MILWAUKEE COUNTY
2014 RECOMMENDED
BUDGET

Chris Abele
Milwaukee County Executive

Introductory Section

- Budget Message of the County Executive
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- Community Profile

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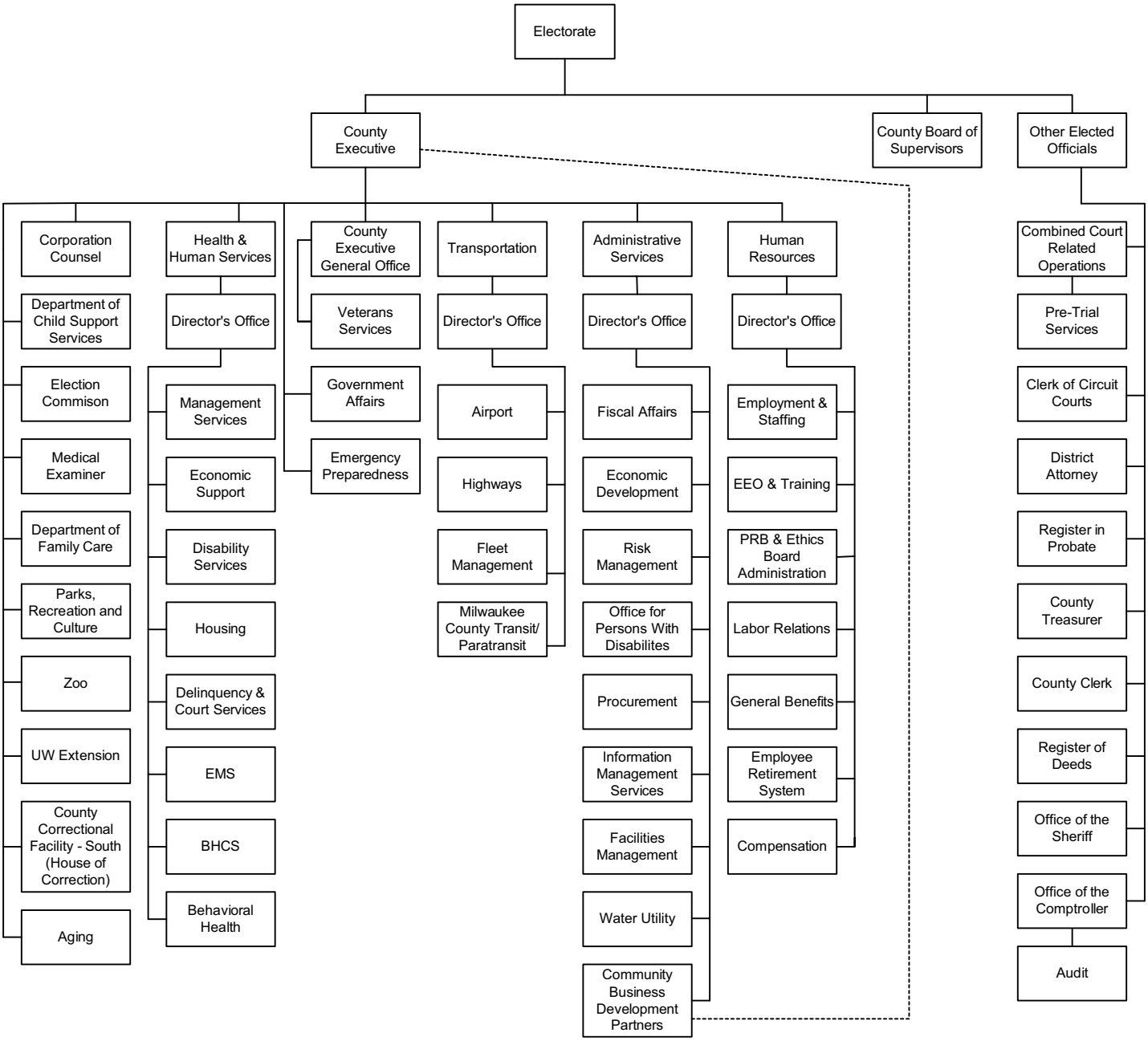
Milwaukee County Organizational Chart



2014 Program Transfers

The 2014 Budget transfers a number of programs from one department to another. The following table provides a guide to which programs have been transferred, and which departmental narrative now contains that program. The table also shows whether the prior history (fiscal information for 2012 Budget and Actual, and 2013) has been "re-stated"; that is altered so that prior history is altered to show the data as if the program had always been in the new department. The decision whether or not to restate prior history has been made based on technical reasons either related to the County's budget software, or a transition to a new fund type, in the case of Distribution Services.

For information on the particular program or service, please see the narrative for the new department.

Program/Service	Old Department	New Department	Prior History Re-Stated?
Distribution Services*	DAS-Info Mgmt Svcs Division (IMSD)	DAS-Facilities Management	No
Coggs Health & Human Services Building Facilities Maintenance*	Health & Human Services	DAS-Facilities Management	No
Community Services/ Alcohol & Other Drug Addition Svcs.	Health & Human Services – Behavioral Health Division	Health & Human Services	Yes
Emergency Management Services	Health & Human Services – Behavioral Health Division	Health & Human Services	Yes
Training Academy	Sheriff	House of Correction	Yes
Emergency Management	Sheriff	Emergency Preparedness	Yes
911 Communications & Dispatch	Sheriff	Emergency Preparedness	Yes
Government Relations	County Board	Government Relations	No
County Board Committee Services*	County Board	County Clerk	No
County Board Research Services	County Board	County Comptroller	No

** = This program/service is included within another program area narrative in the new department narrative.*

2014 Budget – Readers' Guide

Welcome to the updated Milwaukee County budget narrative. The budget narrative provides information to taxpayers, policymakers, stakeholders, community groups, and other interested parties about the County's finances and policies – essentially its business plan – for the upcoming year.

The budget narrative has been completely reformatted from the prior version with two major goals: the first is to make it easier to read and more informative for everyone who has an interest in the County; the second is to comply with public sector budgeting best practices, which are exemplified by the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award.

Readability Design Changes

The prior version of the narrative was focused on changes made from the prior year budget. While this made changes easy to identify, it did not provide taxpayers, policymakers and stakeholders with substantial information about which specific programs departments provide, "how much" service they actually provide, the resources dedicated to those programs, and how well those services are performed. The new narrative is now focused on individual specific services provided by each department in a way that illustrates what taxpayers are receiving for their money (please note that, due to their complex nature, a few non-departmental narratives have yet to be reformatted. These narratives include Org Units 1900-Non Departmental Revenues, 1950-Employee Fringe Benefits, and 1991-Property Taxes; it is planned that these narratives will have the new format in the 2015 budget).

Each department will now have departmental summary pages. These pages will show expenditures, revenues, and tax levy for the entire department. Expenditure information is now consolidated into five broad categories, some of which include multiple appropriation units. Staffing information for the entire department will show FTE's based on full-time and part-time (seasonal, hourly, pool, etc.) positions, and overtime by dollars. Following will be a brief overview of the department's mission and structure.

After the departmental summary pages, the narrative will show detailed information about each program, including:

- Whether the program is ***mandated*** by state or federal law, ***committed*** through a contract or long-standing arrangement, ***discretionary*** meaning the County has no legal obligation to provide the service, or ***administrative*** in that the service provides critical "back-office" administrative functions that enable other service areas to operate.

- To which Strategic Outcome the program is most closely aligned based on Milwaukee County's mission. For instance, in many of the programs within the Office of the Sheriff, the Strategic Outcome will be listed as "personal safety"; likewise in many administrative departments, the Strategic Outcome will be listed as "high quality, responsive services". Please see the "Strategic Planning" section for additional detail.

- "What we Do": this will be activity data that shows "how much" service is provided, for instance the number of aquatics attendees at parks or the number of individuals served in the senior meal program.

- "How we Do It": this will show the resources dedicated to this program, including expenditures, revenues, tax levy, and total FTEs, including full and part-time positions (note that this figure <u>does not</u> include FTE equivalents for overtime, special premium, salary adjustment, shift differential, or vacancy and turnover).

- "How Well we Do It": this will show performance measures for the program area. This is a new process on which the County is embarking in the 2014 budget. Many departments have identified and developed performance measures for several program areas; however more will be created

and included in future budget years, as this is intended to be an iterative process. The performance measures are designed to be SMART goals: specific, measurable, attainable, relevant and time-bound.

- Strategic Implementation: This will be a brief overview of the resources to be provided for the service in the upcoming year, and will describe major policy and fiscal changes (note that these major changes will also be included in a budget summary – see the section on GFOA elements below).

- Position Summary: This table will provide information on the number of positions by title code budgeted in both the current and next budget year for the entire department. The prior version of the narrative showed only the changes to positions made by the budget. This version provides additional information by showing how many of each title code are budgeted with a comparison between years and explanation of changes.

- Legacy Fringe Benefits: The County presently allocates legacy fringe benefit costs out to departments based on a three-year rolling average FTE counts. Legacy fringe benefits are a fixed cost for which the County is responsible to fund regardless of changes made in the annual budget. A table is provided at the end of each departmental narrative showing the legacy fringe costs for prior year budget and actuals, and the current and next year budgets.

The budget narrative is also being reorganized so that all departments and other organizational units within a given functional area are located within the same section of the document so that readers can see which resources and services are being provided in a given area. For instance, the previous budget narrative placed the budget narratives for cultural non-departmental units (War Memorial, Historical Society, etc.) in a different section than those of Parks, Zoo, and the Museum.

GFOA Elements

Attaining the GFOA Distinguished Budget Presentation Award is a performance measure for the Department of Administrative Services – Fiscal Division in 2014. To receive the award, which is given to local governments that follow best practice standards in presenting budget information, the budget narrative must include several elements. Those elements are available online at:

http://www.gfoa.org/downloads/BudgetCriteriaExplanationsFY2012.pdf

The prior version of the budget narrative did not include many of these elements; the goal of the 2014 budget narrative is to include all elements, whether mandatory or not. Some of the new elements include:

- A budget message provided by the County Executive.

- A discussion of strategic planning and goals.

- Analyses of short and long-term fiscal trends and economic/demographic issues that impact the County's finances.

- Information about the County's financial structure, including data by fund.

- Information about the community, including demographics, economics, socioeconomics, etc.

The budget staff hope that the new narrative provides you with more information in a format that is simpler to read and easier to navigate.

Community Profile

Milwaukee County was formed in 1835 when it was part of the Michigan Territory. Prior to that, the area had been settled by a variety of Native American tribes, and was explored by French Priests and traders as far back as 1674. The name "Milwaukee" is generally believed to be derived from a Native American term meaning "good land"[1].

Today Milwaukee County is, by population, the largest county in the State of Wisconsin and the 47th largest in the United States with 955,205 residents. Milwaukee County is one of the few fully-incorporated counties in the United States and includes 19 municipalities that range from a large urban center in the City of Milwaukee with 597,900 residents to small villages such as Bayside with a population of 4,389.

The County anchors the Greater Milwaukee Metropolitan Area, which has a population of 2,025,900 and includes seven neighboring counties: Waukesha, Racine, Washington, Ozaukee, Dodge, Jefferson, and Walworth.

As in many other major urban areas in the upper Midwest, the regional economy in the 20th century was based on heavy manufacturing. As the manufacturing sector has declined nationally since the 1970s, the region has transitioned to attract economic growth based on high-tech, light manufacturing and service-oriented industries; and is developing into a worldwide leader in freshwater sciences and technology.

The tables on the following pages provide some demographic and economic data about Milwaukee County.

[1] Wisconsin Historical Society, online at http://www.wisconsinhistory.org/dictionary/index.asp?action=view&term_id=3824&term_type_id=2&term_type_text=places

County Data[2]:

Basic Data	Milwaukee County	Wisconsin
Land area in square miles, 2010	241	54,158
Population, 2012 estimate	955,205	5,726,398
Population Density	3,957	106
Demographic Data	**Milwaukee County**	**Wisconsin**
Persons under 5 years, percent, 2012	8%	6%
Persons under 18 years, percent, 2012	25%	23%
Persons 65 years and over, percent, 2012	12%	14%
High school graduate or higher	85%	90%
Bachelor's degree or higher	27%	26%
Veterans, 2007-2011	55,726	431,479
Economic Data	**Milwaukee County**	**Wisconsin**
Housing units, 2011	418,935	2,634,781
Homeownership rate, 2011	52.80%	69.10%
Median value of owner-occupied housing units	$165,300	$169,700
Households, 2011	378,527	2,279,738
Median household income, 2011	$43,397	$52,374
Private nonfarm establishments, 2011	19,534	138,045
Private nonfarm employment, 2011	445,979	2,354,284
Manufacturers shipments, 2007 ($1000)	19,065,361	163,563,195
Merchant wholesaler sales, 2007 ($1000)	10,955,307	59,996,244
Retail sales, 2007 ($1000)	10,207,295	72,283,321
Retail sales per capita, 2007	$10,720	$12,904
Accommodation and food services sales, 2007 ($1000)	1,570,614	9,247,311
Building permits, 2012	654	12,041

[2] U.S. Census Bureau Quickfacts, online at: http://quickfacts.census.gov/qfd/states/55/55079.html

Principal Taxpayers	
Taxpayer	2012 Equalized Value
Bayshore Town Center LLC	$313,599,000
Northwestern Mutual Life Insurance Co.	$311,900,000
US Bank Corp.	$263,199,000
Mayfair Property Inc.	$256,810,000
Bre Southridge Mall, LLC	$155,498,000
Mandel Group	$126,774,000
Metropolitan Associates	$122,245,000
Columbia St. Mary's	$112,183,000
Marcus Corp/Milw. City Center/Pfister	$110,449,000
Centerpoint Properties	$97,150,000

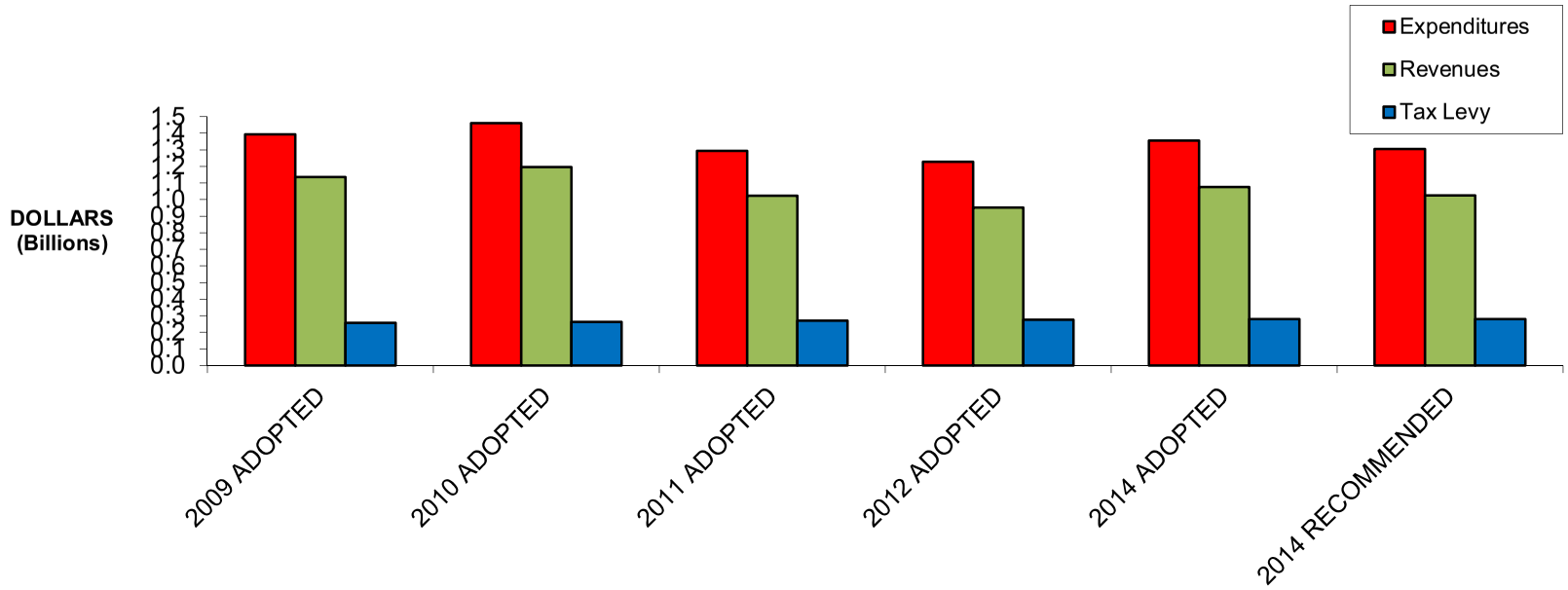
10 Largest Private-Sector Employers		
Employer	**Industry**	**2012 Employees**
Aurora Health Care	Health Care	22,000
Wheaton Franciscan Healthcare	Health Care	10,914
Roundy's Supermarkets Inc.	Retail Supermarkets	8,700
Froedtert Health	Health Care	8,600
Kohl's Corporation	Retail Sales	8,400
Quad/Graphics Inc.	Printing	6,900
GE Healthcare	Health Care	6,400
Medical College of Wisconsin	Education	5,400
Northwestern Mutual Life Insurance	Insurance & Finance	5,000
Pro-Health Care Inc.	Health Care	4,972

