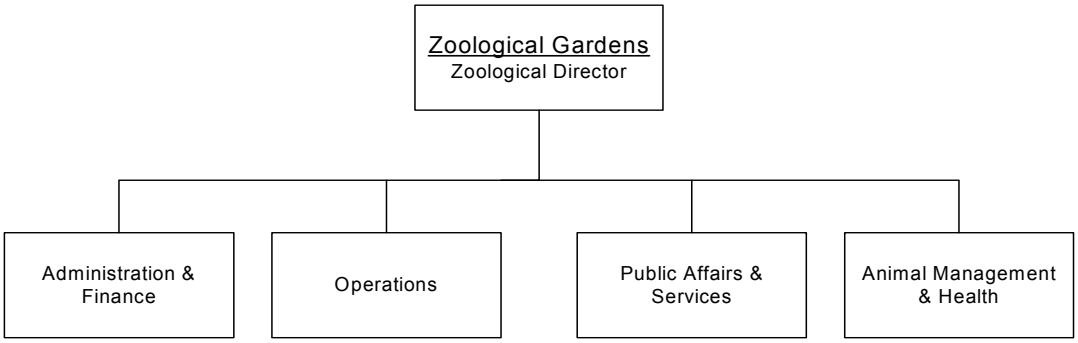
PERSONNEL CHANGES						
Job Title/Classification	**Title Code**	**Action**	**# of Positions**	**Total FTE**	**Division**	**Cost of Positions (Salary Only)**
Crowdfunding Coord Intern	TBD	Create/Unfund	1	1.00	Program Admin	-
Park Unit Coord 2 Golf*	04015	Fund	1	1.00	Golf Administration	-
Park Unit Coord 2*	04022	Fund	1	1.00	North Region Admin	-
					TOTAL	$ -

** Position changes due to technical adjustments moving incumbents into vacant funded positions from unfunded positions.*

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 / of Zoo animals.
- Sharing our knowledge with the intent to reinforce the human-animal-earth bond.
- Improving the quality of 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.

Budget Summary

	2013	2012/2013 Change
Expenditures	**24,603,556**	**(479,317)**
Revenue	**19,684,801**	**1,745**
Levy	**4,918,755**	**(481,062)**
FTE's	**254.7**	**0.3**

Major Programmatic Focus

- Replace the Dinosaur Special Exhibit with the Sting Ray Exhibit.
- Continue the development of 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 exhibits, buildings and grounds.
- Continue to maximize efficiency of operations.

- Continue the development of a new Master Plan for the Zoo for the next public/private capital plan initiative which will incorporate the impacts 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 as a major recreational destination through successful marketing, public relations and advertising efforts.
- Successfully renew accreditation from the Association of Zoos and Aquariums (AZA).
- Work to mitigate the adverse impact on zoo visitors from the numerous road repairs to the Zoo's main thoroughfares in 2013 in preparation for the 2014 Zoo Interchange project.

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 for conservation, propagation and display. This includes carefully monitoring and maintaining the animals, and 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 visits. 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.

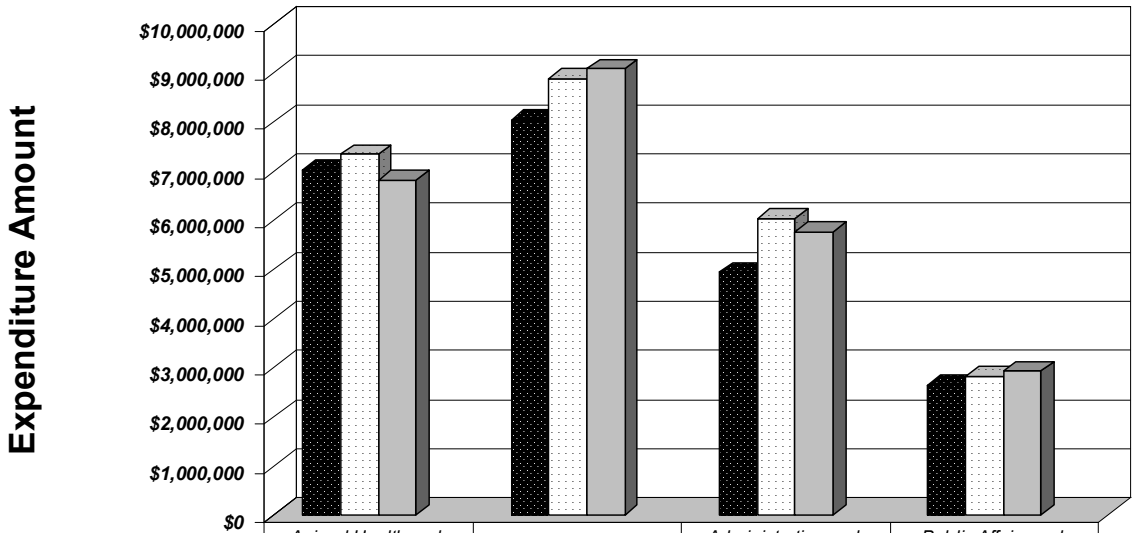
The **Administration and Finance Division** support functions include cash management, financial and capital project planning and control, accounts payable and receivable, personnel and payroll, reception, switchboard, radio dispatch, information technology, and other general office services and all 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.

Expenditure Summary



	Animal Health and Management	Operations	Administration and Finance	Public Affairs and Services
2011 Actual	$7,033,480	$8,048,153	$4,941,432	$2,638,525
2012 Budget	$7,336,410	$8,892,047	$6,025,308	$2,829,109
2013 Budget	$6,823,604	$9,074,356	$5,773,208	$2,932,388
Percent Change 12-13	-6.99%	2.05%	-4.18%	3.65%

2013 BUDGET

Approach and Priorities

- Strive to maximize visitor satisfaction, animal care, and health and animal conservation and research within expenditure limits.