Budget Summary

- 2014 Tax Levy Summary
- Budget Assumptions
- Long-Range Fiscal Analysis
- Performance Budgeting
- 2014 Expenditure Analysis
- 2014 Revenue Analysis
- 2014 Countywide FTE Positions

RECOMMENDED 2014 BUDGET FOR GENERAL COUNTY PURPOSES

	2013 ADOPTED	2014 RECOMMENDED	CHANGE	PERCENT
EXPENDITURE	$1,356,107,751	$1,305,328,707	($50,779,044)	-3.74%
REVENUE	1,076,786,555	1,026,007,511	(50,779,044)	-4.72%
TAX LEVY	$279,321,196	$279,321,196	$0	0.00%



2014 Budget Assumptions

Per Adopted County Resolution 11-430, the Department of Administrative Services - Office of Performance, Strategy and Budget (PSB) utilized the most recent version of the "Municast" five-year forecast to develop broad assumptions about the 2014 budget establish a foundation for building the County budget.

Employee and Retiree Fringe Benefits
After increasing rapidly in the early 2000's, the rate of growth in health care costs has slowed significantly (see the Long Range Fiscal Forecast section for additional detail). This has been due to a variety of factors, including market factors and changes in plan design that have made the County's health care consumers more cost-conscious.

The five-year forecast assumed a 4.9 percent increase in health insurance costs over the 2013 budget, down from 9 percent the previous year. This reduced rate of growth was mainly the result of the large surplus in health care costs in 2012. By using the lower 2012 base, the assumption resulted in an increase of approximately $2.6 million in additional cost over the 2013 budget, rising from $106.9 million to $109.5 million. Of this increase, medical costs were estimated to rise by $3.5 million, prescription drug costs were estimated to decrease by $3.1 million, and administrative costs (mainly increased stop-loss premiums) were forecast to rise by $2.5 million.

Regarding pension costs, the spring 2013 valuation of the Employee Retirement System (ERS), the largest County pension system, was forecasted to remain relatively flat in 2014, decreasing by only $44,000 to $30.5 million. However, the composition of this contribution changes significantly. The "normal cost", the value of benefits being earned by existing employees, would increase by $2.16 million, while the amortization of the unfunded liability would decrease by $2.2 million. Due to the provisions of 2011 Wisconsin Act 10, active employees contribute one-half the normal cost, which resulted in a revenue increase from the employee contribution of $1 million over the 2013 budget. Principal and interest payments on Pension Obligation Bonds issued in 2009 are also considered fringe benefits, and are budgeted as such. These payments will decline by $592,483 from 2013, or 1.8 percent, to $33 million.

Salaries & Wages
The five-year forecast assumed a 2.4 increase in total salaries and wages for 2014. This included the full-year cost of the 1.4 percent cost of living adjustment provided in May 2013, plus step increases and another cost of living adjustment in January 2014 for a total expenditure impact of approximately $5.5 million.

State Aids & Federal Revenues
State aids made up approximately 26 percent of County revenue in the 2013 Adopted Budget. The five-year forecast and 2014 base budget assumed no change in state aids, due to uncertainty over the federal fiscal outlook, all federal revenues were assumed to remain flat in the base budget.

Sales Tax
The five-year forecast assumed local option sales tax revenues would increase by 2.5 percent over the 2013 Adopted Budget, an increase of $1.7 million.

Inflation
The five-year forecast assumes a 1.4 percent inflation rate, based on early 2013 data provided by the Wisconsin Department of Revenue and the U.S. Department of Commerce – Bureau of Economic Analysis.

Debt Service
The five-year forecast projected that Debt Service, not including Pension Obligation Bond debt, was projected to decline by 3.3 percent, or $2.9 million, in 2014.

Long Range Fiscal Analysis

Since 2009, and codified in 2011 by adopted County Resolution 11-140, Milwaukee County has utilized a five-year model to forecast future expenditures and revenues, grouped by type. This analysis provides taxpayers, policymakers and the public with an insight into the fiscal situation faced by the County.

This analysis has consistently shown that the County faces a long-term structural deficit. When the model was first utilized after passage of the 2009 budget, it projected that if annual budgets were balanced using only one-time measures, the County would face a $79 million deficit in 2010 that would grow to $153 million by 2014. Expenditures were forecast to grow by 6.1 percent annually while revenues would rise by only 3.7 percent annually.

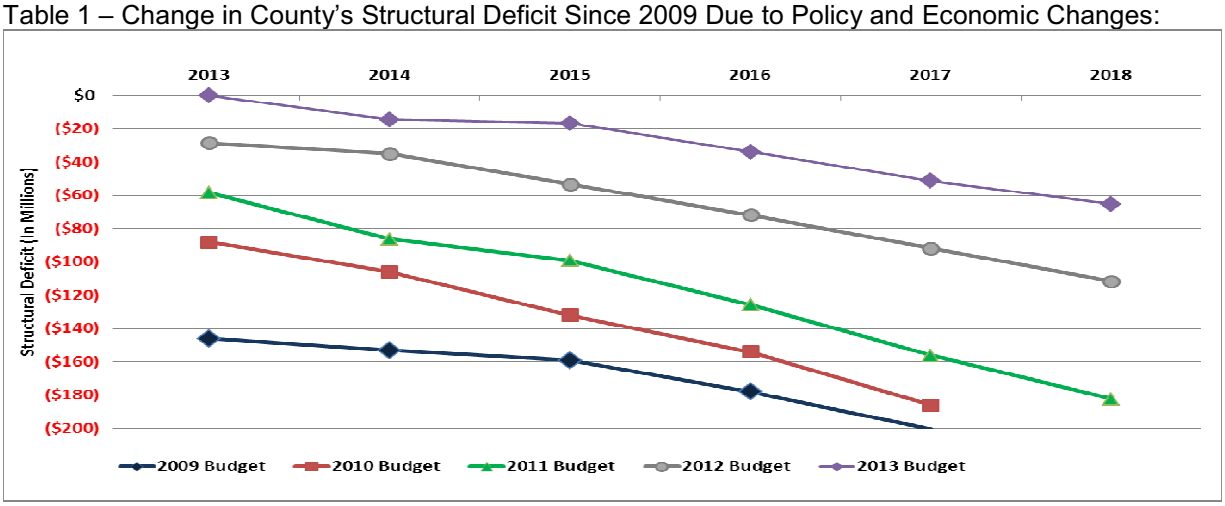
The forecast showed that labor costs, especially fringe benefits, were a major driver of this structural imbalance. It projected that with no changes in headcount or benefits policies, fringe benefits would rise from $212 million in 2009 to $340 million in 2014. Fringe benefits as a share of total county expenditures would rise from 16 percent to 20 percent. The analysis also showed that the County faces a significant lack of revenue flexibility, with a high reliance on State and Federal revenues and limited discretionary alternatives other than property taxes.

The County's revenue flexibility is largely mandated by State law, leaving expenditures as the only significant option to achieve fiscal sustainability. Therefore, beginning in 2010, the County has made significant structural changes, including its wage and benefit structure, such as:

- Realigning the share of health care costs borne by employees and retirees.
- Requiring, as mandated 2011 Wisconsin Act 10, employees to contribute to their defined benefit pension plan.
- Stabilizing pension costs due to the issuance of Pension Obligation Bonds in 2009.
- Reducing headcount through a variety of policy changes, such as the State takeover of the Income Maintenance program, selectively outsourcing some services such as housekeeping, consolidations of duties, and other position reductions.
- Mainstreaming overtime and sick leave policies to reduce payouts and liability accruals.

The impact of these structural changes is shown in table 1 on the next page, which compares the forecasted structural imbalance for the five-year period of 2014-2018 after the passage of each annual budget since 2009.

Table 1 – Change in County's Structural Deficit Since 2009 Due to Policy and Economic Changes:

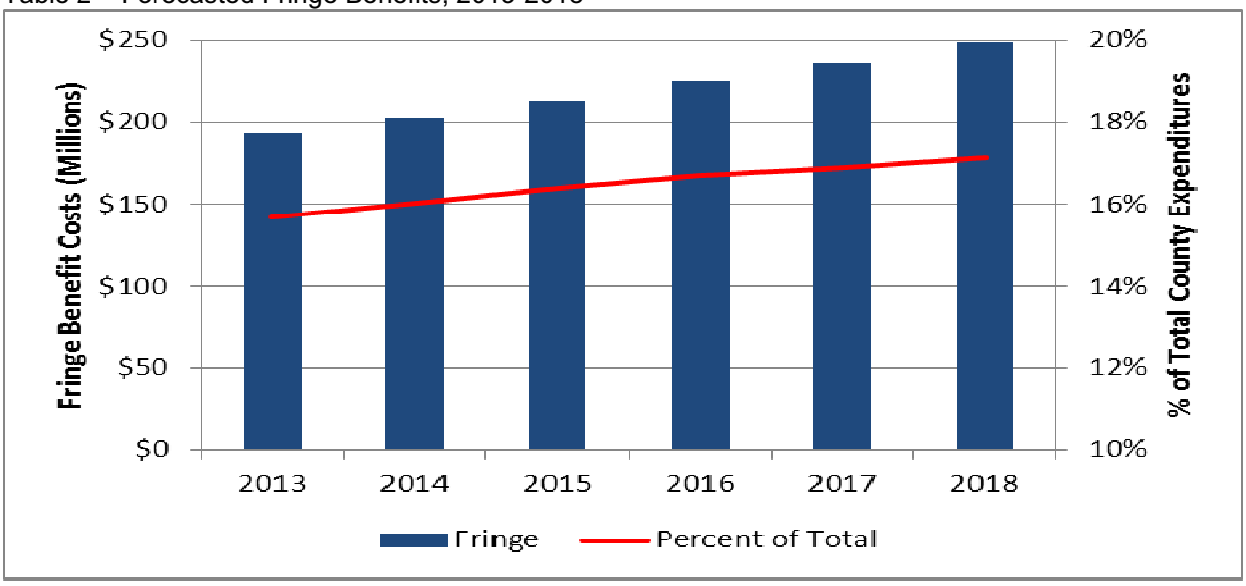


Expenditures Continue to Grow Faster than Revenues

Table 1 above illustrates the impact these decisions had on the forecasted structural deficit, demonstrating that the structural deficit is growing at a lower rate than it was four years ago. The model now shows that:

- Revenues are now projected to rise by 3.6 percent annually, essentially unchanged from the 2009 forecast.
- Expenditures are now forecast to rise 4.6 percent annually: an improvement from 6.1 percent in the 2009 forecast; but still outstripping revenue growth.
- Much of the expenditure growth is due to fringe benefit costs, which are approximately 16 percent of total county expenditures in 2013 and are projected to rise to roughly 17 percent by 2018, prior to any changes in the 2014 budget.

Table 2 – Forecasted Fringe Benefits, 2013-2018

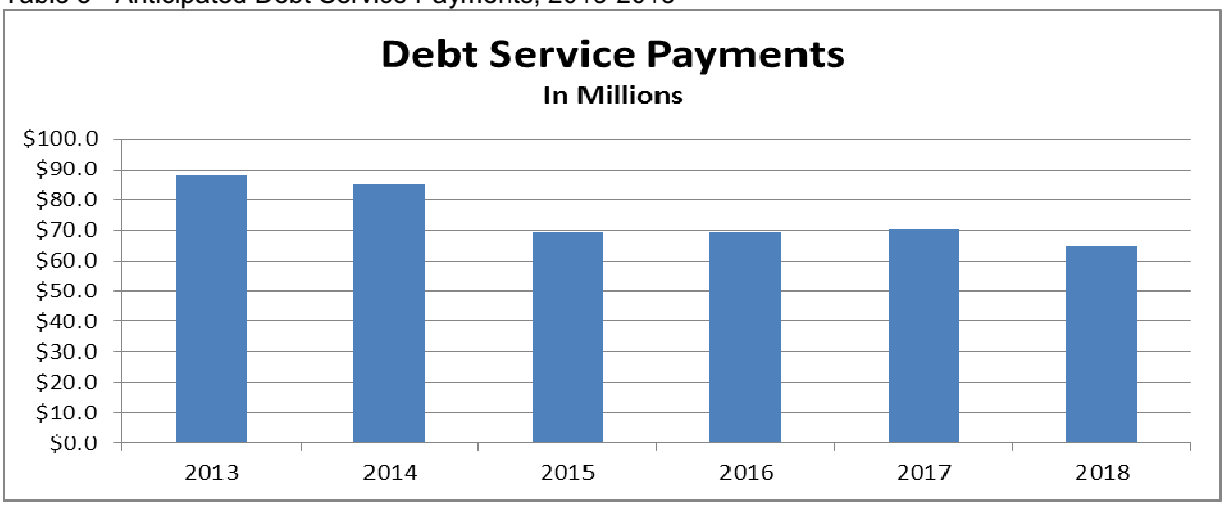


While recent fiscal policy has "bent the structural deficit curve", the County continues to need to make significant structural changes to achieve long-term sustainability.

Debt Reduction is a Key Driver to Sustainability

Servicing debt continues to be a drag on the County and channels resources away from funding core services. The County's fiscal debt service costs (see table 3) are projected to decline, assuming continued adherence to the present general obligation bonding levels, in 2015 as the 2003 refinancing of debt expires (note this table does not include pension obligation bond debt service, which is considered with fringe benefits).

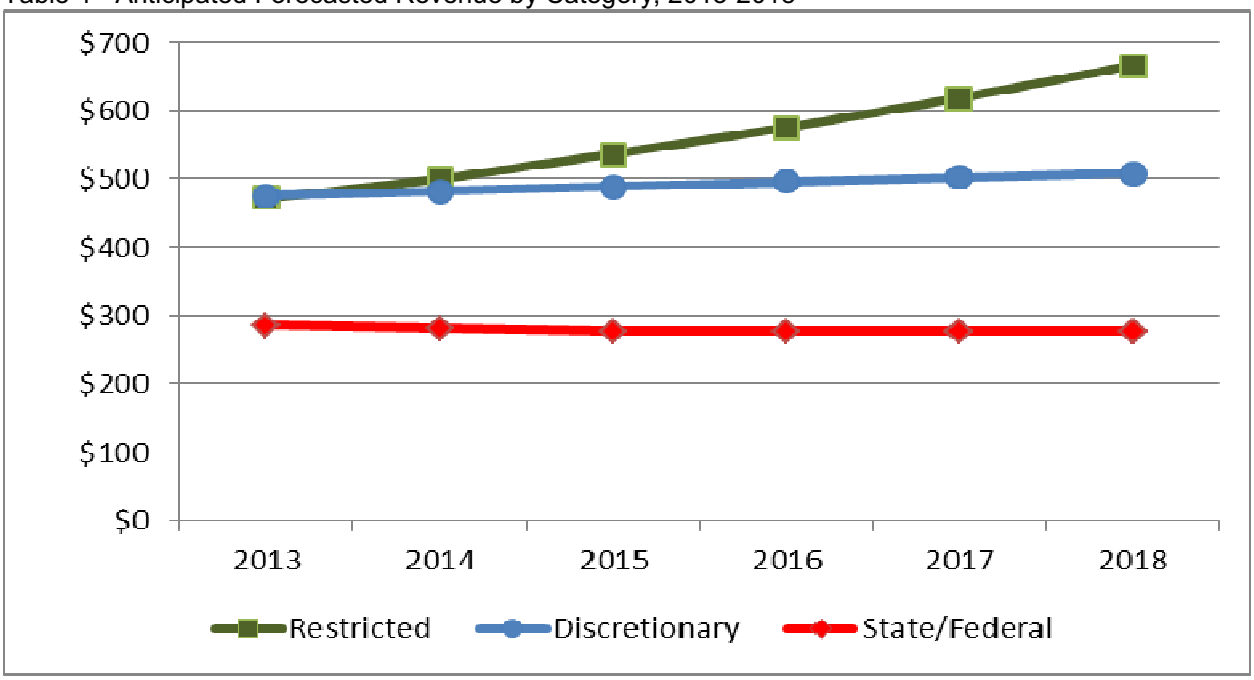
Table 3 - Anticipated Debt Service Payments, 2013-2018



Revenue Growth Continues to be Constrained

The County continues to operate under strict tax levy caps, and new sources of revenue are limited. Adjusted for inflation, revenues from state and federal, and discretionary sources are forecasted to remain essentially flat over the five-year period.

Table 4 - Anticipated Forecasted Revenue by Category, 2013-2018



In Summary, More Work Ahead

The forecast shows that the County has made significant progress in addressing its fiscal imbalance, even during a prolonged period of tepid economic growth. In the long term expenditures are still forecast to rise more rapidly than are revenues, mainly due to recent trends in and uncertainty regarding state and federal revenues. However, the rate of growth of expenditures has dropped significantly, mainly due to fringe benefit changes described above. The County will continue to face fiscal pressures due to this imbalance.

This situation requires, over the coming years, continued examination of service levels and delivery models, the prudent use of one-time revenues to drive operational efficiencies that reduce costs, and a continual focus on reducing debt. Additionally, a thorough examination of the County's facilities is necessary in order to reduce the County's future capital requirements. The County does not have the fiscal flexibility to add additional debt service to adequately address the deferred maintenance that has accumulated over decades. Therefore, the County must prioritize it facilities and focus on those that deliver core services and those that operate in the most cost-efficient manner. This will allow the County to eliminate underutilized facilities that have high operating costs and facilities that would require significant capital expenditure to maintain.

Performance Budgeting

Overview

The Department of Administrative Services – Office of Performance, Strategy and Budget (DAS-PSB, formerly the Fiscal and Strategic Services section of DAS-Fiscal Affairs) began to develop a comprehensive, Countywide strategic planning effort in 2012. The goal of this strategic planning process will be to identify desirable community outcomes, and link these to core business functions and measureable program outcomes across departments.

This endeavor builds on prior strategic planning efforts. In the late 1990s, the County embarked on a comprehensive strategic planning effort that included the creation of performance measures. Many of these performance measures were included in the 2003 Adopted Budget; however the effort to implement strategic planning and performance measurement was discontinued. In 2009, the County created the Long Range Strategic Plan Steering Committee, which explored performance measures and created long term strategic goals related to employee fringe benefits and facilities planning.

Mission Statement & Strategic Outcomes

The County embarked on a process of integrating the budgeting process with a larger move towards performance management in 2013. Components of the County's mission statement, developed through a strategic planning process in the 1990s, have been incorporated into a set of Strategic Outcomes. The 2014 budget will be the first to illustrate which Strategic Outcomes align with which programs and services, and to provide performance measures to stakeholders, policymakers and taxpayers. The goal of this process is to demonstrate transparently how well the County is achieving its stated mission.

As noted in the Reader's Guide, the County's mission statement reads as follows:

> *"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."*

Based on the Mission Statement and the strategic planning process, the Strategic Outcomes to be achieved by Milwaukee County are as follows:

- High Quality, Responsive Services
- Enhancement of Self-Sufficiency
- Enhancement of Personal Safety
- Enhancement of Economic Opportunity
- Enhancement of Quality of Life

The 2014 Budget links each program area with one of these Strategic Outcomes. For instance, the Operations Division at the Zoo is targeted at the Strategic Outcome of enhanced quality of life, and the Department of Child Support Services will work towards the Strategic Outcome of enhanced self-sufficiency. The chart below shows how every distinct program area by department is linked to a component of the Mission Statement. Note only the primary Strategic Outcome is listed, but that many services achieve multiple Strategic Outcomes (for instance, those programs that primarily achieve Personal Safety certainly contribute to Quality of Life).

Performance Measures

In addition to linking service areas with Strategic Outcomes, the 2014 budget will show how well the service is being provided. DAS-PSB worked with departments to develop performance measures in as many service areas as possible. The goal was to create a collaborative process whereby departments created their own performance measures as a way of challenging their management and staff to continue exemplary performance or improve on their existing performance levels; while also setting the stage for longer term strategic planning effort that will link service area performance to broader Countywide strategic goals, which are presently described by the County's mission statement.

The goal in developing these measures is to create SMART goals, meaning goals are:

S = Specific
M = Measureable
A = Achievable
R = Relevant
T = Time-Bound

DAS-PSB and the departments have made every effort to create iterative performance measures that meet these criteria. Performance measures differ from activity data, which are also shown (when available) in the service-area narratives. Activity data are an important measure of *how much* of a service is provided, but do not inform policymakers or the public *how well* that service is provided. "How well" a service is provided can be a measure of quality – such as ratings on customer surveys or attainment of a positive audit finding, or a measure of efficiency – such as how long it takes to perform a task.

Performance Management and Budgeting

The 2014 budget creates a financial policy to be included in the financial policies section of future budgets as follows:

The County's Strategic Outcomes are the components of the Mission Statement, as defined above: High-Quality, Responsive Services; enhancement of Self-Sufficiency, enhancement of Public Safety, enhancement of Economic Opportunity, and enhancement of Quality of Life. Based on these strategic outcomes, all Departments and Offices will:

1. *Identify distinct Program Areas.*
2. *Link Program Areas with the most appropriate Strategic Outcome.*
3. *Identify whether Program Areas are Mandated, Committed, Discretionary, or Administrative*
4. *Endeavor to develop Performance Measures that show progress of that Program Area towards achieving the Strategic Outcomes.*

Program Areas by Strategic Outcome

The following tables show each of the County's identified program areas that are linked to Strategic Outcomes.

Strategic Outcome: *Personal Safety*		
Department	**Service Area**	**Service Provision**
Sheriff	County Jail Expressway Patrol Court Security Airport Security/K-9 Criminal Investigations Civil Process & Warrants County Grounds Security Park Patrol/Tactical Enforcement Unit Specialized Units High Intensity Drug Trafficking Area (HIDTA)	Mandated Mandated Mandated Committed Mandated Mandated Committed Discretionary Mandated Committed
District Attorney	Investigations & Criminal Prosecution	Mandated
Combined Court Operations	Criminal Courts	Mandated
Medical Examiner	Death Investigations	Mandated
House of Correction	House of Correction Inmate Medical & Mental Health Training Academy	Discretionary Mandated Mandated
Emergency Preparedness	Emergency Management Communications	Mandated Committed
Health & Human Services	Home Energy Assistance Emergency Medical Services Delinquency Court Services Behavioral Health Community Services	Committed Committed Mandated/Committed Mandated
Parks, Recreation & Culture	Security & Training	Discretionary
DOT – Highway Maintenance	Highway Maintenance Transportation Engineering	Mandated Administrative
DAS – Information Mgmt Services	Radio	Administrative

Strategic Outcome: *Quality of Life*		
Department	**Service Area**	**Service Provision**
Parks, Recreation & Culture	Park Operations & Regions Park Maintenance (Skilled Trades) Golf Aquatics McKinley Marina Horticulture & Nature Education Community Centers Land Resource Management Planning & Development Downtown Region Concessions Marketing Public Services	Discretionary Discretionary Discretionary Discretionary Discretionary Discretionary Discretionary Discretionary Discretionary Discretionary Discretionary Discretionary Discretionary
Parks Non-Departmental Organizations	Fund for the Arts Historical Society Federated Library System Marcus Center Milwaukee Public Museum Charles Allis/Villa Terrace Museums War Memorial Center Milwaukee Art Museum	Discretionary Committed Discretionary Discretionary Committed Discretionary Committed Committed
University of Wisconsin Extension	UW-Extension	Discretionary
Zoological Department	Public Affairs & Services Operations Division Maintenance & Facilities Animal Management & Health	Discretionary Discretionary Discretionary Discretionary
Health & Human Services	General Assistance Burial & IDAP Housing Division Behavioral Health Community Services	Discretionary Committed/Disc. Mandated
Family Care	Family Care	Committed
Aging	Aging Resource Center Area Agency Senior Meal Program Senior Centers	Mandated Mandated Mandated Discretionary
DOT-Transit	Fixed-Route Service Paratransit	Discretionary Mandated
DAS-Office for Persons with Disabilities	Office for Persons with Disabilities	Mandated
Combined Court Operations	Children's Court Family Court Family Drug Treatment Court Permanency Plan Review	Mandated Mandated Committed Mandated

Strategic Outcome: *Quality of Life – Cont.*		
Department	**Service Area**	**Service Provision**
Register of Deeds	Real Estate Services Vital Statistics Document Examination & Cashier Services Tax Listing Services	Mandated Mandated Mandated Discretionary
DAS-Facilities Management	Environmental Services	Committed

Strategic Outcome: *Economic Opportunity*		
Department	**Service Area**	**Service Provision**
DOT-Airport	General Mitchell International Airport (GMIA) LJ Timmerman General Aviation Airport GMIA South 440th	Committed Committed Committed
DAS-Economic Development	Economic Development Real Estate Services MCMLIS	Discretionary Discretionary Mandated

Strategic Outcome: *Self-Sufficiency*		
Department	**Service Area**	**Service Provision**
DHHS – Behavioral Health Division	Adult Crisis Services Crisis Mobile Team Inpatient Services (Adult & Children) Inpatient Services – Nursing Facility Central Inpatient Services – Nursing Facility Hilltop	Mandated Discretionary Mandated Discretionary Discretionary
Health & Human Services	211 Impact Disabilities Services Division Housing Division	Discretionary Mandated/Committed Committed/Disc.
Child Support Services	Child Support Services	Mandated
Courts – Pre-Trial Services	Pre-Trial Services	Discretionary
House of Correction	Inmate Programming	Discretionary
Veteran's Services	Veteran's Services	Mandated

Strategic Outcome: *High Quality, Responsive Services*		
Department	**Service Area**	**Service Provision**
County Executive	County Executive	Mandated
County Board of Supervisors	County Board of Supervisors	Mandated
County Executive – Government Affairs	Government Affairs	Discretionary
DAS-Community Business Development Partners	Community Business Development Partners	Mandated
Civil Service Commission	Civil Service Commission	Mandated
Personnel Review Board	Personnel Review Board	Committed
Corporation Counsel	Corporation Counsel	Mandated
Human Resources	Director's Office & HR Partners Health Benefits Retirement Compensation Employment & Staffing Training, Development, Employee & Labor Rel.	Mandated Mandated Mandated Administrative Administrative Administrative
Risk Management	Risk Management	Administrative
DAS-Fiscal Affairs	DAS Management Performance, Strategy & Budget Reimbursement Records Management	Mandated Mandated Administrative Administrative
DAS-Information Mgmt Services	Administration & Business Development Application Development Technical Services Personal Computer Support Mainframe	Administrative Administrative Administrative Administrative Administrative
Ethics Board	Ethics Board	Discretionary
Courts	Administration Civil Court Probate Self Help	Mandated Mandated Mandated Discretionary
Election Commission	Election Commission	Mandated
County Treasurer	Banking Services & Delinquent Property Tax Coll. Investment Management	Mandated Mandated
County Clerk	County Clerk	Mandated

Strategic Outcome: *High Quality, Responsive Services – Cont.*		
County Register of Deeds	Administration Land Records Modernization Redaction	Mandated Mandated Discretionary
County Comptroller	Administration Central Accounting Central Payables Central Capital Central Payroll Auditing Services Research Services	Mandated Mandated Administrative Mandated Administrative Mandated Discretionary
Sheriff	Administration	Mandated
House of Correction	Administration	Administrative
DOT–Fleet Maintenance	County Fleet Maintenance	Administrative
DAS–Water Utility	Water Utility	Committed
DAS–Facilities Management	Architecture & Engineering Facilities Maintenance Director's Office	Committed Committed Administrative
DOT-Director's Office	Director's Office	Mandated
DHHS – Behavioral Health Division	Management & Support Services	Administrative
Aging	Administration	Mandated
Health & Human Services	Director's Office	Mandated
Parks, Recreation & Culture	Administration	Administrative
Zoo	Administration & Finance	Administrative

2014 Expenditure Analysis

Overview

The 2014 gross expenditure budget is $1,305,328,707, a decrease of $50,779,044 or 4 percent from the 2013 Adopted Budget. The 2014 expenditure budget includes $1,226,289,125 for departmental and non-departmental operations and debt service, and $79,039,582 for capital projects. In comparison with the 2013 Adopted Budget, operating budget expenditures decline by $7,966,238 or 1 percent, and capital budget expenditures decline by $42,812,806 or 35 percent.