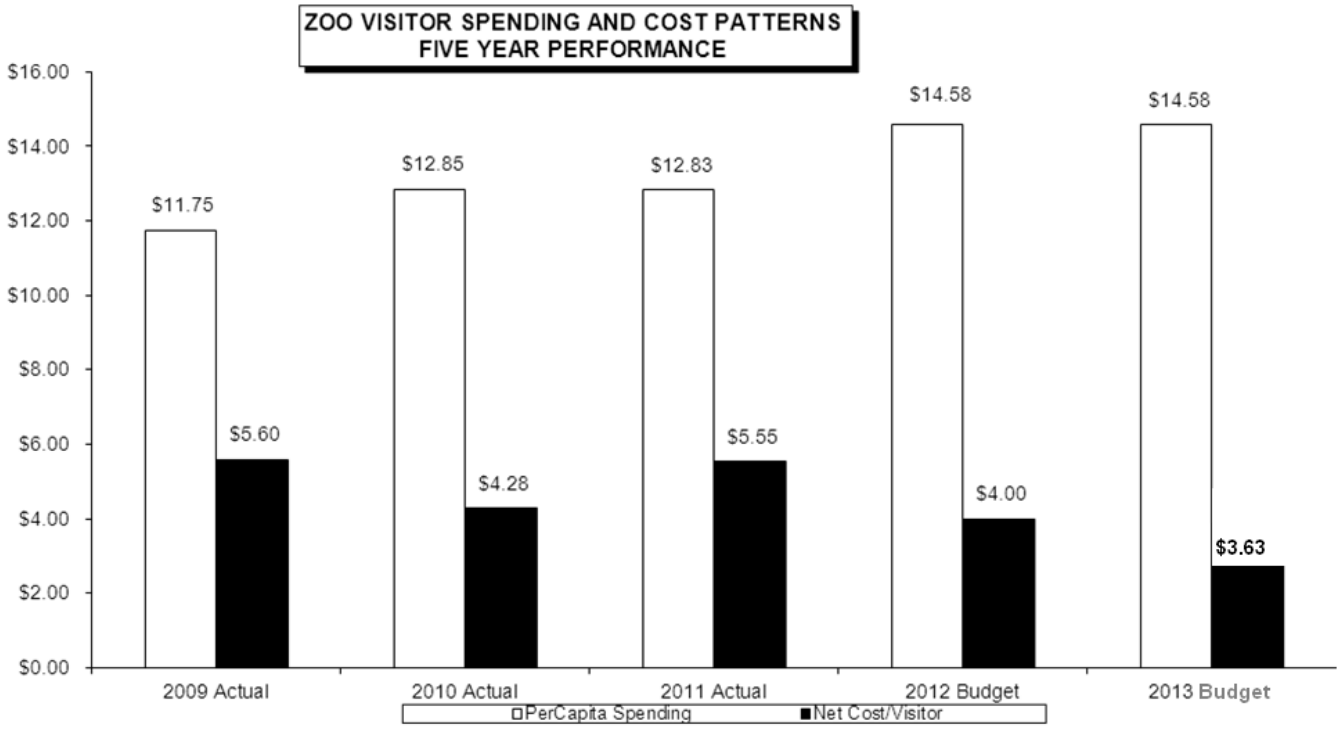
Budget Highlights

Sting Ray & Sharks Special Exhibit ***$93,197***

The Zoo will have a new special exhibit in 2013. The 2012 Exhibit was Dinosaurs, which will be replaced with the Sting Ray exhibit in 2013. The admission fee for the exhibit is $2.00.

Zoo Visitor Spending and Cost Patterns

The majority of revenue categories for the Zoo are driven by attendance. The 2013 revenue budget was developed by using a three-year average of actual experience and applying it against the attendance goal of 1,350,000 visitors. Adjustments were made to maintain revenue goals at the 2012 Budget level. For 2013, the average visitor per capita spending and net cost per visitor is budgeted at $14.58 and $3.63 respectively. The chart below shows the five year visitor spending and cost patterns.



Position Changes

Program/Audience Evaluation Specialist (Zoo) ***$0***

The 2013 Budget creates a new position of Program/Audience Evaluation Specialist (Zoo) at a cost of $61,678, which is completely offset with an increase in vacancy and turnover. Funding for this position will be determined in 2013. The main responsibility of this position is to enhance the visitor's experience by designing and conducting research projects to assess the impact of the Zoo's, Education Department and Zoo Pride (volunteers) programs including visitor research projects.

Zoo Vehicle and Machinery Operator/Engineer/Welder ***$0***

The 2013 Budget includes the creation of one position of Zoo Vehicle and Machinery Operator/Engineer/Welder at a cost of $57,414, which is completely offset with an increase in vacancy and turnover. Funding for this position will be determined in 2013. This position will operate and maintain both steam and diesel locomotives; operate heavy equipment such as dump trucks, loaders, and vac-all; weld, fabricate, and make needed welding repairs; and act as a lead worker of seasonal employees.

Revenues ***($1,745)***

Total revenue for the 2013 budget increases slightly by $1,745 from $19,683,056 to $19,684,801. There are no increases in admission rates.

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 (MOU), which was renewed in 1992 and again in 1996. The agreement provided office space for the Society on the Zoo grounds, including utilities, custodial and maintenance services and staff parking. In September 2011, the County provided a one year notice to renegotiate the current MOU with a focus on the long term sustainability of the Zoo.

For 2013, the Zoological Society cash contribution of $2,954,096 consists of the following:
- $762,440, in direct support.
- $70,000 in direct animal support
- $327,000 in corporate sponsorship revenue, with $51,500 going directly to the Railroad Trust Fund
- $1,794,656 in parking revenue received from Zoological Society members for the Zoo Pass Plus Membership.

For 2013, the Zoological Society's in kind services consists of the following:
- $137,000 in HVAC systems for numerous Zoo buildings.
- $66,000 in Animal Division research funding
- $54,000 in pathology intern funding (UW-Madison).
- Management, training and support of 600 Zoo Pride volunteers that donate 40,000 hours annually in various capacities at the Zoo.

Management Flexibility
The Zoo will continue to have 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 November through April**.**

Milwaukee County Residents ***$0***
The 2013 Budget continues the discounted admission fees of $8.00 for adults and $5.50 for juniors and school groups for Milwaukee County residents on Wednesdays, as well as the daily discount of $1.75 off the admission rate including weekends for Milwaukee County residents.

Resale Purchases for Novelties and Souvenirs ***$0***
The 2013 Budget continues the practice of allowing the Milwaukee County Procurement Director the authorization to issue and deliver letters of intent to overseas vendors at a cost not to exceed $400,000. The purchases are for the ordering of the Zoo's 2013 and 2014 resale purchases for novelties and souvenirs in October of 2012 and October 2013, respectively. 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.

Budget authority is included in the 2013 Zoo budget for the advance purchases of resale merchandise in lieu of separate review and approval during the budget year. The County Board of Supervisors may revoke this authority if 2014 funds are not appropriated for Zoo novelties and souvenirs during the 2013 budget deliberations in October of 2013.

Professional Service Contracts ***$0***

The Zoological Department is requesting authority to enter into the following Professional Service Contracts in 2013. 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
$176,700	Sea Lion Show	Oceans of Fun, Inc.
$103,107	Mold-a-Ramas	William A. Jones Co.
$90,000	Raptor Bird Show	World Bird Sanctuary
$400,000	Sting Ray Special Exhibit	Living Exhibits Incorporated

BUDGET SUMMARY

Account Summary	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Personal Services (w/o EFB)	$ 8,138,916	$ 8,632,614	$ 8,659,852	$ 27,238
Employee Fringe Benefits (EFB)	4,867,248	4,767,158	4,870,492	103,334
Services	4,893,615	5,869,500	6,052,016	182,516
Commodities	2,823,610	3,537,581	3,498,742	(38,839)
Other Charges	0	0	(553,329)	(553,329)
Debt & Depreciation	0	0	0	0
Capital Outlay	435,389	534,688	520,688	(14,000)
Capital Contra	0	0	0	0
County Service Charges	1,502,747	1,741,332	1,555,095	(186,237)
Abatements	0	0	0	0
Total Expenditures	$ 22,661,525	$ 25,082,873	$ 24,603,556	$ (479,317)
Direct Revenue	15,805,261	19,683,056	19,684,801	1,745
State & Federal Revenue	12,641	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 15,817,902	$ 19,683,056	$ 19,684,801	$ 1,745
Direct Total Tax Levy	6,843,623	5,399,817	4,918,755	(481,062)

Note: The "Other Charges" abatement in the financials above is included in the Non-Departmental Low-Org 1945 – Appropriation for Contingencies.

PERSONNEL SUMMARY

	2011 Actual	2012 Budget	2013 Budget	2012/2013 Change
Position Equivalent (Funded)*	**257.5**	**254.3**	**254.7**	**0.4**
% of Gross Wages Funded	**96.0**	**95.7**	**94.8**	**(0.9)**
Overtime (Dollars)	**$ 226,064**	**$ 393,024**	**$ 398,544**	**$ 5,520**
Overtime (Equivalent to Position)	**6.9**	**11.6**	**12.0**	**0.4**

* For 2011 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)
Prog/Aud Eval Spec (Zoo)	Z0002	Create	1	1.00	Admin	$ 37,830
Zoo Veh Mach Oper/Eng/Welder	Z0003	Create	1	1.00	Operations	34,378
					TOTAL	$ $72,208

ORGANIZATIONAL COST SUMMARY					
DIVISION		**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Animal Health and Management	Expenditure	$ 7,033,480	$ 7,336,410	$ 6,823,604	$ (512,806)
	Revenue	39,071	51,000	51,000	0
	Tax Levy	$ 6,994,409	$ 7,285,410	$ 6,772,604	$ (512,806)
Operations	Expenditure	$ 8,048,153	$ 8,892,047	$ 9,074,356	$ 182,309
	Revenue	11,705,775	14,030,219	14,072,189	41,970
	Tax Levy	$ (3,657,622)	$ (5,138,172)	$ (4,997,833)	$ 140,339
Administration and Finance	Expenditure	$ 4,941,432	$ 6,025,308	$ 5,773,208	$ (252,100)
	Revenue	1,142,608	1,736,500	1,698,125	(38,375)
	Tax Levy	$ 3,798,824	$ 4,288,808	$ 4,075,083	$ (213,725)
Public Affairs and Services	Expenditure	$ 2,638,525	$ 2,829,109	$ 2,932,388	$ 103,279
	Revenue	2,930,454	3,865,337	3,863,487	(1,850)
	Tax Levy	$ (291,929)	$ (1,036,228)	$ (931,099)	$ 105,129

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
$906,558	$906,558	$0

Total 2013 expenditures and revenues for the Railroad Fund are $906,558 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.