The County has nine appropriation units by which budgetary control is exercised. As noted in the Readers' Guide, some appropriation units have been combined in the narratives in the Operating Budget to improve readability, as the vast majority of budgets have only a few of these appropriation units budgeted. The combined appropriation units presented here for budgeting purposes include the following appropriation units by which budgetary control is exercised:

Departmental Narrative Appropriation Unit	**Included Budgetary Control Appropriation Units:**
Personal Services	**Personal Services**
Operation Costs	**Services** **Commodities** **Other Charges**
Debt & Depreciation	**Debt & Depreciation**
Capital Outlay	**Capital Outlay** **Capital Contra**
Interdept Charges	**Internal Service Charges** **Abatements**

A comparison of countywide totals for 2012 actual, 2013 Budget, and the 2014 Budget, including operating and capital expenditures, for these combined appropriation units are shown below:

APPROPRIATION UNIT	**2012 Actual(a)**	**2013 Budget**	**2014 Budget**	**$ Change from 2013**	**% Change from 2013**
Personal Services(b)	$410,735,983	$443,617,360	$429,982,532	($13,634,828)	-3%
Operation Costs	$674,279,064	$635,693,341	$646,166,357	$10,473,016	2%
Debt & Depreciation	$164,079,932	$133,840,149	$129,218,584	($4,621,565)	-3%
Capital Outlay	$98,592,798	$119,658,514	$79,042,373	($40,616,141)	-34%
Internal Service Charges	$22,166,671	$23,298,387	$20,918,861	($2,379,526)	-10%
TOTAL Expenditures	**$1,369,854,448**	**$1,356,107,751**	**$1,305,328,707**	**($50,779,044)**	**-4%**

(a) = 2012 Actual expenditures do not include encumbrances carried forward into 2013

(b) = Active and Legacy fringe benefits are budgeted centrally in organization 1950 - Employee Fringe Benefits and then allocated to departmental budgets. These costs are budgeted in the Personal Service appropriation unit in both the departments and in Organization 1950, which includes an abatement to prevent the double-counting. For the purposes of this table, this abatement has been moved out of the Abatements appropriation unit and into the Personal Services appropriation to give a more accurate portrayal of actual costs.

2014 Expenditure Highlights by Category

Personal Services, including the abatement related to employee/retiree fringe benefits discussed above, decline by $13.7 million, or 3 percent, from the 2013 Adopted Budget. This change is mainly due to a reduction in the number of budgeted positions Countywide by approximately 89.2 FTE. Significant staffing reductions include the transition from inpatient hospital services in the Behavioral Health Division to a system of community-based care in the Behavioral Health Community Services division of the Department of Health and Human Services (BHCS), reductions to the Office of the County Board of Supervisors based on the provisions of 2013 Wisconsin Act 14, and reductions in the Office of the Sheriff. Countywide reductions in staffing result in reduced salary and social security expenditures of $8.9 million.

Gross fringe benefit costs decline by $2.6 million, from $190.6 million in 2013 to $188 million, mainly due to the elimination of the Flexible Spending Account for active employees ($3.7 million), which is partially offset by increased health insurance administrative fees and fees related to the Affordable Care Act ($1.9 million combined). Net fringe benefit costs decrease by $7.1 million, mainly as a result of increased health and dental insurance premiums for employees ($3 million) and increased employee pension payments ($1.6 million) based on the most recent Pension system actuarial report.

Operating Costs increase by $10.5 million, mainly due to an increase in the number of funded slots for Wraparound services in the BHCS division, which results in an increase in services of $12.2 million. These services are fully funded by revenues from the State of Wisconsin.

An additional significant increase in Operation Costs is in the House of Correction, which includes full-year funding of the contract with Armor for inmate medical and mental health services. This arrangement, replaces county-funded positions with contracted positions through attrition and results in a net increase in operating costs of approximately $6.4 million in 2014. Another significant increase is related to the transition to community-based services for individuals with mental illnesses, which largely offset the associated staffing reductions referenced above and results in increases over 2013 of approximately $4.8 million.

Capital Outlay decreases overall by $40 million in 2014, which is almost entirely related to reductions in capital spending at General Mitchell International Airport, as the 2013 Adopted Capital Budget included two large projects (Baggage Claim Building Renovation/Expansion at $45.5 million and Runway De-icing Pad at $11 million). Capital Outlay, not including items related to Capital Outlay/Depreciation Contra (see the Non-Departmental Expenditure narrative, agency 1940, for additional detail), including funding for major maintenance, increases by $719,555. This includes increases for Building Major Maintenance ($805,637), Machinery & New Equipment ($206,045), and miscellaneous capital outlay purchases ($935,084). These increases are offset by reductions related to performance contracting lease payments ($208,673), and one-time computer replacement costs ($638,100).

Internal Service Charges including the net total of abatements and crosscharges between County departments declines by $2.4 million in 2014. The 2014 budget includes an initiative to reduce the use of internal crosscharges in order to reduce complexity and conflict between departments where appropriate.

The following crosscharges are eliminated or restructured in 2014:

- Charges by the Department Administrative Services (DAS)-Office for Persons with Disabilities for interpreter services are eliminated, a reduction of $232,200.
- Charges for distribution of mail, responsibility for which has been transferred from the Information Management Services Division to the Facilities Management Division of the Department of Administrative Services, are eliminated, a reduction of $326,177.
- Charges by the Administrative section of the Fiscal Affairs Division to other divisions within the Department of Administrative Services are reduced by $185,977 due mainly to the fixing of a technical issue with the crosscharge that was included in the 2013 budget.

- Charges by the Reimbursement section of the Fiscal Affairs Division to departments for collections services are limited only to two revenue-generating departments, Family Care and Child Support, in 2014.
- The complex arrangement by which the Combined Court Operations would charge Child Support for its services, and then be charged back the 34 percent of costs not reimbursed by federal revenues, is eliminated in 2014. Combined Court Operations will now realize the 66 percent federal match directly in its budget.
- A crosscharge and abatement within the House of Correction for inmate medical and mental health services is eliminated, which had been budgeted at $5.35 million.

2014 Expenditure Highlights by Functional Area

Below are summaries of major changes within most departments or organizational units by Functional Area for the Operating Budget. Please review the specific organizational narrative for more detailed information. For details related to the Capital Budget, please see the Capital Budget narrative.

Legislative & Executive

Expenditures decrease by $2.5 million in the **Office of the County Board** due to staffing, operation cost and internal service charge reductions related to the implementation of 2013 Wisconsin Act 14, which institutes a tax levy cap on this office of no more than 0.4 percent of the total tax levy, with some exclusions. For 2014, 27.6 FTE positions are unfunded or shifted to other areas, operating costs are reduced by $335,828, and internal service charges are reduced by $127,311.

The 2014 budget creates the **County Executive – Office of Government Affairs**, largely by shifting in 2.0 FTE positions and operating costs from the Office of the County Board.

Expenditures increase in the **Office of the County Executive** by $414,512 or 31 percent due to recommended funding for security services in the amount of $400,000 in 2014, based on increased threat activity.

General Government

Expenditures increase in the **Office of the Comptroller** by $1,218,693 or 21 percent over the 2013 Adopted Budget mainly due to the creation of four new research positions and the transfer in of seven payroll positions from other County departments, both of which took place in 2013. The 2014 budget also creates one new fiscal analyst, one new accounting position and one additional payroll position.

Expenses increase in the **Election Commission** by $300,035 or 46 percent over the 2013 Adopted Budget, largely due to the biannual election cycle that will have more activity in an even year.

Expenditures are increased in the **Office of the County Clerk** by $307,320 or 37 percent mainly due to the transfer of 4.0 FTE positions from the Office of the County Board that staff committees.

Expenses in the **Office of the Register of Deeds** decrease by $352,079 mainly due to the transfer of operation costs for the Milwaukee County Automated Land Information System (MCAMLIS) to the Economic Development Division of the Department of Administrative Services, which is fully funded by user fees and has no levy impact.

In the **Office of the Treasurer**, expenditures decrease by $108,123 mainly due to reduced actual costs for property tax chargebacks by municipalities and a reduction in bank service fees which is realized as earned interest credit.

Administrative

Expenditures in the **DAS-Office for Persons with Disabilities** increase by $233,656 or 26 percent mainly due to the elimination of internal service charges to other departments for interpreter services, as described above.

In the **Department of Human Resources**, expenditures are reduced by $139,211 or 2 percent mainly due to reduced operation costs of $41,670 and reduced internal service charges of $47,772.

Expenditures increase in the **DAS-Fiscal Affairs Division** by $727,831 or 56 percent for three primary reasons. Crosscharges to departments for collections services are essentially eliminated in 2014 as described above, for an expenditure shift into the division from other departments of $252,034. Crosscharges to other DAS divisions for management services are reduced by $185,977 to fix a technical issue with the crosscharge/abatement combination that was in the 2013 Adopted Budget. The 2014 budget also creates a Records Management section, with an expenditure budget of $227,163 that funds 2.0 FTE positions and $70,000 in operating costs. The Office of Performance, Strategy and Budget section includes 1.0 FTE net new position that will perform clerical and administrative duties.

In the **DAS-Procurement Division**, expenditures are reduced by $43,093 of 4 percent mainly due to the elimination of one management position which is partially offset by the creation of one contract management professional position.

Expenses are reduced in the **DAS-Risk Management Division** by $957,159 or 11 percent due mainly to the outsourcing of Workers' Compensation functions and an increase in the County's deductible for excess liability insurance, which increases from $1.5 million to $3 million. The privatization of workers compensation results in a total expenditure reduction of $644,116, and the increase in the excess liability deductible results in premium reductions of $190,998. These savings are allocated out to other County departments.

In the **DAS-Economic Development Division**, expenditures decline by $297,632 or 11.5 percent. This is mainly due to a reduction of $536,250 in payments to the State of Wisconsin for parking rental revenue earned at locations within the I-794 corridor, which are anticipated to be closed for most of 2014 due to construction. This reduction is partially offset by transferring operating costs related to MCAMLIS from the Office of the Register of Deeds.

Expenditures in the **DAS-Information Management Services Division** decrease by $542,913 or 3 percent from 2013, mainly due to a reduction in depreciation charges of $391,890, and a reduction in internal service charges of $170,863.

In the **DAS-Facilities Management Division**, expenditures increase by $2,384,778 or 8.4 percent. This is mainly due to the transfer in of maintenance responsibilities for the Coggs Health and Human Services center, which accounts for a transfer of expenditures from the Department of Health and Human Service of approximately $1.7 million, and the transfer in of distribution services from DAS-IMSD. Major maintenance funding increases by $813,000 and $500,000 is provided for consulting services for county-wide space utilization planning, as recommended by the CBRE report. The 2014 Budget provides for the transfer in of 14 full-time positions from other areas.

In the **Personnel Review Board,** expenditures increase by $22,397 or 9 percent mainly due to increased funding for outside legal services.

Courts & Judiciary

Expenditures in the **Combined Court Operations (Courts)** increase by $2,758,771 or 7 percent in 2014. The 2014 budget is largely a cost-to-continue budget, with increases in personal services of $254,760 based on largely unchanged staffing levels, and $275,026 in operating costs mainly due to the addition of a grant-funded foreclosure mediation program. The largest expenditure change is the elimination of a $3.6 million abatement due to changing the methodology by which Courts is reimbursed for costs related to child support services. Courts will now realize the revenue directly; this decrease is partially offset by the elimination of a crosscharge from the Department of Child Support Services of $1.2 million.

Expenditures in the **Department of Child Support Services** are reduced by $1,991,464 or 10 percent, mainly due to the change in methodology for how Courts is reimbursed for child support services. A

crosscharge from the Courts is eliminated for an expenditure reduction of $3.6 million. This reduction is partially offset by a reduction in abatements as a result of charging Courts back for un-reimbursed costs of $1.2 million. These changes are partially offset by increased personal service costs for 9.5 FTE newly funded positions and charges from the District Attorney for new investigator positions that will focus on egregious offenders as a result of an increase in funding for child support programs included in the 2013-2015 State Biennial Budget (funds have been set aside in the Appropriation for Contingencies if this increase does not materialize – see the narrative for Non-Departmental Expenditures for additional detail), and a reduction in services that had been funded by the Pathways to Responsible Fatherhood Grant in the amount of $531,973.

In **Courts Pre-Trial Services**, expenditures are reduced by $793,382 or 16 percent mainly as a result of shifting management of the Day Reporting Center to the House of Corrections.

Public Safety

In the **Office of the Sheriff**, gross expenditures are reduced by $12,587,969 or 15 percent. This reduction is partially due to staffing reductions in Administration and Management, General Investigations and Process Service based on recent history, performance, or policy changes enacted by the Sheriff, such as eliminating the Absconder Unit which had previously tracked absconders from the House of Correction. In addition, staffing in the Park Patrol/Tactical Enforcement Unit is significantly reduced to leave a small number of Deputies that will patrol suburban County parks; responsibility for patrolling parks within the City of Milwaukee is transferred to the Milwaukee Police Department through a three-year memorandum of understanding, and possibly to other municipalities (see the narrative for Non Departmental Expenditures, Agency 194, for additional detail). Expenditures for supplies are reduced in order to reimburse the County for items removed from the House of Correction prior to transfer of management of that facility.

Responsibility for managing the Training Academy in Franklin is transferred to the House of Correction, which already provides some maintenance services at the facility and has staff located next door, resulting in a gross expenditure shift out of the Office of approximately $1.2 million. Responsibility for emergency management and 911 response and dispatch is transferred to a new Department of Emergency Preparedness in the Executive Branch in order to foster more cooperative arrangements with municipalities and explore the possibility of service sharing or consolidation. This results in an expenditure shift out of the Office of approximately $4.8 million. The Narrative for the Office of the Sheriff has been restated to account for these program transfers and shows a net expenditure reduction of $7.8 million.

These expenditure reductions and transfers are partially offset by increases in staffing in Expressway Patrol and Courts Security, which are two core mandated functions.

As noted above, a new **Department of Emergency Preparedness** is created in the Executive Branch, with a total operating expenditure budget of $4,369,050, which is shifted out of the Office of the Sheriff. This department will have 30.0 FTE positions, largely unchanged from the 2013 Adopted Budget.

In the **House of Correction**, expenditures increase by $5,556,677 or 10 percent over the 2013 Adopted Budget. This increase is partially due to a shift into the department of the Training Academy facility from the Office of the Sheriff and the Day Reporting Center from the Courts- Pre-trial Services. In addition, legacy fringe benefits increase by $907,231 based on the Countywide allocation methodology, as do internal service charges, which increase by $226,035. Capital Outlay to perform major maintenance at the facility increases by $191,237 or 82 percent.

Costs related to inmate medical and mental health increase by a net of $2,750,629 in 2013. This is mainly due to the continuation of the court-ordered model whereby these services are provided by a combination of contracted staff and County staff. It is assumed Armor will fill positions vacated by County employees through attrition. As a result of this model, operations costs increase by a net of $6.4 million. This increase is partially offset by Personal Services reduction of $3.2 million which is mostly realized by eliminating approximately 30 vacant County positions.

Expenditures are decreased in the **Office of the District Attorney** by $76,165 or less than 1 percent in 2013. The reduction is mainly due to the expiration of the Violence Against Women Act, which had funded approximately $498,362 in pass-through grants for staff costs for Assistant District Attorneys employed by the State of Wisconsin; and due to a change in methodology by which the State of Wisconsin reimburses the County for Assistant and Deputy District Attorneys who chose to remain in County employment in the 1990s; this reimbursement will now be realized as an expenditure abatement instead of a revenue. Partially offsetting this reduction are increases for 2.5 FTE net new Victim Witness program positions which are partially funded by increased aid from the State of Wisconsin, 7.0 FTE new Investigator positions that will provide services to the Department of Child Support Services (which are reimbursed at 66 percent through federal child support match revenue) and the House of Corrections.

Transportation

Expenditures in the **Department of Transportation (DOT) Airport Division** decrease by $3,028,799 or 3 percent from 2013. This is largely due to a reduction in debt and depreciation charges of $3.7 million, and in capital outlay of $777,355 due to the completion of a large number of one-time projects. These reductions are partially offset by increases for operating costs of $1,122,832 and cost-to-continue for staffing levels that are largely unchanged from the 2013 Adopted Budget.

Expenditures in the **DOT-Highway Maintenance Division** decrease by $350,169 or 2 percent from 2013. This is mainly due to a reduction in internal service charges from DOT-Fleet Management of $258,413, DAS-Risk Management of $30,257, and DAS-IMSD of $67,342. Staffing levels are largely unchanged from the 2013 budget.