$223,367 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.

$197,917 Other commodities and supplies, expenses for conservation programs and grants, library operations and staff training, travel and conference expenses and tree replacement program.

$13,676 Appropriation for the payment of debt service costs for the replacement of Zoomobiles in 2010.

Revenue

$906,558 Reflects revenue of $762,185 from operation of the train and Zoomobile, $61,567 from miscellaneous revenue, a $82,806 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
$48,044	$48,044	$0

Total 2013 expenditures and revenues for the Specimen Fund are $48,044 and include the following:

Expenditures

$ 36,044 Freight charges and travel expenses related to animal shipments.

$ 12,000 Appropriation for animal replacement and miscellaneous commodity purchases.

Revenue

$ 48,044 Revenue from animal sales, miscellaneous investment earnings and giraffe feedings.

GENERAL ZOO VISITOR FEE SCHEDULE			
	2012 Rate	2013 Rate	Change
Admissions			
Adult summer-County	$12.50	$12.50	$0.00
Junior summer-County	$9.50	$9.50	$0.00
Adult summer-Non-County	$14.25	$14.25	$0.00
Junior summer-Non-County	$11.25	$11.25	$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	$11.50	$11.50	$0.00
Senior winter-County	$8.50	$8.50	$0.00
Senior summer-Non-County	$13.25	$13.25	$0.00
Senior winter-Non-County	$10.25	$10.25	$0.00
Attractions			
Camel Ride*	$5.00	$5.00	$0.00
Carousel	$2.00	$2.00	$0.00
Pony Ride*	$5.00	$5.00	$0.00
Sea Lion	$2.50	$2.50	$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
Ropes Course*	$7.00	$7.00	$0.00
Climbing Wall*	$5.00	$5.00	$0.00
Zip Line*	$12.00	$12.00	$0.00
Combo/Ropes & Zip Line*	$16.00	$16.00	$0.00
Combo all Three*	$20.00	$20.00	$0.00
All Day Pass*	$32.00	$32.00	$0.00
Parking Fees			
Cars	$12.00	$12.00	$0.00
Buses	$16.00	$16.00	$0.00
Other Fees			
Stroller-Single*	$7.00	$7.00	$0.00
Stroller-Double*	$10.00	$10.00	$0.00
Motorized Carts*	$25.00	$25.00	$0.00
* Fee is set by contract			
** Fee determined by type of special exhibit			

MILWAUKEE PUBLIC MUSEUM

OPERATING AUTHORITY & PURPOSE

Pursuant to Wisconsin Statute 59.56(2), Milwaukee County (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.

BUDGET SUMMARY			
	2011 Actual	**2012 Budget**	**2013 Budget**
Property Tax Levy Contribution to Milwaukee Public Museum	$ 3,502,376	$ 3,502,376	$ 3,502,376

MISSION

The mission of MPM is to educate, explore, discover and preserve the world and its people. 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

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 the County at the annual amount of $3,502,376. 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, the County agreed to provide a minimum of $4.0 million in capital improvement funding over a 5-year period. The County's 5-year, $4.0 million capital improvement funding obligation was completed in 2012. 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.

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

- For 2013, the County's contribution to MPM remains at $3,502,376.[1]

[1] In 2013, the County and MPM will re-establish the existing Lease and Management Agreement (LMA) in accordance with existing LMA terms and conditions. It is anticipated that a mutually beneficial LMA will be negotiated no later than the 1st QTR of 2013.

The 2013 County contribution is based on the funding level per the approved Recovery Plan and Amendment 10 to the LMA. This amount is based on the funding agreement as stipulated in the amended Lease and Management Agreement, which states that annual funding is fixed for a 10-year period beginning January 1, 2008.

MILWAUKEE COUNTY UNIVERSITY EXTENSION SERVICE

UNIVERSITY EXTENSION SERVICE (9910)

MISSION

Milwaukee County – UW Cooperative Extension's mission is to facilitate people's use of university knowledge to make informed decisions that enrich their lives and enhance their communities.

Cooperative Extension offers over 30 different educational and technical assistance programs, reaching Milwaukee County residents at all age levels. In 2011, the department served 72,000 county residents. A trained volunteer force of over 5,300 individuals allows the department to extend educational programming to even more County residents each year.

Cooperative Extension makes a special effort to reach those who are traditionally underserved including people of color, low-income families, and people with disabilities.

Budget Summary

	2013	2012/2013 Change
Expenditures	**480,214**	**21,502**
Revenue	**144,350**	**23,270**
Levy	**335,864**	**(1,768)**
FTE's	**0.75**	**0.00**

Major Programmatic Focus

- Cooperative Extension has extensive civic, community, school district, university and government partnerships for new and continuing educational programming.

OBJECTIVES

The following is a sampling 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 as evidenced by of retention rate of youth and number of youth obtaining STEM certificates.
- Increase the capacity of adults as educators through 4-H STEM curriculum implementation through adult volunteer retention and expansion.
- Harness the knowledge and ability of STEM professionals in Milwaukee to share their passion for their work with youth.

Objective 2 – Family Living Programs:

- Through our Food & Nutrition Education Program continue to reach a high volume of Milwaukee County residents of all ages (19,000 in the past year). We will continue to work in five or more municipalities; Continue to work with approximately 15 MPS schools and work with about 17 different Senior Meal sites,

Objective 3 – Urban Agriculture/Horticulture:

- The year-round Horticulture Helpline and summer walk-in clinic 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 500 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 2011, the department delivered 30 different programs and reached about 72,000 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.

2013 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.
- Identify and pursue additional revenue generation efforts.

Budget Highlights

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.

ADOPTED 2013 BUDGET

DEPT: University Extension Service **UNIT NO.** 9910
FUND: General - 0001

BUDGET SUMMARY				
Account Summary	**2011 Actual**	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Personal Services (w/o EFB)	$ 23,907	$ 27,586	$ 28,299	$ 713
Employee Fringe Benefits (EFB)	31,860	27,137	27,603	466
Services	172,583	183,527	204,020	20,493
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	221,561	220,462	220,292	(170)
Abatements	0	0	0	0
Total Expenditures	$ 449,911	$ 458,712	$ 480,214	$ 21,502
Direct Revenue	112,981	121,080	144,350	23,270
State & Federal Revenue	0	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	$ 112,981	$ 121,080	$ 144,350	$ 23,270
Direct Total Tax Levy	336,930	337,632	335,864	(1,768)

PERSONNEL SUMMARY				
	2011 Actual	**2012 Budget**	**2013 Budget**	**2012/2013 Change**
Position Equivalent (Funded)*	**0.8**	**0.8**	**0.8**	**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 2011 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	$ -

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

ADOPTED 2013 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE **UNIT NO.** 9960

FUND: Debt Service - 0016

BUDGET SUMMARY			
	2011 Actual*	2012 Budget	2013 Budget
Expenditures			
Debt Service Principal (8021)	$ 66,244,114	$ 66,527,817	$ 69,070,000
Debt Service Interest (8022)	42,830,214	41,000,258	37,939,294
Penalties and Interest (8031)			
Total Principal and Interest	$ 109,074,328	$ 107,528,075	$ 107,009,294
Debt Retirement (6999)	0	0	0
Interest Allocation (9880)	(39,830,685)	(41,069,747)	(39,489,094)
Total Expenditures	$ 69,243,643	$ 66,458,328	$ 67,520,200
Contributions			
Reserve for County Bonds (4703)	$ 0	$ 1,737,578	$ 6,077,766
Total Contributions	$ 0	$ 1,737,578	$ 6,077,766
Revenues			
Jail Assessment Surcharge (1315)	$ 1,261,781	$ 1,429,374	$ 1,443,668
ARRA IRS Reimbursement (2410)	819,742	0	1,920,157
Sale of Capital Asset (4905)	8,378,000	6,300,000	6,075,550
Bond and Note Proceeds (4907)	1,197,903	0	0
Revenue from Project Rents (4999)	1,062,383	438,775	439,581
Total Revenues	$ 12,719,809	$ 8,168,149	$ 9,878,956
Direct Property Tax Levy**	$ 56,523,834	$ 56,552,601	$ 51,563,478

* 2011 actual excludes balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2011 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.

ADOPTED 2013 BUDGET

DEPT: GENERAL COUNTY DEBT SERVICE **UNIT NO.** 9960

FUND: Debt Service - 0016

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/12	2013 Budget Requirements Principal	Interest
C	3.95	02/01/03	08/01/18	0	-	-
R	3.48	07/01/03	08/01/17	69,345,000	24,590,000	2,406,635
C	3.72	02/01/04	08/01/19	14,895,000	1,855,000	591,869
C	4.24	06/01/06	12/01/20	15,100,000	1,650,000	678,200
R	3.89	02/01/06	10/01/15	21,050,000	10,320,000	1,060,163
C	4.14	04/01/07	10/01/21	22,755,000	2,525,000	1,137,750
C	4.12	06/01/08	12/01/22	26,620,000	1,520,000	1,078,975
C	3.93	06/01/08	12/01/23	27,955,000	1,655,000	1,096,550
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	6,125,000	775,000	149,794
C	4.87	08/01/10	08/01/24	30,365,000	895,000	1,406,500
N	2.55	08/01/10	08/01/19	10,045,000	1,795,000	265,913
C	4.60	04/01/11	10/01/29	22,725,000		992,743
N	2.37	04/01/11	10/01/18	9,625,000	1,505,000	232,213
C	4.78	10/01/11	10/01/26	38,165,000	1,245,000	1,694,155
N	2.82	10/01/11	10/01/20	8,825,000	1,040,000	219,275
R	5.04	10/01/11	10/01/18	30,445,000	6,225,000	1,522,750
Projected Outstanding Balance as of December 31, 2012 and Associated Debt Service				$ 378,815,000	$ 57,595,000	$ 15,755,215
Taxable GO Notes	6.84	12/01/09	12/01/33	$ 233,725,000	$ 11,475,000	$ 14,596,754
Taxable Pension Anticipation Notes	5.39	12/01/09	12/01/13	135,000,000	-	7,587,325
				$ 368,725,000	$ 11,475,000	$ 22,184,079

Total 2013 Debt $ 107,009,294

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

PENSION OBLIGATION BONDS

Pension Obligation Bond Debt Service

The estimated 2013 debt service costs for the pension obligation notes issued in 2009 is $33,659,079 which includes the principal due on the Taxable Pension Notes, Series 2009A and the interest on both the Series 2009A and Series 2009B Notes. The five-year $135,000,000 Taxable Pension Notes, Series 2009B (2009B Pension Notes) will become due on December 1, 2013. In 2009, when the 2009B Pension Notes were issued, it was the plan of the County to refinance these notes, when due, for a period of twenty years. The Comptroller's Office plans to submit an initial authorizing resolution to the County Board of Supervisors for approval in October 2012 for this refinancing. If approved, and depending on current market rates, the notes could be refinanced as soon as December 2012. Final principal and interest payments for the replacement debt issue have not been determined. For 2013, the County would be required to pay the remaining interest on 2009B Pension Notes, plus any interest on the new debt issued to refinance the 2009B Pension Notes.

The 2013 Budget includes an estimated interest amount of $7,587,325 related to the interest payment on the bonds used to refund the 2009B Pension Notes. The 2013 debt service payment for the 2009B Pension Notes is an interest only payment of $7,276,500, which would result in $310,825 ($7,587,325 minus $7,276,500) to be applied towards principal and/or interest on the refunding bonds. The final amount of funds allocated to pay down the principal for the 2009B Pension Notes will be dependent upon the actual interest amount required for the refunding bonds. The first draw on the funds will be to pay the interest on the new bonds and any remaining amount will be applied to the principal on the bonds.

To accurately reflect all benefit related costs, the pension obligation debt service expenses are 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.

DEBT SERVICE CONTRIBUTIONS

Reserve for County Bonds (4703)

A contribution of $6,077,766 from the Reserve for County Bonds is included for 2013.

County Fleet Debt Service Abatement

The 2013 debt service costs for the $20,074,000 issued for vehicles and equipment in 2009 and 2010 is $3,146,444. 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.

Internal Revenue Service (IRS) Build America Bond (BAB)/Recovery Zone Bond Interest Payments Reimbursements (2410)

In February of 2009, the U.S Congress enacted the American Recovery and Reinvestment Act (ARRA). The ARRA contained many provisions that provide Federal tax credits and stimulate the investment market. In an effort to expand the number of investors and broaden the tax-exempt municipal market, the ARRA contained provisions that allowed state and local governments to issue taxable Build America Bonds (BABs) that provide a credit to investors or credit to issuers that is equal to 35 percent of the interest costs for bonds issued in 2009 and 2010. The ARRA also provided state and local governments the opportunity to issue Recovery Zone Bonds.
The Recovery Zone Bonds provide a tax credit of 45 percent on the interest payment on the bonds. For 2013, $1,920,157 is anticipated to be received from the IRS as reimbursement for $5,315,130 of 2013 interest expenses relating to Build America Bonds and Recovery Zone Bonds.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of $1,443,668 is projected to be used to pay 2013 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.

The 2013 annual payment is projected to be $6,075,550**.**

Year	Budget	Actual	Suplus (Deficit)
2009	$3,190,000	$79,000	($3,111,000)
2010	$3,900,000	$6,125,756	$2,225,756
2011	$6,300,000	$8,378,000	$2,078,000
2012	$6,300,000	$4,439,000	($1,861,000)

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. In 2011, the MKSC completed payments to the County for debt service on these bonds.

The current lease agreement expires in 2014. Milwaukee County is in the process of negotiating an extension with MKSC.

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. In 2011, the Marcus Center completed payments to the County for debt service on these bonds.

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 2013 total $229,294 and represents the final year of repayments.

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 2013 is $210,287.

State Trust Fund Loan Program

The County borrowed $1,000,000 from the State Trust Fund Loan Program in 2007 and $2,000,000 in 2009 to finance housing for persons with mental illness. In August 2012, the County made an additional payment in order to retire the remaining principal balances on the loans. For 2013, there is no principal or interest due for state trust fund loans.

INTEREST ALLOCATION (9880)

Org. No.	Capitalized and Operating Interest Expense for Proprietary Fund Departments	2013 Amount
1162	DAS-Information Management Services Division	$ 421,586
5041	DOT-Airport Divison	13,838
5300	Fleet Management Division (Prior Year Debt Service)	505,234
5300	Fleet Management Division (Vehicle Initiative)	3,146,444
5500	DAS - Utility	$ 63,916
5605	Milwaukee County Transit/Paratransit Services	1,156,223
5725	DAS - Facilities Management Division	522,774
	Sub-Total	$ 5,830,016
1950	Taxable Pension Obligation Notes, Anticipation Notes	$ 33,659,079
	Total Estimated 2013 Debt Service Abatement	$ 39,489,094

APPENDIX A

OFFICE OF THE COUNTY EXECUTIVE
Milwaukee County
CHRIS ABELE • COUNTY EXECUTIVE

Milwaukee County Executive Chris Abele's 2013 Budget Address

(As prepared for delivery)

Good morning. Thank you, Chairwoman Dimitrijevic for the opportunity to address the County Board today. Thank you also members of the County Board, Constitutional Officers, members of the Judiciary, Milwaukee County Employees and guests for attending today.

I want to send a special thank you to all the people who worked very hard on this budget. Our talented budget staff worked long nights and some weekends to help put this together. They are a testament to the many great Milwaukee County employees who often go unnoticed.