In the **DOT-Fleet Management Division**, expenditures increase by $333,589 or 3.5 percent over 2013. The increase is mainly due to debt service charges for recently purchased equipment, which rise by $740,000. This increase is offset by a reduction in operating costs of $152,959 related to less need for outside repair services and repair parts, and reduced utility costs. Internal service charges decline by $226,882 mainly due to reduced depreciation charges.

Expenditures in the **DOT-Transit Division** decrease by $5,902,613 or 5 percent from 2013. The decrease is mainly due to a reduced number of trips forecasted in the paratransit program, as more human services organizations engage lower cost providers for services. Payments to paratransit vendors also decrease by $432,472 due to a reduction in the cash fare for paratransit rides, which is passed through as an expense item to the contracted providers. On the fixed-route system, operating costs decline by $2,752,143, mainly due to reduced costs for fuel, employee fringe benefits, utilities, and professional services; and increase passenger revenue abatements. Total service miles are increased slightly from 2013.

In the **DOT-Director's Office**, expenditures increase by $109,781, mainly as a result of changing the way DOT divisions are charged for management services, which results in a shift of costs out of DOT divisions and into the Director's Office. Previously, all expenditures were charged to the divisions; in 2014 only expenditures net of revenues will be charged out to the divisions.

Health & Human Services

Expenditures are reduced in the **Department of Family Care** by $10,650,040 or 3.6 percent due to reduced enrollment in the Milwaukee County market. This expenditure reduction is offset by reduced capitated rate revenues of the same amount.

In the **Department on Aging**, expenditures are reduced by $233,783 or 1 percent, mainly due to declining demand for various short-term services in the Aging Resource Center.

Expenditures are reduced in the **Behavioral Health Division (BHD)** by $6,981,666 or 8 percent (This figure has been restated to include the shift of the Behavioral Health Community Services (BHCS) Division to the Department of Health and Human Services (see below)). This reduction is mainly due to the shift of services for individuals with mental illnesses out of institutionalized care and into community-

based services. The expenditure reduction in BHD reflects staff and operating costs that are eliminated through the phased downsizing of inpatient services, Nursing Facility Central, and Nursing Facility Hilltop.

In the **Department of Health and Human Services (DHHS)**, expenditures increase by $11,977,867 or 6.7 percent over 2013 (this figure is restated to include the shift of the BHCS into this department. This is due to an operations cost increase of $16,329,450 and crosscharge reductions of $4,340,369. Operations cost increases are related to a $12.2 million increase in expenditures for the Wraparound Milwaukee Program based on a projected enrollment increase of 150 youth and $4.8 million for community behavioral health services related to the mental health redesign. Crosscharge reductions are primarily related to the transfer of DHHS operations staff, mail staff, and related revenues and expenditures responsible for the management of the Coggs Center to The Department of Administrative Services - Facilities Management Division based on the recommendations in the CBRE report to consolidate facility management functions.

Recreation & Culture

In the **Department of Parks, Recreation, and Culture**, expenditures increase by $287,499, or less than 1 percent over 2013. Personal Services costs are reduced by $944,596 or 4 percent mainly due to a reduction in excess budgeted seasonal labor. The amount of seasonal labor is not anticipated to change from the service level provided in recent years, with the exception of lifeguard staff at Pulaski and Noyes indoor pools, which are closed in 2014.

The closure of these pools results in operating cost reductions, including the staffing reductions, of approximately $543,733. These cost reductions are reallocated back into operating costs for two new aquatics facilities at Lindbergh and Moody Parks of approximately $69,400, and into major maintenance for other parks facilities, which increases over 2013 by a total of $458,473 or 50 percent over 2013.

Additionally, the 2014 budget anticipates the sale of the O'Donnell Parking structure in the third quarter of the year. Most of the expenditure reduction from the loss of this facility is reallocated back into the Department.

Contributions to the **Milwaukee Art Museum** and the **War Memorial Center** increase by a combined $94,595 in 2014, based on the 10 year lease management agreement that was completed in 2013. The contribution to the Milwaukee Public Museum decreases by $2,376, also based on a 2013 lease management agreement. Contributions to the other Recreation and Culture non-departmental organizations remain unchanged in 2014

Expenditures in the **University of Wisconsin-Extension** office decrease by $22,279 or 5 percent from 2013. The reduction is mainly due to lower operating costs, which decline by $25,605 due to completion of a one-time service in 2013.

Debt Service

Expenses for corporate purpose Debt Service decrease by $3.7 million or 6 percent. Principal payments increase by $6.9 million, or 10 percent; which are offset by a reduction in interest payments of $8.6 million, due to continued low interest rates and previous refinancing efforts.

Non-Departmental Expenditures

The **Appropriation for Contingencies** is increased by $3,641,215 or 89 percent in 2014. This includes an increase in the unallocated contingency account for emergencies of $794,544 over 2013. Funding is provided in allocated contingency accounts for possible reductions in Child Support funding of $700,000 by the State, a possible loss of revenue if the State vacates the Coggs Health and Human Services building of $900,000, $1.3 million to offset the possibility that major tenants at the County Grounds will refuse to pay fire protection charges, and $500,000 for DAS-Facilities Management for major maintenance in the dispatch facility in the Safety Building.

Expenditures for **Law Enforcement Grants** increase by $1,504,462 in 2014. This increase includes costs to transfer responsibility for patrolling County parks within the City of Milwaukee to the Milwaukee Police Department through a three-year memorandum of understanding, at a cost of $965,201 in 2014. Additionally, $180,000 is provided to provide $10,000 to any of the 18 suburban municipalities that choose to enter into similar service agreements with the County to provide patrol services in County parks located within their boundaries. Funding of $350,000 is provided on a one-time basis for start-up costs for up to 7 miles of "ShotSpotter" gun recognition cameras and equipment that will help track crimes involving firearms in parks on the north and south sides of the City of Milwaukee.

Chart 1 – Total Expenditures by Functional Area, including Capital & Operating

County Budget Expenditure Comparison (Capital & Operating)					
TOTAL Operating & Capital Expenditures by Functional Area	**2012 Actual**	**2013 Budget**	**2014 Budget**	**$ Change from 2013**	**% Change from 2013**
Legislative & Executive	$9,697,838	$9,444,460	$7,563,116	($1,881,344)	-20%
Administration	$81,806,407	$98,352,773	$99,085,212	$732,439	1%
General Government	$10,804,206	$13,468,783	$14,834,629	$1,365,846	10%
Courts & Judiciary	$61,486,421	$64,151,592	$64,125,517	($26,075)	0%
Public Safety	$153,186,494	$166,219,258	$166,126,066	($93,192)	0%
Transportation & Public Works	$304,474,721	$323,493,612	$260,852,840	($62,640,772)	-19%
Health & Human Services	$563,700,001	$576,956,768	$570,260,570	($6,696,198)	-1%
Recreation & Culture	$79,434,697	$82,041,911	$93,604,070	$11,562,159	14%
Debt Service	$90,762,406	$67,520,200	$63,793,941	($3,726,259)	-6%
Non-Departmental Revenues	$0	$0	$0	$0	0%
Non-Departmental Expenditures(a)	$14,501,256	($45,541,606)	($34,917,254)	$10,624,352	-23%
TOTAL	**$1,369,854,447**	**$1,356,107,751**	**$1,305,328,707**	**($50,779,044)**	-4%

Chart 2 – Operating Budget Expenditures by Functional Area

Operating Budget Expenditure Comparison					
Functional Area	**2012 Actual**	**2013 Budget**	**2014 Budget**	**$ Change from 2013**	**% Change from 2013**
Legislative & Executive	$9,697,838	$9,444,460	$7,563,116	($1,881,344)	-20%
Administration	$67,717,352	$71,726,703	$73,685,867	$1,959,164	3%
General Government	$10,804,206	$13,468,783	$14,834,629	$1,365,846	10%
Courts & Judiciary	$61,486,421	$64,151,592	$64,125,517	($26,075)	0%
Public Safety	$152,050,585	$166,219,258	$163,633,826	($2,585,432)	-2%
Transportation & Public Works	$221,207,684	$236,525,587	$227,687,376	($8,838,211)	-4%
Health & Human Services	$562,001,812	$575,699,536	$569,811,913	($5,887,623)	-1%
Recreation & Culture	$71,536,431	$75,040,850	$76,070,194	$1,029,344	1%
Debt Service	$90,762,406	$67,520,200	$63,793,941	($3,726,259)	-6%
Non-Departmental Revenues	$0	$0	$0	$0	0%
Non-Departmental Expenditures (a)	$14,501,256	($45,541,606)	($34,917,254)	$10,624,352	-23%
TOTAL	**$1,261,765,991**	**$1,234,255,363**	**$1,226,289,125**	**($7,966,238)**	-1%

(a) = The budgets for some Non-Departmental Expenditure organizations are technical in nature and do not have actual expenditures. These budgets include 1930 - Offset to Internal Service Charges and 1985 - Capital Outlay Depreciation Contra. The Total expenditure budgets for these two items are ($60,040,180) in 2013 and ($58,837,154) in 2014.

Chart 3 – Capital Budget Expenditures by Functional Area

Capital Budget Expenditure Comparison					
Functional Area	**2012 Actual**	**2013 Budget**	**2014 Budget**	**$ Change from 2013**	**% Change from 2013**
Legislative & Executive	$0	$0	$0	$0	0%
Administration	$14,089,055	$26,626,070	$25,399,345	($1,226,725)	-5%
General Government	$0	$0	$0	$0	0%
Courts & Judiciary	$0	$0	$0	$0	0%
Public Safety	$1,135,909	$0	$2,492,240	$2,492,240	100%
Transportation & Public Works	$83,267,037	$86,968,025	$33,165,464	($53,802,561)	-62%
Health & Human Services	$1,698,189	$1,257,232	$448,657	($808,575)	-64%
Recration & Culture	$7,898,266	$7,001,061	$17,533,876	$10,532,815	150%
Debt Service	$0	$0	$0	$0	0%
Non-Departmental Revenues	$0	$0	$0	$0	0%
Non-Departmental Expenditures	$0	$0	$0	$0	0%
TOTAL	**$108,088,456**	**$121,852,388**	**$79,039,582**	**($42,812,806)**	-35%

Please see the Capital Budget for additional detail about 2014 budgeted capital projects.

2014 Revenue Analysis

Overview

The 2014 revenue budget is $1,305,328,707, a decrease of $50,779,044 or 4 percent from the 2013 Adopted Budget. The 2014 revenue budget includes $1,226,289,126 for departmental and non-departmental operations and debt service, and $79,039,581 for capital projects. In comparison with the 2013 Adopted Budget, operating budget revenues decline by $7,966,238 or 1%, and capital budget revenues decline by $42,812,806 or 35%.

Revenue Projection Methodology

Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The County combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue:

1. Informed and Expert Judgment (e.g., the advice of a department head).
2. Deterministic Technique (e.g., formula based).
3. Time Series Technique (e.g., trend analysis, rolling averages).
4. Estimates from external sources or appropriated in adopted legislation (e.g., State and Federal governments).

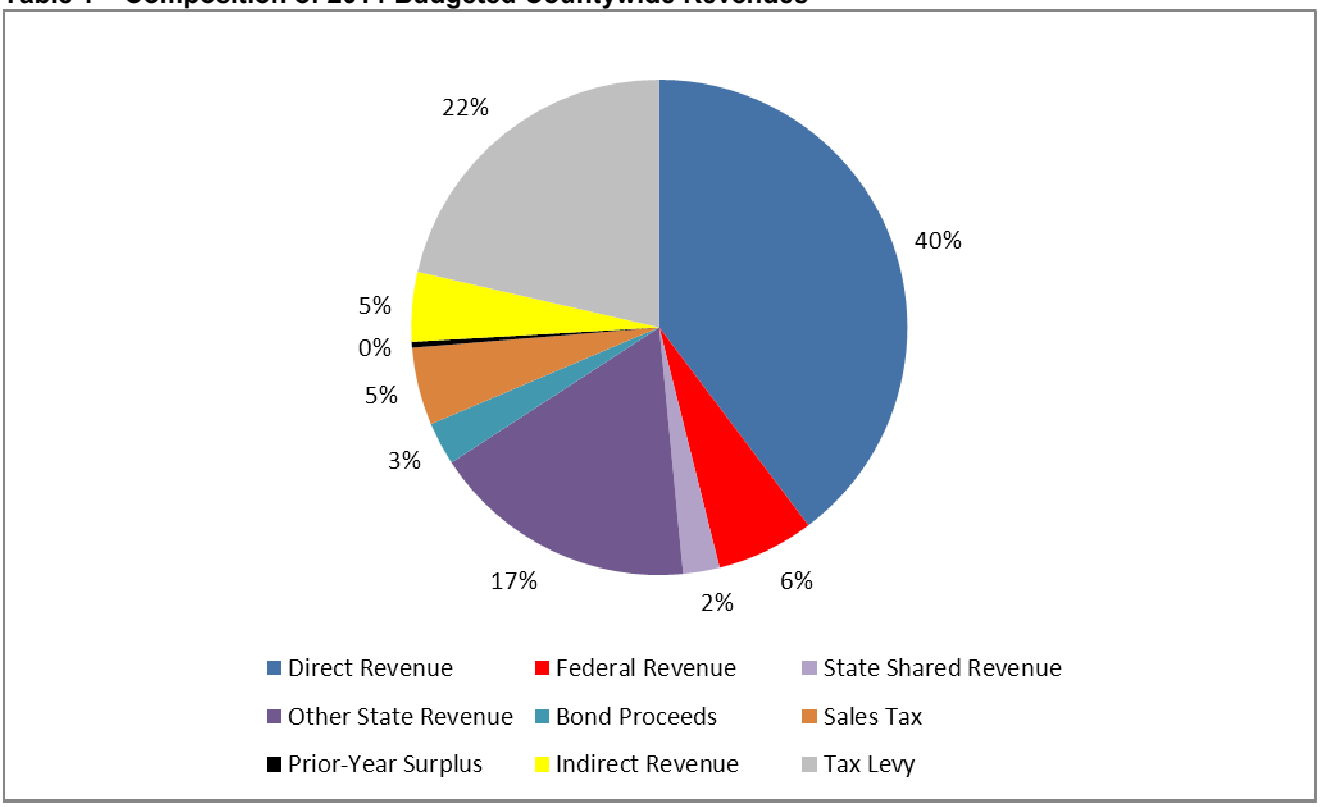
The main source of the overall revenue reduction is related to a reduction in capital budget expenditures in 2014. The 2013 Adopted Capital Budget included $121.9 million in expenditures, of which $78.7 million was dedicated to capital projects at General Mitchell International Airport, including a $46 million bag claim building renovation and expansion project. Now that this large single project has been budgeted and is underway, the 2014 capital budget is significantly smaller.

As in the expenditure analysis, several revenue appropriation units are combined into categories for illustration purposes in the departmental and non-departmental narratives. The combinations of major revenue types include the following:

Departmental Narrative Appropriation Unit	**Included Revenue Appropriation Units:**
Indirect Revenues	**Indirect Revenues**
State and Federal Revenues	**Federal Revenues** **State Shared Revenue** **Other State Revenues**
Other Direct Revenues	**Direct Revenue** **Bond Proceeds** **Sales Tax** **Prior Year Surplus**
Property Tax Levy	**Property Tax Levy**

Forty percent of the County's $1.3 billion revenue budget, or $518.5 million, includes direct charges for services in 2014. Property tax levy represents less than one-quarter of budgeted revenues at $279.3 million. State Aids, including Basic Community Aids, Youth Aids, General Transportation Aids, Transit Aids, Airport funding, and other funding represent 17 percent of total revenues, or $226.4 million; State Shared Revenue is budgeted at $31.1 million and represents an additional two percent of total revenues, for a combined share of 19 percent from the State of Wisconsin. Federal revenues are six percent of the total, and sales tax represents 5 percent. The remaining eight percent, totaling $100.8 million, includes indirect revenues, bond proceeds, and prior-year surplus (see chart next page).