This is the second budget I have put together since taking office and this year we made some significant changes in our budget process.

This year after putting the budget together I met with department heads and elected officials one last time before I made my final decisions. That might seem like a small thing, but those meetings gave everyone one more chance to give their input and it made for a better and more open process.

When I decided to run for office two years ago, I did so because I knew we had to do better in Milwaukee County government. I know that if we are afraid to make big changes then Milwaukee County will not be around for our children and certainly not for generations after.

Last year was a perfect example. We faced a $55 million deficit and were in danger of massive cuts to transit and important services. Because of some tough decisions, we saved transit, avoided furlough days, put more money into mental health care and started on the road to economic sustainability.

The choices this year are also tough, but already we are seeing the fruits of our labor. This year the deficit is $28.5 million… it's less because of the decisions we made last year. $28.5 million is still too much, but we are moving in the right direction.

My 2013 budget doesn't raise taxes or rely on increased fees. There are no furlough days and for the first time in the county's history we are beginning to address deferred maintenance in a real, prioritized way.

I have a number of talented and dedicated Department heads in attendance and I'd like to recognize one of those people - Jim Duff, the Director of the Milwaukee County Veterans Service Office.

I don't know where he finds the time or the energy but in the past year Jim and his small staff have put on numerous job fairs for veterans, helped connect countless vets with important services and resources, created the Purple Heart Pass and after all of that, Jim still found time to ride his bike in the Memorial Day Parade.

I mention Jim not just to point out all of his good works but as an example of what my budget prioritizes. This budget continues to support Jim and all the other departments and important services that Milwaukee County offers.

This budget also improves public safety, it lowers our long term debt and it works towards my goal of putting Milwaukee County on a sustainable path.

Once again, we need to make tough choices. This budget prioritizes funding for services that people need the most. There are no cuts or fare hikes for Transit, we've added more money for Child Support Services to partially compensate for state cuts, and this budget makes a significant investment in long neglected parks.

I want to start by talking about parks. The future of parks has been a hot topic lately and I want people to know I remain dedicated to keeping the Milwaukee County Parks system the shining star that it is. Parks never has been and never will be about one person or one park and this budget will make some of our long neglected parks stronger.

This year's budget includes more than $6 million for capital parks projects and a 6% increase in the Parks operating budget.

I unveiled my plan yesterday for Moody Park. I'm proposing to tear down the old pool… and in its place, put in a state of the art splash pad, new basketball courts, a soccer field, a community garden and park that will revitalize not just Moody Park, but also the neighborhood.

Because these changes impact so many in this district, we've made it priority to keep Supervisor Bowen informed on this plan at Moody. I know he cares a lot about this community and he's been helping us work with the people who will benefit most from this plan. Working with Supervisor Bowen and the rest of the Board, I'm confident we can make this park -and others throughout this community- places that support and strengthen neighborhoods.

The budget also calls for making significant upgrades at Lindsay Park, Lindbergh Park, Johnsons Park, King Park and Humboldt Park.

While many county residents don't see these parks as much as some of the more visible and prominent ones - we know that they are valued by the people whose neighborhoods they enrich and it's high time they got the investment they deserve.

Everyone should know this is just the start; we are already working on a plan to fix up a new round of neglected parks in 2014. I am dedicated to making sure the Milwaukee County Parks are in great shape for everyone for decades to come.

One of the big challenges in our budget this year is rising health care costs. While those costs have increased, the employee share of total costs is not going up.

The last number of years has been difficult for Milwaukee County workers. Like many public sector employees, they are unfairly criticized for budget problems that have been made by elected leaders. During these tough budget times, workers have been asked to make sacrifices through wage freezes and furlough days.

I'm happy to say this budget lessens that load. Not only are there no furlough days but employees this year will receive cost of living and step increases. My budget also includes money to reward those workers who go above and beyond.

The Human Resources Department is working on a performance bonus plan that will recognize employees in all departments who truly shine. Public service is a noble calling and this is a small way to thank those who go the extra mile.

I'm happy to say that my budget this year does not include any cuts to transit and para-transit and doesn't have any fare hikes. The budget staff and I worked hard to insulate transit because I am dedicated to preserving our transit system.

As the economic engine of the state, Milwaukee County needs a strong and sustainable transit system.

We are in good shape in 2013 but we need to come up with significant funding for 2014 when the CMAQ grant expires.

During my public budget listening sessions one of the biggest issues I heard about was transit. I know how important transit is to Milwaukee County and people will be happy to know this budget does NOT include any cuts to transit and para-transit and riders will NOT be asked to pay higher fares.

I think that's worth repeating – for the second year in a row we are not cutting routes and are not raising fares.

The Milwaukee County Transit System is a vital part of this community. It gets people to work and school, it helps the economy grow and I am dedicated to making sure it stays strong. As part of that effort, my budget also includes half a million dollars more for transit security. Our Transit system is safe and the addition of this money will make sure it stays that way.

Finding a better funding source for Milwaukee County Transit is not a new idea and unfortunately there are no easy answers. I want to ask the Board to join me in calling on the state to reinstate the transit funding it cut last year.

Renewing that important funding is a big first step in getting the transit system on a sustainable path.

This budget includes one-and-a-half million dollars in EMS subsidies to the municipalities and the promise for the same amount of funding for the following three years. This four year plan gives certainty to the municipalities and in return the municipalities' will provide us with critical data on their EMS services.

These funds are designed to support the municipalities EMS services, not pay for them, and the proposed amount is at an appropriate level given the significant levy investment we as a County make in the backbone infrastructure of this system.

We took big steps in 2012 on our Mental Health Redesign plan. Last month I had the honor along with Supervisors Romo-West and Bowen to help open a community Crisis Resource Center on Milwaukee's north side. That building is a great example of what we are doing and the direction we are heading on mental health, moving important services into the community, and doing so even before we have realized any savings from the institutional downsizing.

This commitment to community-based services allows easier access for the people who need these services and moves us more in line with best practices.

This budget continues the Behavioral Health Division's important work with the Mental Health Redesign Task Force on fully implementing the Redesign.

This continues my commitment to transform our mental health system into a sustainable model that treats patients with respect and lessens the financial pressure on Milwaukee County taxpayers.

In this budget the Milwaukee County Department of Aging remains a strong, stand-alone department. We must continue to support the good work Stephanie Sue Stein and her department does and all the seniors they serve.

Public safety remains my top priority… and this budget strengthens that while also lessening the burden on Milwaukee County taxpayers.

As part of the 2013 Budget we are working with the City of Milwaukee, the Milwaukee Police Department and other Police Departments across the county to provide security at County Parks. When residents call 911, it's the police who generally respond; they have been a great ally and we are happy to have them as partners.

Not only does this plan create a strong partnership with local governments, it will also allow us a better way to gather policing data for the parks. Getting more information will allow us to make better decisions on how we allocate money for Parks security moving forward.

This budget includes more money for transit security. Our transit system is safe and the addition of this money will make sure it stays that way.

This budget also has more money for criminal investigators for the District Attorney's Office. Right now the DA has 10 investigators with huge caseloads. This budget will add 3 more investigators, including one who will specifically focus on forensic computer investigations. These additions will lessen the investigators' caseloads and add investigators to important areas.

Last year we made some tough choices in the Sheriff's Office budget. Finding savings that way is never a popular or easy thing to do but I was confident it was the right thing to do. This year I am making some similar choices.

Once again the Sheriff's budget takes up the largest portion of the property tax levy. The Sheriff's $122 million budget is more than 44% of the total tax levy.

My dedication to public safety is unwavering and this budget proves that. We are fully funding the Sheriff's Office to continue their core duties while allowing municipalities to focus on the policing they excel at.

These decisions continue to be made in a thoughtful and data driven manner. I look forward to an open and reasoned discussion on these changes.

For the first time in three years, Milwaukee County will move forward on a Capital Budget and we are doing so in a way that addresses deferred maintenance in a real and prioritized way.
My capital plan includes money for road repairs, transit, city and suburban parks, important health and human services needs and money for our cultural facilities.