Table 1 – Composition of 2014 Budgeted Countywide Revenues



2014 Revenue Highlights by Category

Direct Revenues, not including sales tax, bond proceeds, or prior-year surplus, decline by $568,404 or less than 1 percent in 2014. Significant changes to Direct Revenues include:

- The use of the Debt Service Reserve Fund to offset sales tax and property tax levy costs for debt service is increased by $6 million in 2014. Of the County's $24 million surplus in 2012, $19 million was deposited into the Debt Service Reserve fund. This fund may be used, per State Law, for debt service costs, cash financing capital projects, providing cash financing for the refinancing of outstanding debt, or emergencies. The increase in the use of the Debt Service Reserve Fund is designed to free up sales tax funding, which is used to cash finance $10 million in capital projects in 2014 (see sales tax section below), an increase of $3.6 million over 2013.

  This results a balance in the Debt Service Reserve of approximately $5.5 million upon completion of the 2014 budget process. This balance achieves progress towards the County's stated goal of maintaining a balance of at least $10 million in the fund (see the Financial Policies section for additional detail).

- Capitation revenue in the Department of Family Care is reduced by $10.7 million, based partially on declining enrollment rates and partially on reduced capitated rates for service.

- Revenue from Patient Services at inpatient hospitals and nursing homes in the Behavioral Health Division is reduced by $14.5 million due to the transition away from institutionalized care and towards a community-based system. This reduction is partially offset by other revenue sources such as Medicaid funding, which will now cover these community-based care services. Title XIX Revenues, for instance, increase by $8,625,456.

- Total direct revenues decline at the airport by $3.1 million, including landing and terminal space rental fees that are reduced by a total of $3.2 million due to reduced flight activity. These reductions are partially offset by an increase in parking fees and car rental concessions, and by reductions in expenditures.

- Employee health and dental premium revenue is increased by $3.2 million due to premium increases, and the employee pension contribution is increase by $1.6 million based on the most recent actuarial report, which indicates the normal cost of the Employee Retirement System is projected to increase.

- Paratransit fare revenue is reduced by $424,000 due to a $1 per trip reduction in the cash fare, which will be $3 in 2014.

- Total direct revenues in the Department of Parks, Recreation and Culture are reduced by $809,118 or 5 percent, partially due to the planned sale of the O'Donnell Parking structure in the third quarter of 2014, and to bring the revenue budget more in line with recent actual collections. Parking revenue is reduced by $742,082, golf permit sales are reduced $329,188, admissions revenues to horticultural facilities are reduced by $161,837, and aquatics admissions fees are reduced by $73,721 due primarily to the closure of two facilities in 2014. These reductions are partially offset by increases in marina slip rental fees ($112,878), golf course cart rental revenue ($117,034), sports team permits ($103,994), and other sources.

- Zoo walk-in admissions are reduced by $500,000 to bring the revenue budget more in line with recent history.

- Revenue from the Real Estate Transfer Fee is reduced in the Office of the Register of Deeds by $171,000 based on actual collections through August 2013.

Sales Tax revenue is reduced countywide by $1 million in 2014, from $67.2 million to $66.2 million, due to continued flat collections in 2013. As of September, 2013 collections were projected to be $2.4 million less than the adopted budget level, or $64.8 million. The 2014 budgeted revenue amount of $66.2 million would represent an increase over the 2013 projection of 2.1 percent.

In the operating budget, sales tax revenue is reduced by $4.6 million, or 8 percent in 2014. This is primarily due to the use of Debt Service Reserve funds in the amount of $12.1 million to offset sales tax dedicated to debt service. This enables the use of sales tax to increase cash financed capital projects by $3 million in 2014. See the 2014 Capital Budget narrative for additional detail on sales tax-financed capital projects.

State and Federal Revenues are reduced by a combined $8.6 million in 2014. Significant changes include:

- State Shared Revenue increases by $89,923 or less than one percent based on updated estimates from the State Department of Revenue, mainly related to utility payments.

- At the Behavioral Health Division, reductions include $3.9 million reduced revenue in Hilltop, $581,722 reduced revenue in Rehabilitation Center Central, and $498,525 reduced revenue in Acute Inpatient Units primarily related to bed reductions.

- In the Department of Health and Human Services, changes include:
    - Wraparound: $12.2 million additional revenue and expenditure related to projected increase of 150 youth in program.
    - Youth Aids revenue is increased by $1.2 million based on updated rates in the 2013-2015 State Budget and average daily population projections.

- Access to Recovery grant revenue is reduced by $785,288. The grant is scheduled to end in the 4th quarter of 2014.
- Wisconsin Home Energy Assistance Program revenue is reduced by $434,573.

- In the Department of Transportation (DOT)-Transit Division, federal revenues are reduced by $4.3 million based on the expiration of the Congestion Mitigation and Air Quality grant that presently funds the Bus Rapid Transit (BRT). The Department has requested an extension of these funds, and the BRT service is continued with tax levy, for no service reduction.

- In the DOT-Highways Division, reimbursement for State highway maintenance is reduced by $447,231. General Transportation Aids are unchanged from the 2013 Adopted Budget level of $3.7 million based on the 2013-2015 State Biennial Budget.

- Revenue paid by the federal government for the housing of prisoners at the Milwaukee County Jail is reduced by $603,000 due to a reduction in the number of prisoners housed at the facility.

- Based on the 2013-2015 Wisconsin State Budget, General Purpose support for Child Support Services is increased by $687,053, or 31 percent. However, the State Department of Children and Families has issued a draft formula for the distribution of these funds that would eliminate this increase. As a result, $700,000 is budgeted in an allocated contingency account within the Appropriation for Contingencies to account for this possibility so that expanded service is not put in jeopardy. Federal match revenue for Child Support Services is increased by approximately $1,219,899 for 2014.

Indirect Revenues, which are charged by County departments to other departments for services, are reduced by $1.8 million, or 3 percent in 2014. The reduction is largely due to the outsourcing of Workers' Compensation functions to a third-party administrator, which will reduce costs to County Departments by $644,116. Charges for professional services are reduced by $506,438, mainly by the Architecture and Engineering program area of the Facilities Management Division of the Department of Administrative Services (DAS-FM), and charges for Courthouse Space Rental are reduced by $393,424, by DAS-FM due to reduced fringe benefit costs. Finally, DAS-FM is eliminating the charge to departments for mail distribution services, which results in an indirect revenue reduction of $326,177.

Total Budget Revenue Comparison (Capital & Operating)

SOURCE	2012 Actual	2013 Budget	2014 Budget	$ Change from 2013	% Change from 2013
Direct Revenue	$552,675,993	$520,348,187	$518,612,189	($1,735,998)	0%
Federal Revenue	$118,122,880	$89,027,046	$82,970,608	($6,056,438)	-7%
State Shared Revenue	$31,069,090	$30,990,382	$31,080,305	$89,923	0%
Other State Revenue	$227,619,211	$229,015,408	$226,370,090	($2,645,318)	-1%
Bond Proceeds	$30,158,184	$73,718,361	$36,601,251	($37,117,110)	-50%
Sales Tax	$64,740,039	$67,192,280	$66,192,280	($1,000,000)	-1%
Prior-Year Surplus (a)	$8,179	$5,538,786	$5,000,000	($538,786)	-10%
Indirect Revenue	$70,528,018	$60,956,105	$59,180,788	($1,775,317)	-3%
Tax Levy (a)	**$275,370,836**	**$279,321,196**	**$279,321,196**	**$0**	**0%**
TOTAL	**$1,370,292,430**	**$1,356,107,751**	**$1,305,328,707**	**($50,779,044)**	**-4%**

Operating Budget Revenue Comparison

SOURCE	2012 Actual	2013 Budget	2014 Budget	$ Change from 2013	% Change from 2013
Direct Revenue	$546,504,325	$510,743,312	$510,277,014	($466,298)	0%
Federal Revenue	$63,284,695	$68,351,076	$61,814,817	($6,536,259)	-10%
State Shared Revenue	$31,069,090	$30,990,382	$31,080,305	$89,923	0%
Other State Revenue	$222,633,242	$220,165,717	$223,443,089	$3,277,372	1%
Bond Proceeds(b)	$23,260,681	$10,000	$10,000	$0	0%
Sales Tax	$64,295,039	$60,789,514	$56,161,917	($4,627,597)	-8%
Prior-Year Surplus(a)	$8,179	$5,538,786	$5,000,000	($538,786)	-10%
Indirect Revenue	$70,528,018	$60,956,105	$59,180,788	($1,775,317)	-3%
Tax Levy(a)	**$273,628,036**	**$276,710,470**	**$279,321,196**	**$2,610,726**	**1%**
TOTAL	**$1,295,211,305**	**$1,234,255,362**	**$1,226,289,126**	**($7,966,236)**	**-1%**

Capital Budget Revenue Comparison

SOURCE	2012 Actual	2013 Budget	2014 Budget	$ Change from 2013	% Change from 2013
Direct Revenue	$6,171,668	$9,604,875	$8,335,175	($1,269,700)	-13%
Federal Revenue	$54,838,185	$20,675,970	$21,155,791	$479,821	2%
State Shared Revenue	$0	$0	$0	$0	0%
Other State Revenue	$4,985,969	$8,849,691	$2,927,001	($5,922,690)	-67%
Bond Proceeds(b)	$6,897,503	$73,708,361	$36,591,251	($37,117,110)	-50%
Sales Tax	$445,000	$6,402,766	$10,030,363	$3,627,597	57%
Prior-Year Surplus(a)	$0	$0	$0	$0	0%
Indirect Revenue	$0	$0	$0	$0	0%
Tax Levy(a)	**$1,742,800**	**$2,610,726**	**$0**	**($2,610,726)**	**-100%**
TOTAL	**$75,081,125**	**$121,852,389**	**$79,039,581**	**($42,812,808)**	**-35%**

(a) = Reflects Budgeted Figures in 2012 Actuals

(b) = 2012 actual receipts in the operating budget reflect proceeds from refunding of bonds which are booked in Agency 9960-Debt Service

COMPARISON OF FUNDED FULL-TIME POSITION EQUIVALENTS

By Functional Area

Org.		Description	2009	2010	2011	2012	2013	2014	2014/2013 CHANGE
LEGISLATIVE AND EXECUTIVE									
1000	18	County Board	60.2	60.2	58.5	56.9	56.4	29.0	**(27.4)**
1001	1	County Board- Audit Department	19.0	18.0	16.0	16.0	0.0	0.0	**0.0**
1040		DAS-Office of Community Development Partners	6.0	6.0	6.0	6.0	7.7	8.0	**0.3**
1011		County Executive-General Office	10.6	10.0	9.0	9.5	9.5	9.0	**(0.5)**
1020	18	County Executive-Intergovernmental Relations	0.0	0.0	0.0	0.0	0.0	2.0	**2.0**
1021		County Executive-Veterans Service	6.0	5.0	6.0	6.0	5.5	5.5	**0.0**
		TOTAL LEGISLATIVE AND EXECUTIVE #	**101.7**	**99.2**	**95.5**	**94.4**	**79.1**	**53.5**	**(25.6)**
STAFF									
1110		Civil Service Commission	5.0	5.0	5.0	5.0	5.0	5.0	**0.0**
1120		Personnel Review Board	7.4	6.9	7.3	7.3	7.3	7.2	**(0.0)**
1905	2	Ethics Board	0.0	0.6	0.8	0.8	0.8	0.8	**0.1**
1130		Corporation Counsel	22.1	20.0	19.7	18.8	19.0	19.0	**0.0**
1135	3	Dept. of Admin. Services-Labor Relations	4.4	0.0	0.0	0.0	0.0	0.0	**0.0**
1135	3	Dept. of Labor Relations	0.0	3.4	2.8	3.5	3.0	0.0	**(3.0)**
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	50.6	55.8	58.4	**2.7**
1140	4	Dept. of Admin. Services-Human Resources	30.6	13.5	14.2	0.0	0.0	0.0	**0.0**
1188	4	Dept. of Admin. Services-Employee Benefits	19.6	21.9	23.0	0.0	0.0	0.0	**0.0**
5700	5,21	Dept. of Admin. Services-Facilities Management	0.0	0.0	0.0	154.5	163.9	178.5	**14.6**
1150		Dept. of Admin. Services- Risk Management	5.0	5.0	5.1	5.0	7.0	5.0	**(2.0)**
1151	1	Dept. of Admin. Services- Fiscal Affairs	46.1	46.4	42.7	44.1	13.2	16.3	**3.1**
1152		Dept. of Admin. Services- Procurement	6.7	5.8	5.5	7.5	7.5	7.0	**(0.5)**
1160		Dept. of Admin. Services- Information Management Services	81.3	62.6	61.3	58.0	58.9	55.0	**(3.9)**
1192	6	Dept. of Admin. Services-Economic & Community Development	0.0	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	9.0	8.0	8.0	**0.0**
		TOTAL STAFF #	**232.3**	**195.1**	**191.3**	**368.1**	**353.2**	**364.3**	**11.1**
COURTS AND JUDICIARY									
2000		Combined Court Related Operations	277.4	280.6	284.9	285.8	284.2	288.8	**4.6**
2430		Department of Child Support Services	130.5	133.3	150.5	137.8	140.7	150.5	**9.8**
2900	7	Courts-Pre Trial Services	0.0	0.0	0.0	1.0	1.0	1.0	**0.0**
		TOTAL COURTS AND JUDICIARY #	**407.9**	**413.9**	**435.4**	**424.6**	**425.9**	**440.3**	**14.4**
GENERAL GOVERNMENTAL SERVICES									
3010		Election Commission	6.6	8.0	6.5	7.4	6.7	6.5	**(0.2)**
3090		County Treasurer	8.5	9.5	8.5	8.5	7.5	7.5	**0.0**
3270	18	County Clerk	6.6	7.1	7.1	7.0	7.0	11.0	**4.0**
3400		Register of Deeds	42.6	35.8	35.7	34.9	32.9	31.9	**(1.0)**
3700	1,18	Office of the Comptroller	0.0	0.0	0.0	0.0	43.0	57.0	**14.0**
		TOTAL GENERAL GOVERNMENTAL SERVICES #	**64.2**	**60.4**	**57.8**	**57.8**	**97.1**	**113.9**	**16.8**
PUBLIC SAFETY									
4000	8,19,20	Office of the Sheriff	952.9	1,434.2	1,385.9	1,265.9	777.3	693.2	**(84.1)**
4300	8,20	House of Correction	486.0	0.0	0.0	0.0	359.4	459.2	**99.8**
4500	16	District Attorney	164.6	157.5	155.1	148.2	150.0	165.6	**15.6**
4800	19	Emergency Preparedness	0.0	0.0	0.0	0.0	0.0	31.8	**31.8**
4900		Medical Examiner	29.4	27.2	27.5	27.6	28.3	28.2	**(0.1)**
		TOTAL PUBLIC SAFETY #	**1632.9**	**1,618.9**	**1,568.5**	**1,441.6**	**1,315.0**	**1,378.0**	**63.0**
TRANSPORTATION AND PUBLIC WORKS [9]									
5040		Airport	269.8	275.7	271.7	0.0	0.0	0.0	**0.0**
5070		Transportation Services	12.1	11.8	14.5	0.0	0.0	0.0	**0.0**
5080	5	Architectural, Engineering and Environmental Services	37.6	36.4	35.2	0.0	0.0	0.0	**0.0**
5100	11	Highway Maintenance	135.7	125.6	125.1	0.0	0.0	0.0	**0.0**
5300	12	Fleet Management	43.3	38.0	34.6	0.0	0.0	0.0	**0.0**
5700	5	Facilities Management	150.1	133.1	85.0	0.0	0.0	0.0	**0.0**
5800	6,13	Director's Office	11.3	13.0	13.2	0.0	0.0	0.0	**0.0**
		TOTAL TRANSPORTATION AND PUBLIC WORKS #	**659.9**	**633.6**	**579.3**	**0.0**	**0.0**	**0.0**	**0.0**