We are including significant money for Capital projects at the Milwaukee County Zoo. As usual the Zoo is doing great work and serving families across the state and I want to make sure we continue to support this world class operation.

To ensure forward movement on creating a new Huber facility, I'm including money for a master plan. Gathering this information will allow us to make a sensible decision in the future.

The Capitol budget also includes a significant commitment to the War Memorial Center. This money will begin to handle some of the long term maintenance needs that have been ignored too long.

We have to be unafraid of making big, structural changes. This budget continues to do that. People should know I will continue to make the right decisions for all of Milwaukee County.

MILWAUKEE COUNTY COURTHOUSE, 901 NORTH 9TH STREET, ROOM 306, MILWAUKEE, WI 53233
TELEPHONE (414) 278-4211 FAX (414) 223-1375 COUNTY.MILWAUKEE.GOV/COUNTYEXECUTIVE

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 - 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.

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 bargaining unit 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: Human Resources
Org Unit: 1140

The Department of Human Resources includes the Divisions of the Director's Office, Compensation, Employment and Staffing, Employee Relations and Training, Employee Benefits, and Employment Retirement System.

Pursuant to Chapters 63.01 to 63.09, 63.11 and 63.13 to 63.17 of the Wisconsin Statutes and Chapters 58 and 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. The Employee Benefits 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: 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, Labor Relations has general responsibility for the negotiation and administration of all collective bargaining agreements. The department is also responsible for conducting, on behalf of Milwaukee County, implements directives from 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 – 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. Pursuant to 2011 Wisconsin Act 62, duties related to debt service, accounting, accounts payable, payroll, and County financial statements have been moved to Org Unit 3700 – Office of the Comptroller. Please see the narrative related to that org unit for detail.

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. 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.

Department: Department of Administrative Services - Facilities Management
Org Unit: 5700

The Department of Administrative Services - Facilities Management includes the following sections: Facilities Maintenance, Architectural, Engineering and Environmental, and Sustainability.

The Architectural, Engineering and Environmental Services section (A&E) of the Department of Administrative Services - Facilities Management (DAS) 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.

The Facilities Maintenance section of the Department Administrative Services - Facilities Management Division 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: Water Utility
Org Unit: 5500

The Water Utility, a distinct division under the organizational umbrella of the Department of Administrative Services – Facilities Management, maintains the Water Distribution System that is located on the Milwaukee County Grounds and is owned by Milwaukee County. This division within the DAS 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: Department of Administrative Services – Economic Development
Org Unit: 1192

The purpose of the Department of Administrative Services - Economic Development Division (DAS – ED) 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. 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.

Additionally, DAS - ED contains the Land Information Office of the Milwaukee County Automated Land Information System (MCAMLIS). 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.

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 Services
Org Unit: 2430

The Department of Child Support Services 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.

Department: Office of the Comptroller
Org Unit: 3700

Pursuant to 2011 Wisconsin Act 62, the Office of the Comptroller serves as the County's Chief Financial Officer. The Office includes the following divisions: Audit Services, Accounts Payable, Central Accounting, Payroll, and Capital/Debt Monitoring.

Pursuant to Section 59.47 of the Wisconsin Statutes and Chapter 57 of the Milwaukee County Ordinances, the Audit Services Division 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 other divisions are responsible for preparing the County's Official Statements relating to debt issuance, performing the County's accounting functions, which include centralized payroll, accounts payable, preparation of County financial statements, and determination of financial and cost accounting policies. The Office will also prepare all fiscal notes related to ordinance changes and will manage the County's five-year financial forecast.

Public Safety and Judiciary Function

Department: Office of the Sheriff
Org Unit: 4000

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), and the County Correctional Facility South (CCFS – through April 1, 2013), , providing court security, serving process papers, transporting prisoners and patients and extraditing criminals. Security is provided at General Mitchell International Airport and the County Grounds. 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.

Department: House of Correction
Org Unit: 4300

The functions of the House of Correction 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. <u>In the Circuit Courts of Milwaukee County having jurisdiction for criminal cases</u> – 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. <u>In the Circuit Courts of Milwaukee County having jurisdiction for juvenile cases</u> – 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 Transportation Function

Department: Department of Transportation - 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 - Highways
Org Unit: 5100

The Highway Maintenance Division of the Department of Transportation is comprised of the Highway Maintenance Section and the Transportation Services Section. The Division maintains all County trunk highways, parkways, State trunk highways and expressways and is also responsible for maintaining vacant freeway lands and the North Shore right-of-way. This Division also provides oversight for the planning, design, and construction management for capital projects on County trunk highways and County-owned bridges.

Department: Department of Transportation - Fleet Management
Org Unit: 5300

The Fleet Management Division of the Department of Transportation (DOT) 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 - Milwaukee County Transit/Paratransit System
Org Unit: 5600

The Department of Transportation (DOT) 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 DOT-Director's Office Division 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 - Director's Office
Org Unit: 5800

The Director's Office is charged with the general management of the Department of Transportation (DOT) and multimodal transportation planning in the County.

The Director's Office provides management and support services to the DOT 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 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 Cap (Wis Stats 59.605): The rate limit is based on the 1992 levy rate adopted for the 1993 budget. The operating levy rate may only be increased if program or service responsibilities are transferred from one governmental unit to another or if a rate increase is approved by public referendum. This section of the Wisconsin State Statutes was suspended for a county's levy that is imposed in December 2011 (2012 Budget) and December 2012 (2013 Budget).

2011 Wisconsin Act 32 (Wis Stats 66.0602): Wisconsin Act 32 changed the local levy limit to the greater of 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 or zero percent. The levy limit will consist of net new construction, which is .426 for the 2012 Budget. The 2011 for the 2012 Budget terminated TID percentage is 0.00 percent.

See the introduction section of the 2012 Capital Improvements Budget for the full text of the related statutes.

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: 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.

APPENDIX B

The 2013 budget includes the continuation of the two-year freeze on step increases for all employees. Non-represented employees have had step eliminations for two consecutive years (2010 and 2011) and are not included in this recommendation. The following chart shows the recommended implementation plan:

UNION	COMMENTS	1st YEAR	2nd YEAR
Milwaukee District Council 48, AFSCME	Freeze effective 7/10/2011-7/9/2013	7/10/2011-7/9/2012	7/10/2012-7/9/2013
Association of Milwaukee County Attorneys	Freeze completed.	6/1/2010-5/31/2011	1/1/2012-12/31/2012
Federation of Nurses and Health Professionals - WFNHP	Freeze effective	1/1/2012-12/31/2012	1/1/2013-12/31/2013
Milwaukee Building and Construction Trades Council - MBTC	Do not have steps.		
International Association of Machinists and Aerospace Workers - IAMAW	Do not have steps.	1/1/2012-12/31/2012	1/1/2013-12/31/2013
Technicians, Engineers, and Architects of Milwaukee County - Teamco	Freeze completed.	4/1/2010-3/31/2011	1/1/2012-12/31/2012
Milwaukee Deputy Sheriff's Association	One Year Freeze Negotiated.	1/1/2012-12/31/2012	
Milwaukee County Fire Fighters' Association, IAFF	Needs to be Negotiated		

GLOSSARY

Abatement	Represents a reduction to overall expenditure amounts in a department. Similar to a revenue, it is an account classification used to record the delivery of services from one County department to another County department.
Activity	A subdivision or cost center of a program against which work is reported.
Advantage	An automated accounting and financial management system.
Agency	A code used to define an operating entity within a government that is charged with the responsibility of providing certain services.
Appropriation	An authorization granted by the Board of Supervisors and approved by the County Executive to make expenditures and to incur obligations for specific purposes. (Note: Appropriations are specified as to amount and the time in which they may be expended.)
Appropriation Unit	An accumulation of detail expense budget lines used to control budget expenditures.
Bond	A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.
BRASS	Budgeting, Reporting and Analysis Support System.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term indicates a financial plan for a single year.
Budget Control	The control or management of a governmental unit of enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
Budget Message	A general discussion of the proposed budget which outlines important features and indicates any major change in policy as presented in writing by the budget-making authority to the legislative body.
Budgetary Unit	The basic accounting entity within the operating appropriations. The level at which budget appropriations are made by the County Board and to which, in most instances, appropriations are controlled.
Capital Improvement	A non-recurring expenditure used for the preparation of overall program plans (master plans) or for acquiring a permanent fixed asset such as land (title or easement); improvement of land; construction of roadways, bridges, structures or buildings and/or additions thereto; installation of initial equipment necessary for the operation of the improvement; replacement of existing fixed assets; and substantial reconstruction and/or alteration of existing permanent fixed assets which upgrade the improvement beyond its original conditions.
Capital Outlay	Expenditures which result in the acquisition of or addition to fixed assets.
Crosscharge	An internal charge from one County unit to another County unit for services rendered. It is the offset to an “abatement.”