Org.		Description		2009	2010	2011	2012	2013	2014	2014/2013 CHANGE
DEPARTMENT OF TRANSPORTATION [10]										
5040		Airport		0.0	0.0	0.0	290.5	289.1	288.3	**(0.8)**
5100	[11]	Highway Maintenance		0.0	0.0	0.0	128.1	136.6	135.3	**(1.3)**
5300	[12]	Fleet Management		0.0	0.0	0.0	35.0	34.1	34.1	**(0.0)**
5800	[6,13]	Director's Office		0.0	0.0	0.0	7.0	7.0	8.0	**1.0**
		TOTAL TRANSPORTATION	**#**	**0.0**	**0.0**	**0.0**	**460.5**	**466.8**	**465.7**	**(1.0)**
HEALTH AND HUMAN SERVICES										
6300	[14,17]	DHHS-Behavioral Health Division		858.8	827.7	843.7	837.4	801.0	564.7	**(236.3)**
7200	[14]	DHHS-County Health Programs		34.5	0.0	0.0	0.0	0.0	0.0	**0.0**
7900	[15]	Department on Aging		83.3	79.6	77.0	77.2	73.0	75.0	**2.0**
7990	[15]	Department of Family Care		91.4	90.1	79.1	64.4	64.6	72.2	**7.6**
8000	[17,21]	Department of Health and Human Services		682.3	672.1	663.1	313.8	314.6	418.2	**103.6**
		TOTAL HEALTH AND HUMAN SERVICES	**#**	**1750.2**	**1,669.5**	**1,662.9**	**1,292.8**	**1,253.2**	**1,130.1**	**(123.1)**
PARKS, RECREATION AND CULTURE										
9000		Parks Division		547.5	509.5	487.2	458.2	391.1	348.2	**(42.9)**
9500		Zoological Department		251.8	256.1	257.5	254.3	254.7	252.7	**(2.0)**
9910		University Extension		0.8	0.8	0.8	0.8	0.8	0.8	**0.1**
		TOTAL RECREATION AND CULTURE	**#**	**800.0**	**766.4**	**745.5**	**713.3**	**646.5**	**601.7**	**(44.8)**
		TOTAL - ALL OPERATING DEPARTMENTS	**#**	**5,649.1**	**5,456.9**	**5,336.2**	**4,853.1**	**4,636.7**	**4,547.5**	**(89.2)**

[1] In 2013, the Office of the Comptroller was 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. In 2014, the Department of Labor Relations is merged into the Department of Human Resources

[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 reversed 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-created the House of Corrections as a separate entity.

[9] The 2012 Budget reorganized all of the former divisions of DTPW into either the Department of Transportation or the Department of Administrative Services.

[10] The 2012 Budget created 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 created 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 created the Department of Transportation and includes the former DTPW division of Fleet Management.

[13] The 2012 Budget created 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 merged DHHS-County Health Programs with DHHS-Behavioral Health Division.

[15] In 2011 the Department of Family Care split from the Department on Aging to became its own department.

[16] 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 Departmental Budget Narrative. In 2013 there was seven total positions and in 2014 there will be six total positions.

[17] The 2014 Budget shifts the Community Services Branch, Alcohol and Other Drug Abuse (AODA) program, Wraparound (now collectively known as Behavioral Health Community Services), and Emergency Medical Services (EMS) from the DHHS-Behavioral Health Division to the Department of Health and Human Services.

[18] The 2014 Budget contains several position changes related to 2013 Wisconsin Act 14. Two intergovernmental relations positions were shifted out of the Office of the County Board and into the Office of the County Executive. The 2014 Budget creates the County Executive-Office of Intergovernmental Relations (Org 1020), which contains 2.0 FTE positions. Additionally in 2013, 4.0 FTE committee clerk positions were shifted out of the Office of the County Board and into the Office of the County Clerk, and another 4.0 FTE positions were created in the Office of the Comptroller for research services.

[19] The 2014 Budget shifts emergency management and 911 communications and dispatch out of the Office of the Sheriff and into a newly-created Department of Emergency Preparedness.

[20] The 2014 Budget shifts the Law Enforcement Training Academy out of the Office of the Sheriff and into the House of Correction.

[21] The 2014 Budget shifts maintenance and management of the Coggs Human Services building from the Department of Health and Human Services into the Department of Administrative Services-Facilities Management Division.

Note that the FTE totals above include Overtime, Special Premium, Salary Adjustment, Shift Differential, and Vacancy and Turnover Adjustments

Budget Policies

- Budget Process & Calendar
- Financial Management Policies
- Basis of Budgeting
- Financial Structure
- Fund Descriptions
  - 2014 Budget by Fund

Budget Process & Calendar

Milwaukee County's Budget represents the County's business plan for the coming year. The new 2014 budget narrative links County services to important Strategic Outcomes, which were developed through a comprehensive strategic planning process, and shows taxpayers and stakeholders how the County services link to these broad building blocks of our community.

THE BUDGET PROCESS

State Statute 59.60 governs the annual budget process for Milwaukee County. Each department is required to submit requested operating and capital (as part of a five-year capital plan) budgets to the Director of Administrative Services in June. On or before August 15, the Department of Administrative Services (DAS) is required to submit a summary of the requests to the County Executive and County Board, and the County Executive is required to hold public hearings on the requests. DAS is required to analyze the operating and capital requests and assist the County Executive in making "changes in the proposed budget that in the executive's or administrator's discretion are considered desirable or proper" (§59.60 (6) (a)).

The resulting Executive's Budget is then presented to the County Board on or before October 1. The Board then considers and may adopt amendments to the County Executive's Budget, and must hold a public hearing on the budget no later than the first Monday in November. After adopting amendments and holding the public hearing, the Committee submits the amended budget to the County Board, which adopts the final Budget in mid-November. After the Budget has been adopted and a detailed summary of appropriations is provided to County departments, DAS-PSB and Comptroller's Office monitor 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.

Annual Budget Process:

March through May	DAS-PSB develops budget assumptions for the upcoming fiscal year. 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.
Early May	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 DAS-PSB.
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 15th	DAS-PSB submits to the County Board a summary of requested budgets.
No Later than 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, Personnel and Audit Committee for review and recommendation.
October 1 - to 1st Week in November	Finance, Personnel and Audit Committee reviews the County Executive Budget.
November - Not later than First Monday in the Month	County Board public hearing on Budget, inviting members of general public to comment on the Executive Budget and Finance, Personnel and Audit Committee changes to date.
Monday after First 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, Personnel and Audit Committee relative to the County Executive's Budget as well as amendments submitted by individual County Board members.
January 1 of the Following Year	Departments translate Budget to public services.

Financial Management Policies

The 2014 Budget continues a number of financial management policies that were included in previous budget narratives, and implements a number of new policies that are recommended best practices.

Balanced Budget
It will be the adopted policy of Milwaukee County that the County's budget is balanced. Total expenditures will be funded by a combination of various external revenue sources (e.g., intergovernmental sources, grants, fees, or fines), property taxes, sales taxes, and funds appropriated from available fund balances.

Revenue Policy
The following revenue policy is implemented in 2014:[1]

1. The County relies on the property tax and has implemented the local option sales tax to fund state and local programs and services. Property taxes account for about 21 percent of total revenues. The local option sales tax provides approximately 5 percent of total revenues. State Statutes also allow for collection of a local motor vehicle registration fee. Milwaukee County has not implemented this option.

2. The County attempts to maintain a diversified and stable revenue stream. The County continues its efforts for greater reliance on true user fee service charges to help offset reductions of federal/state funding and to balance reliance on property tax revenues. Service fee charges (user fees) are implemented for services that can be individually identified and where costs can be directly related to the level of service provided. The County's budgeting philosophy is to annually review and provide at least nominal inflationary increases on appropriate user fees charges for service to reflect increasing costs of providing those services.

3. The County maximizes its return on investment consistent with its investment policy as required by County Ordinance 15.215. Investment income is used to reduce reliance on the property tax levy and fund capital projects. Investment returns are relatively stable because of the strict adherence to investment guidelines.

4. Due to strict limits placed on the County by the State regarding use of surplus funds and fund balances, one-time revenues and fund balances shall not be used to fund ongoing operating expenses, other than reducing taxpayer costs for debt service.

5. Revenue budgets shall be based on documented assumptions; significant budgeted increases in revenue shall be based on data and explained in the budget narrative.

6. Sales and Use Tax revenues shall be applied toward county expenditures as follows:
    a. Pay general obligation debt service costs;
    b. Cash finance capital improvement projects;
    c. Pre-pay outstanding bonds;
    d. Pre-fund employee benefit costs or fund unanticipated or extraordinary annual increases in such costs; or
    e. Supplement the Appropriation for Contingencies

Operating Expenditure Budget
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

[1] These policies are based largely on best practices utilized by high-performing (generally AAA-rated) counties, including Waukesha County, WI.

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. 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 policy is void. A county officer who knowingly violates this policy 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.

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 – Office of Performance, Strategy and Budget (DAS-PSB).

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.

Debt Management and Capital Finance

The County has adopted the following debt management and capital finance policy goals:

1. Tax supported debt service costs shall not exceed actual sales and use tax revenues.
2. Direct debt shall not exceed 1.5 percent of equalized property value.
3. Financing terms shall not exceed 16 years.
4. Average principal maturities shall not exceed 10 years.
5. Net present value savings for proposed advance refundings should total a minimum of 3 percent to 5 percent of refunded principal.
6. Direct debt per capita shall not exceed $500.
7. Bond insurance will be used when it provides a net economic benefit.
8. Corporate purpose bond issues for 2008 and forward would be limited to a principal amount of $30 million plus three percent per year for inflation.

Unrestricted Fund Balance Policy

Unlike most other local governments in Wisconsin and across the Country, Milwaukee County's ability to retain unrestricted fund balance is extremely limited. Wisconsin State Statute 59.60(6)(b)(3) requires Milwaukee County to budget a prior year surplus or deficit in the next budget year. For example, a $5 million surplus from 2012 must be budgeted as revenue in the 2014 budget. There are two alternatives to this requirement:

The County may, under State Statute 59.60(5)(g), place surplus funds in a "sinking fund" for the "redemption or repurchase of bonds", or for emergency needs. This sinking fund is referred to as the Debt Service Reserve Fund in Milwaukee County. In 2013, the County passed a resolution that split the 2012 surplus so that $5 million would be applied to the 2014 budget, and the remainder deposited into the Debt Service Reserve Fund.

State Statute 59.60(13)(b)(3) provides for a tax stabilization fund, into which surpluses may be deposited. However, this statute allows the County to utilize this fund only in order to prevent a tax levy increase of 3 percent or greater over the prior year. 2013 Wisconsin Act 20 (the State's 2013-2015 Biennial Budget) retained limits on property tax levy increases that make this occurrence highly unlikely. To date the County has not utilized this fund.

Due to these statutory restrictions, the County is not able to develop an unrestricted fund balance, and therefore the County has no need to implement an unrestricted fund balance policy.

Debt Service Reserve

Bond rating agencies strongly recommend that sufficient funds be reserved to account for emergencies and other unavoidable, unplanned, one-time expenses. Meeting this recommendation results in increased ability to respond to unanticipated expenses and improved bond ratings, which results in lower interest rates for debt and reduced ongoing debt service costs. Therefore, Debt Service Reserve funds shall be utilized only to:

a. reduce taxpayer costs for debt service;
b. provide cash financing for one-time capital projects, or for one-time operating items that result in improved County service and/or reduced ongoing County costs in future years;
c. provide cash financing for the refinancing of debt when financially advantageous;
d. Respond to emergencies as allowed by §59.60 (5) (g).

In order to ensure sufficient funding for emergencies and one-time expenses and with the goal of improvement in the County's ability to respond to emergencies, and improve bond ratings, the County will seek to build and maintain a minimum balance of $10 million in the Debt Service Reserve.

Land Sales

Per adopted County Resolution 11-145, as developed by the Long Range Strategic Plan Steering Committee, sales proceeds shall be utilized for one-time projects or acquisitions and ***shall not*** be used to offset ongoing operating costs of county government. Land sale proceeds shall be budgeted upon actual receipt, or specified payment arrangement, as opposed to prospective planning for anticipated sales proceeds that have historically been subject to significant delays or modifications.

Other One-Time Revenues

Similar to the policy related to land sales, large one-time revenues such as settlements, awards, donations, etc. shall be utilized for one-time projects or acquisitions and ***shall not*** be used to offset ongoing operating costs. Such revenues shall be budgeted only upon receipt. If no appropriate one-time projects are identified and approved by DAS-PSB, the funds shall supplement the Appropriation for Contingencies.

Grants

All positions and other expenditures funded in whole or part by grant revenues shall sunset upon expiration of the grant period, unless DAS-PSB verifies that the item(s) leverages cost savings or operational efficiencies that justify ongoing support.

Budget Documents

The County's Annual Adopted Budget is published in two sections, Operating and Capital, as follows:

The Operating Budget includes five major sections:

1. The Introductory Section provides basic information about the County, such as elected officials, a community profile, and a countywide organizational chart; and the Budget document, such as the table of contents.

2. The Budget Summary Section provides information about the budget from a countywide perspective, including analysis of: the short and long-term factors that influence the annual budget and the County's long-term fiscal situation; performance measures; analysis of major revenue and expenditure changes; information about the county's major funds, and budgeted positions.

3. The Budget Policies Section provides information about the County's budget and financial management policies, the budget process calendar, basis of budgeting, and policies regarding the use of fund balances.

4. The Departmental Narratives Section includes the detailed narratives for each individual department, including major changes, detailed revenue and expenditure analysis, and resources, activity data, and performance measures by service area.

5. The Supplemental Information Section includes additional information such as a glossary, operating authority and purpose for each department, and an index.

The Capital Budget includes project-by-project detail and five-year planning goals, objectives, and funding requirements. Beginning with the 2015 Capital Budget, DAS-PSB will develop a new Capital Budget narrative that includes many of the same elements as are found in the Operating Budget.

Beginning in 2014, bound paper copies of the Budget Documents are distributed to the members of the County Board of Supervisors, the County Executive, the County Comptroller, and some staff positions. In order to reduce energy consumption, resources and paper waste, all other interested parties may now download the budget documents from the County website or may request a copy on CD format from DAS-PSB.

Performance Management and Budgeting

The County's Strategic Outcomes are the components of the Mission Statement, as defined above: High-Quality, Responsive Services; enhancement of Self-Sufficiency, enhancement of Personal Safety, enhancement of Economic Opportunity, and enhancement of Quality of Life. Based on these strategic outcomes, all Departments and Offices will:

1. Identify distinct Program Areas.

2. Link Program Areas with the most appropriate Strategic Outcome.

3. Identify whether Program Areas are Mandated, Committed, Discretionary, or Administrative

4. Endeavor to develop Performance Measures that show progress of that Program Area towards achieving the Strategic Outcomes.