Debt Service Fund	A fund established for administering the annual payments of interest and principal on long-term debts other than special assessment and revenue bonds.
Department	A level one organizational unit within the County. Responsible for developing work plans, overseeing and directing operations of component units (e.g., Department of Parks).
Direct Charges	Those expenses which can be charged directly as a part of the cost of a product or service, or of a department or operating unit as distinguished from overhead and other indirect expenses.
Division	A level two organizational unit normally reporting to the department level (e.g., Marketing Division, Department of Parks).
Enterprise Fund	A fund established to account for the financing of a primarily self-supporting enterprise that renders goods or services to the public at large on a consumer charge basis (e.g., Airport).
Expenditure	The cost of goods delivered or services rendered, whether paid or unpaid.
Fiscal Year	Any twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. The fiscal year for Milwaukee County extends from January 1 to December 31, as prescribed by State law.
Fringe Benefits or Employee Group Benefits	Benefits provided to Milwaukee County employees, including group health and life insurance, retirement and Social Security.
Function	An authorized group of activities having a related purpose.
Funded Full Time-Equivalent Position	The total budgeted positions including full-time, part-time, temporary and overtime positions, after a lump-sum reduction to establish a net salary budget, converted to the decimal equivalent of a full-time position based on 2,088 hours per year.
General Fund	A fund established to account for all financial transactions not properly accounted for in another fund.
Grant	A contribution from another governmental unit or outside agency. The contribution is usually made to aid in the support of a specified function, but it sometimes is also for general programs or specific projects.
Group	A level four organizational unit in the reporting hierarchy which is a subdivision of section organization units (e.g., McKinley Marina, North Region Section, Operations Division, Department of Parks).
Indirect Charges	Those expenses which by their nature cannot be readily allocated to a specific activity or project on a direct basis. These expenses are prorated to the activity code or project levels.

Internal Service Fund	A fund established for the financing of special activities and services performed by a designated organization unit within a governmental jurisdiction for other organization units within the same governmental jurisdiction (e.g., Facilities Management Division, Department of Parks and Public Infrastructure).
Net Salary Reduction	A reduction to personnel costs based on departmental experience of retaining unoccupied positions and frequency of persons hired to replace those leaving. Net salary reduction is also used to curtail personal service spending, while maintaining vacant funded positions.
Objective	A description of a task or function to be accomplished in specific and measurable terms within a defined period of time.
Other Direct Revenue	A source of income to the County through a user fee, sale of goods, interest earnings and other similar activities. This income is a result of such things as the sale of licenses and permits, fines, forfeitures and penalties and other service fee charges.
Program	Any (or a number of) activities combined in a specific plan to accomplish a service objective within the guidelines of the resource management framework.
Reporting Category	Used to track financial information related to grants.
Revenue	Income received by County Government in support of the government's program of services to the community. It includes such items as property taxes, fees, user charges, grants, fines and State or Federal funds.
SBFS	Salary, Benefit and Forecasting System used to determine total costs of salaries, wages and fringe benefits paid to or for employees of Milwaukee County.
Section	A level three organizational unit which is a subdivision of division organizational units.
Service	A grouping of programs in the resources management hierarchy. Services are delineated as part of predetermined functions aimed at general community goals.
Tax Levy	The total public contribution of general property taxes to be collected by the government to meet public needs.

Schedule VII

COMPARISON OF FUNDED

FULL-TIME POSITION EQUIVALENTS

Org.		Description	2008	2009	2010	2011	2012	2013	2012/2013 CHANGE
LEGISLATIVE AND EXECUTIVE									
1000		County Board	59.2	60.2	60.2	58.5	56.9	56.4	**(0.5)**
1001	1	County Board- Audit Department	18.9	19.0	18.0	16.0	16.0	0.0	**(16.0)**
1040		County Board-Office of Community Development Partners	6.0	6.0	6.0	6.0	6.0	7.7	**1.7**
1011		County Executive-General Office	10.2	10.6	10.0	9.0	9.5	9.5	**0.0**
1021		County Executive-Veterans Service	5.7	6.0	5.0	6.0	6.0	5.5	**(0.5)**
		TOTAL LEGISLATIVE AND EXECUTIVE #	**99.9**	**101.7**	**99.2**	**95.5**	**94.4**	**79.1**	**(15.3)**
STAFF									
1110		Civil Service Commission	5.0	5.0	5.0	5.0	5.0	5.0	**0.0**
1120		Personnel Review Board	7.5	7.4	6.9	7.3	7.3	7.3	**0.0**
1905	2	Ethics Board	0.0	0.0	0.6	0.8	0.8	0.8	**0.0**
1130		Corporation Counsel	21.8	22.1	20.0	19.7	18.8	19.0	**0.2**
1135	3	Dept. of Admin. Services-Labor Relations	4.0	4.4	0.0	0.0	0.0	0.0	**0.0**
1135	3	Dept. of Labor Relations	0.0	0.0	3.4	2.8	3.5	3.0	**(0.6)**
1019		Dept. of Admin. Services- Office for Persons with Disabilities	4.1	4.1	4.1	4.1	4.1	4.1	**(0.0)**
1140	4	Dept. of Human Resources	0.0	0.0	0.0	0.0	50.6	55.8	**5.1**
1140	4	Dept. of Admin. Services-Human Resources	31.0	30.6	13.5	14.2	0.0	0.0	**0.0**
1188	4	Dept. of Admin. Services-Employee Benefits	18.8	19.6	21.9	23.0	0.0	0.0	**0.0**
5700	5	Dept. of Admin. Services-Facilities Management	0.0	0.0	0.0	0.0	154.5	163.9	**9.4**
1150		Dept. of Admin. Services- Risk Management	5.3	5.0	5.0	5.1	5.0	7.0	**2.0**
1151	1	Dept. of Admin. Services- Fiscal Affairs	47.0	46.1	46.4	42.7	44.1	13.2	**(30.9)**
1152		Dept. of Admin. Services- Procurement	7.8	6.7	5.8	5.5	7.5	7.5	**(0.0)**
1160		Dept. of Admin. Services- Information Management Services	86.9	81.3	62.6	61.3	58.0	58.9	**0.9**
1192	6	Dept. of Admin. Services-Economic & Community Development	6.2	0.0	0.0	0.0	0.0	0.0	**0.0**
1192	6	Dept. of Admin. Services-Economic Development	0.0	0.0	0.0	0.0	9.0	8.0	**(1.0)**
		TOTAL STAFF #	**245.5**	**232.3**	**195.1**	**191.3**	**368.1**	**353.2**	**(14.9)**
COURTS AND JUDICIARY									
2000		Combined Court Related Operations	277.5	277.4	280.6	284.9	285.8	284.2	**(1.6)**
2430		Department of Child Support Services	138.6	130.5	133.3	150.5	137.8	140.7	**2.9**
2900	7	Courts-Pre Trial Services	0.0	0.0	0.0	0.0	1.0	1.0	**0.0**
		TOTAL COURTS AND JUDICIARY #	**416.2**	**407.9**	**413.9**	**435.4**	**424.6**	**425.9**	**1.3**
GENERAL GOVERNMENTAL SERVICES									
3010		Election Commission	7.7	6.6	8.0	6.5	7.4	6.7	**(0.7)**
3090		County Treasurer	8.0	8.5	9.5	8.5	8.5	7.5	**(1.0)**
3270		County Clerk	7.6	6.6	7.1	7.1	7.0	7.0	**0.0**
3400		Register of Deeds	47.6	42.6	35.8	35.7	34.9	32.9	**(2.0)**
3700	1	Office of the Comptroller	0.0	0.0	0.0	0.0	0.0	43.0	**43.0**
		TOTAL GENERAL GOVERNMENTAL SERVICES #	**70.9**	**64.2**	**60.4**	**57.8**	**57.8**	**97.1**	**39.3**
PUBLIC SAFETY									
4000	8	Office of the Sheriff	935.2	952.9	1,434.2	1,385.9	1,265.9	777.3	**(488.6)**
4300	8	House of Correction	512.3	486.0	0.0	0.0	0.0	359.4	**359.4**
4500	17	District Attorney	162.9	164.6	157.5	155.1	148.2	150.0	**1.8**
4900		Medical Examiner	25.3	29.4	27.2	27.5	27.6	28.3	**0.7**
		TOTAL PUBLIC SAFETY #	**1635.8**	**1632.9**	**1,618.9**	**1,568.5**	**1,441.6**	**1,315.0**	**(126.7)**

Org.		Description		2008	2009	2010	2011	2012		2011/2012 CHANGE
TRANSPORTATION AND PUBLIC WORKS [9]										
5040		Airport		229.0	269.8	275.7	271.7	0.0	0.0	**0.0**
5070		Transportation Services		17.7	12.1	11.8	14.5	0.0	0.0	**0.0**
5080	5	Architectural, Engineering and Environmental Services		40.2	37.6	36.4	35.2	0.0	0.0	**0.0**
5100	11	Highway Maintenance		112.1	135.7	125.6	125.1	0.0	0.0	**0.0**
5300	12	Fleet Management		53.1	43.3	38.0	34.6	0.0	0.0	**0.0**
5700	5	Facilities Management		159.2	150.1	133.1	85.0	0.0	0.0	**0.0**
5800	6,13	Director's Office		3.3	11.3	13.0	13.2	0.0	0.0	**0.0**
		TOTAL TRANSPORTATION AND PUBLIC WORKS	**#**	**614.6**	**659.9**	**633.6**	**579.3**	**0.0**	**0.0**	**0.0**
DEPARTMENT OF TRANSPORTATION [10]										
5040		Airport		0.0	0.0	0.0	0.0	290.5	289.1	**(1.4)**
5100	11	Highway Maintenance		0.0	0.0	0.0	0.0	128.1	136.6	**8.5**
5300	12	Fleet Management		0.0	0.0	0.0	0.0	35.0	34.1	**(0.8)**
5800	6,13	Director's Office		0.0	0.0	0.0	0.0	7.0	7.0	**0.0**
		TOTAL TRANSPORTATION	**#**	**0.0**	**0.0**	**0.0**	**0.0**	**460.5**	**466.8**	**6.2**
HEALTH AND HUMAN SERVICES										
6300	14	DHHS-Behavioral Health Division		890.9	858.8	827.7	843.7	837.4	801.0	**(36.3)**
7200	14	DHHS-County Health Programs		49.2	34.5	0.0	0.0	0.0	0.0	**0.0**
7900	15	Department on Aging		89.4	83.3	79.6	77.0	77.2	73.0	**(4.2)**
7990	15	Department of Family Care		60.4	91.4	90.1	79.1	64.4	64.6	**0.1**
8000	16	Department of Health and Human Services		745.6	682.3	672.1	663.1	313.8	314.6	**0.7**
		TOTAL HEALTH AND HUMAN SERVICES	**#**	**1835.4**	**1750.2**	**1,669.5**	**1,662.9**	**1,292.8**	**1,253.2**	**(39.6)**
PARKS, RECREATION AND CULTURE										
9000		Parks Division		542.2	547.5	509.5	487.2	458.2	391.1	**(67.1)**
9500		Zoological Department		246.3	251.8	256.1	257.5	254.3	254.7	**0.3**
9910		University Extension		0.8	0.8	0.8	0.8	0.8	0.8	**0.0**
		TOTAL RECREATION AND CULTURE	**#**	**789.3**	**800.0**	**766.4**	**745.5**	**713.3**	**646.5**	**(66.8)**
		TOTAL - ALL OPERATING DEPARTMENTS	**#**	**5,707.5**	**5,649.1**	**5,456.9**	**5,336.2**	**4,853.1**	**4,636.7**	**(216.4)**

[1] In 2013, the Office of the Comptroller is created as its own department. Positions in this department were previosuly budgeted in the County Board-Department of Audit and in the Central Accounting section of DAS-Fiscal Affairs.

[2] In prior budgets, all positions were budgeted in the Personnel Review Board and cross-charged to the Ethics Board. In 2010, the FTEs were budgeted in the Ethics Board and the cross-charge was eliminated.

[3] Prior to the 2010 Budget, Labor Relations was a division of the Department of Administrative Services. The 2010 Budget created the Department of Labor Relations.

[4] The 2012 Budget created the Department of Human Resources and includes the former divisions of DAS - Employee Benefits and DAS - Human Resources. In addition, in 2010 within the DAS - Human Resources Division, 14.0 FTE Human Resource field staff were transferred to their respectives Departments; the 2012 Budget reverses this initiative and transferrs them back to the Department of Human Resources.

[5] The 2012 Budget created the Department of Administrative Services - Facilities Management Division. This includes the former Department of Transportation and Public Works (DTPW) divisions of Facilities Maintenance and Architectural and Engineering. The MCAMLIS Section of the former DTPW division of Architecture and Engineering was transferred to the DAS division of Economic Development as part of the 2012 Budget.

[6] The 2008 Budget created the Department of Health and Human Services - Housing Division. This division included the sections of the Department of Administrative Services - Economic and Community Development Home/Home Repair and the Voucher Programs. The 2009 Budget dissolved the division and transferred the Block Grant program to the Department of Health and Human Services - Housing Division and Real Estate Services to the DTPW- Director's Office. The 2012 Budget created the Department of Administrative Services - Economic Development Division. This division includes the Sections of Economic Development and Real Estate Services (formerly located in the Department of Transportation and Public Works - Director's Office Section) and the Section of MCAMLIS (formerly included in the DTPW-Architecture and Engineering division).

[7] Courts - Pre Trial Services was created in the 2011 Adopted Budget.

[8] In 2009, the Sheriff's Office took responsibility for the House of Corrections. The reorganization was first reflected in the 2010 Budget. The 2013 Budget re-creates the House of Corrections as a separate entity.

[9] The 2012 Budget reorganizes all of the former divisions of DTPW into either the Department of Transportation or the Department of Administrative Services.

[10] The 2012 Budget creates the Department of Transportation and includes the former DTPW divisions of Airport, Highway Maintenance, Fleet Mgmt, Director's Office, and Transit (which does not include County FTEs).

[11] The 2012 Budget creates the Department of Transportation and reorganizes the former DTPW division of Transportation Services and Highway Maintenance into a new Division of Highways.

[12] The 2012 Budget creates the Department of Transportation and includes the former DTPW division of Fleet Management.

[13] The 2012 Budget creates the Department of Transportation and includes the former DTPW division of Director's Office except for Real Estate Services and Economic Development, which are transferred to the DAS-Economic Development Division.

[14] The 2010 Budget merges DHHS-County Health Programs with DHHS-Behavioral Health Division.

[15] The 2008 Budget includes a separate narrative for the Care Management Organization, although it remains under the authority of the Department on Aging. In 2011 it became its own department, the Department of Family Care.

[16] The 2008 Budget transfers the Home/Home Repair and the Voucher Program from DAS - Economic and Community Development to the newly created Housing Division in the Department of Health and Human Services.

[17] FTE Counts in the Office of the District Attorney include Deputy District Attorneys and Senior Assistant District Attorneys who are State Employees but who chose to retain County benefits in the 1990s. These positions are not reflected in the FTE Count in the Budget Narrative (pages 213-222). In both 2012 and 2013 there are seven total positions.