Property Tax Levy Increase Limits

Enrolled 2013 Wisconsin Act 20 (2013-2015 State Budget) imposed new local tax levy increase limits for the 2012 and 2013 budgets. The law allows a County to increase its total property tax levy for the 2014 or 2015 Budgets by the percentage change in the County growth in equalized value due to net new construction between the previous year and the current year. The tax levy cap includes the following exemptions:

- the Federated Library system tax levy;
- debt service tax levy (including any debt that was refinanced or refunded);
- bridge and culvert repair aids to towns paid with County tax levy;
- an exemption provision to allow for payments of consolidated (shared) services and emergency management services (Milwaukee County utilized approximately $3 million of this exemption, or one-half of the available amount, in the 2013 Adopted Budget);

- Unused tax levy authority up to a maximum of 1.5% of the prior year levy could be carried forward by a super majority vote of the County Board. If Milwaukee County were to use this 1.5% prior year levy, the County would be required to reduce tax levy by an amount equal to the change in pre-2005 debt. This would require a levy reduction of approximately $20 million in 2015, as noted by the Office if the Comptroller's September 18 memo. Milwaukee County ***will not*** utilize this option.

Property Tax Levy Rate Limit

The 2013-15 State Budget effectively eliminated levy rate limits.

Basis of Budgeting

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

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.

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

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.

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.

Financial Structure

Milwaukee County (the County) operates in accordance with provisions set forth in Chapter 59 of the Wisconsin State Statutes. The County is governed by a County Executive and a County Board. The County Executive coordinates and directs all administrative and management functions of County government not vested in other elected officials. The Executive has the authority to propose and veto legislation, and formulate the County budget and veto in whole or in part the budget adopted by the County Board. A two-thirds vote (12 members) of the Board is required to override each County Executive veto.

The County provides many functions and services to citizens, including but not limited to law enforcement, justice administration, health and human services, parks, cultural activities, planning, and general administrative services. Other activities the County provides are public works services including highway operations, mass transit, airport and fleet and facilities maintenance.

Fund Accounting

Similar to most government entities, the underlying accounting system of the County is organized and operated on the basis of separate funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The County implemented the new financial reporting mode required by Governmental Accounting Standards Board (GASB) Statement 34 in 2002. In addition to traditional fund reporting, a statement of activities and statement of net assets are prepared on an entity-wide basis.

Fund Categories and Types

Funds are normally classified according to the accounting conventions which apply to them. The County presents financial statements in its Comprehensive Annual Financial Report (CAFR), grouped into three broad fund *categories* (Governmental, Proprietary, and Fiduciary) comprised of *seven fund types* as indicated below. Note however, the County does not budget for fiduciary fund types. The County's budgeted funds are shown on the table on the next page.

Governmental Funds are governed by standards developed specifically for government activities. The County maintains 10 individual government funds. Three of these funds are considered major funds (see below) – the General Fund, the Debt Service Fund, and the combined Capital Projects Funds.

General Fund -The General Fund is the general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds - special revenue funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. None of Milwaukee County's special revenue funds are considered major funds (see below), and these funds are considered subsidiaries of the General Fund (see "Fund Descriptions" section). The County budgets for these funds in the Behavioral Health Division of DHHS, the Office for Persons with Disabilities, and the Zoo. See the departmental narratives for additional information on these funds.

Debt Service Funds - debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs, but excludes debt serviced by proprietary funds.

Capital Projects Funds - capital projects funds are used to account for financial resources which are used for all acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust fund).

Proprietary Funds are governed by the same accounting standards which apply to private business. The County maintains two different types of proprietary funds: enterprise funds and internal service funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. For instance, the County uses enterprise funds to account for the fiscal activities of the Airports and the Transit System. Internal service funds are an accounting device used to accumulate and allocate costs internally among the County's various functions.

Enterprise Funds - Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Internal Service Funds - Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost reimbursement basis. Because these services predominantly benefit governmental rather than business-type functions, they are included with governmental activities in the government-wide financial statements in the Comprehensive Annual Financial Report (CAFR).

Fiduciary Funds are agency funds. Note the County does not budget for these funds. Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

"Major Funds" -The County also presents financial statements in its Comprehensive Annual Financial Report (CAFR), grouped by Major (see above) and Non-Major Funds. A fund is considered major if it is the primary operating fund of the County or meets the following criteria:

a) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type, and

b) The same element of the individual governmental fund or enterprise fund that met the 10 percent test is at least 5 percent of the corresponding total for all governmental and enterprise funds combined.

c) In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund.

The County has five major funds: General, Debt Service, Capital Projects, Transit System and Airport.

For more details regarding Basis of Accounting, refer to the County's Year End CAFR.

Fund Descriptions

The following are summaries of the County's budgeted funds. The County's Comprehensive Annual Financial Report considers five of the funds below to be "major funds": the General Fund, the Airport Fund, the Transit Fund, the Debt Service Fund, and the combined Capital Projects Funds.

General Fund (Fund 0001)

The General Fund is the government's primary operating fund. It accounts for is the government's primary operating fund. It accounts for and reports all financial resources of the general government, except those resources required to be accounted for in another fund. Various funds (below) are subsidiary funds of the General Fund and are assigned a separate fund number for tracking purposes related to State and Federal funding.

Family Care (Fund 002)

This fund accounts for costs and revenues of the Department of Family Care, which operates the State Family Care program. This 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.

Fleet Management (Fund 0030)

Primary use of this fund is to account for the costs associated with the maintenance, repairs and centralized fueling of all County-owned motorized equipment. Costs are billed to user departments based on work orders, time and material costs.

Central Services (Fund 0031)

This fund accounts for operation, maintenance, and security of county-owned facilities that are under the management of the Department of Administrative Services-Facilities Management Division including the Courthouse, Jail, Safety Building, City Campus, Vel Phillips Juvenile Justice Center, and Coggs Buildings. This fund also includes the County's central capital planning and project management division and the office of sustainability.

Behavioral Health Division (Fund 0077)

This fund is used to account for the costs associated with the mental health research, patient activities and special events, and compensated absence payouts for BHD retirees.

Expendable Trust Funds (Various)

A number of expendable trust funds exist in several departments to account for and report the proceeds of specific revenue sources that are committed to expenditures for specified purposes. These funds presently exist for the Zoo, Department of Parks, Recreation and Culture, Office for Persons with Disabilities, Behavioral Health Division, Fleet Maintenance, Facilities Management, Airport (used for the collection of Passenger Facility Charge Revenues), and Risk Management. The 2014 Budget includes budgeted appropriations in the Zoo, Office for Persons with Disabilities, and Behavioral Health Division expendable trust finds. See the narratives for these departments for additional details.

Debt Service Fund (Fund 0016)

The Debt Service Fund accounts for and reports the accumulation of resources that are restricted, committed or assigned for the payment of principal and interest on long-term general obligation debt.

Capital Project Funds (Various)

These funds, which are separated by functional area, report the financial resources that are restricted, committed or assigned for the acquisition or construction of major capital facilities and other capital assets.

Enterprise Funds (Various)

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Airport (Fund 0076)

The Airport Fund accounts for the operations of General Mitchell International and Timmerman Airports. Airport passenger facility charges and related capital expenditures are not accounted for in the airport's enterprise fund but are accounted for as a special revenue fund.

Transit (Fund 0083)

The Transit Fund accounts for the operations of the Milwaukee County Transit System.

Internal Service Funds (Various)

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

IMSD (Fund 0026)

This fund is used to account for electronic data processing, graphics, applications, radio, mainframe, desktop support and replacement, and telecommunications services provided to County departments.

Water Utility (Fund 0029)

This fund is used to account for maintenance of the water distribution system that is located on the Milwaukee County grounds and provides service to County departments.

Risk Management (Fund 0040)

This fund accounts for risk financing, loss control and insurance-related activities for the County and its employees.

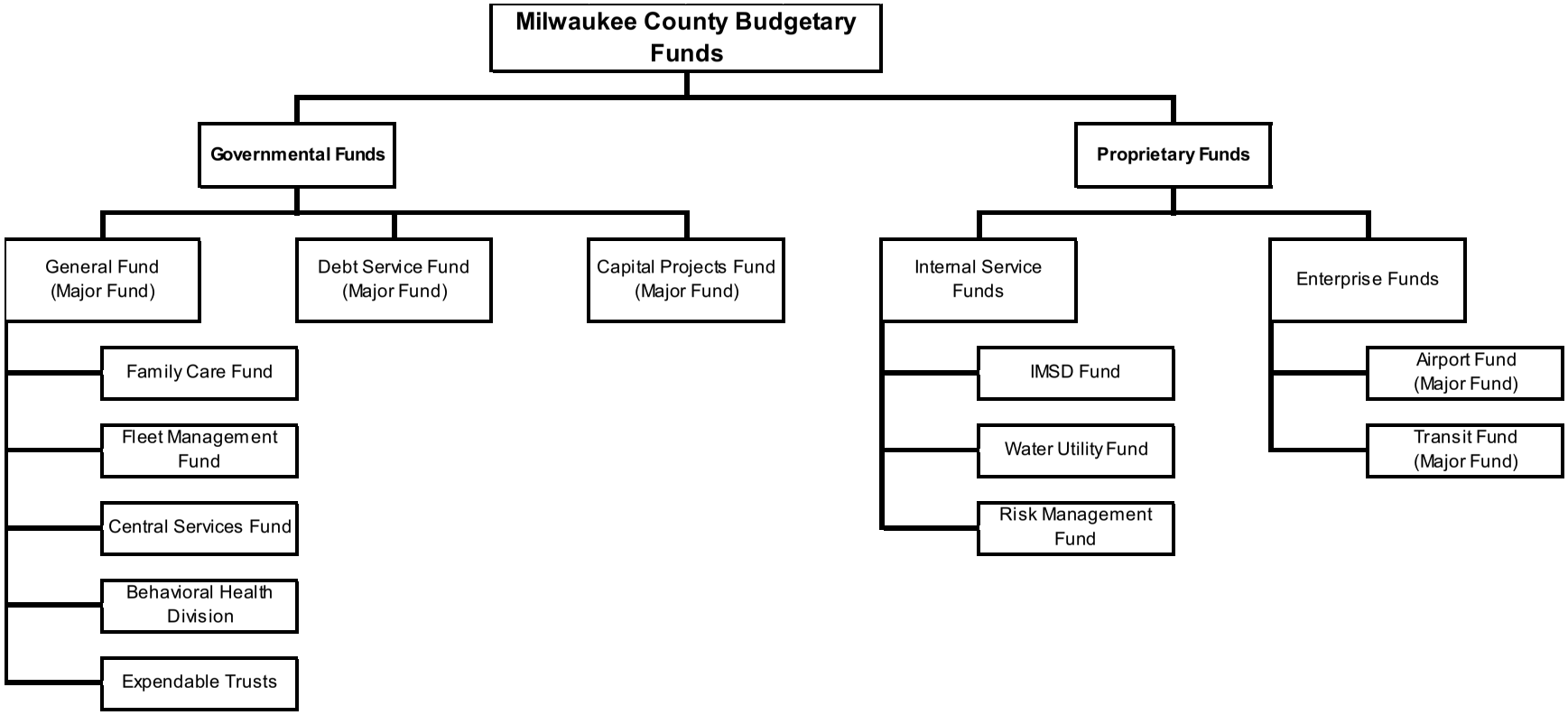
Functional Area Summary by Fund Type

REVENUES	GENERAL FUND(a)	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
Legislative & Executive	$194,392					$194,392
Administration	$34,367,630		$27,748,244		$24,800,525	$86,916,399
General Government	$10,794,476					$10,794,476
Courts & Judiciary	$29,385,000					$29,385,000
Public Safety	$25,385,837				$2,492,240	$27,878,077
Transportation & Public Works	$30,508,993	$178,770,723			$33,165,464	$242,445,180
Health & Human Services	$484,321,317				$1,047,476	$485,368,793
Recreation & Culture	$37,737,632				$17,533,877	$55,271,509
Debt Service				$21,604,392		$21,604,392
Non-Departmental Revenues	$99,911,394					$99,911,394
Non-Departmental Expenditures	($33,762,101)					($33,762,101)
TAX LEVY	**$218,950,998**	**$18,180,649**		**$42,189,549**		**$279,321,196**
TOTAL	**$937,795,568**	**$196,951,372**	**$27,748,244**	**$63,793,941**	**$79,039,582**	**$1,305,328,707**

EXPENDITURES	GENERAL FUND(a)	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
Legislative & Executive	$7,563,116					$7,563,116
Administration	$45,937,623		$27,748,244		$24,800,525	$98,486,392
General Government	$14,834,629					$14,834,629
Courts & Judiciary	$64,125,517					$64,125,517
Public Safety	$163,633,826				$2,492,240	$166,126,066
Transportation & Public Works	$30,736,004	$196,951,372			$33,165,464	$260,852,840
Health & Human Services	$569,811,914				$1,047,476	$570,859,390
Recreation & Culture	$76,070,193				$17,533,877	$93,604,070
Debt Service	$0			$63,793,941		$63,793,941
Non-Departmental Revenues	$0					$0
Non-Departmental Expenditures	($34,917,254)					($34,917,254)
TOTAL	**$937,795,568**	**$196,951,372**	**$27,748,244**	**$63,793,941**	**$79,039,582**	**$1,305,328,707**

(a) = General fund includes subsidiary funds as noted in the Fund Descriptions section. These subsidiary funds include Family Care, Fleet Management, Central Services, Behavioral Health Division, and Expendable Trust Funds

Milwaukee County Budgeted Funds



Departmental Narratives

- Legislative & Executive
- General Government
- Administrative
- Courts & Judiciary
- Public Safety
- Transportation
- Health & Human Services
- Recreation & Culture
- Debt Service
- Non-Departmental Revenues
- Non-Departmental Expenditures

Legislative & Executive Function

Agency Budget Narratives

- **County Board**
- **County Executive General Office**
- **County Executive – Office of Veterans' Services**
- **County Executive – Office of Government Affairs**

COUNTY BOARD (1000) BUDGET

DEPT: County Board

UNIT NO. 1000
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$5,408,182	$5,086,755	$5,450,777	$3,379,155	($2,071,622)
Operation Costs	$363,981	$272,426	$447,328	$111,500	($335,828)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$769,447	$796,828	$758,336	$631,025	($127,311)
Total Expenditures	**$6,541,610**	**$6,156,009**	**$6,656,441**	**$4,121,680**	**($2,534,761)**
Revenues					
Direct Revenue	$0	$548	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$548**	**$0**	**$0**	**$0**
Tax Levy	**$6,541,610**	**$6,155,461**	**$6,656,441**	**$4,121,680**	**($2,534,761)**
Personnel					
Full-Time Pos. (FTE)*	53.6	53.6	56.1	28	-28.1
Seas/Hourly/Pool Pos.	3	3	0.5	1	0.5
Overtime $	$0	$284	$0	$0	$0

** = While only 23 specific full-time positions are funded, the 2014 budget provides funding for 5 additional unspecified positions.*

Department Mission: The mission of the Board of Supervisors is to establish County policies that promote the County's Mission Statement: to enhance self-sufficiency, personal safety, economic opportunity and quality of life.

Department Description: 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, plus staff. 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 set broad policy directives for the County designed to help meet the County's mission statement. Among the Board's most important means of establishing policy is the adoption of the annual County Budget. The Board conducts its business through nine standing committees, various subcommittees, commissions and task forces.

Strategic Program Area 1: County Board

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Activity Data is not yet tracked for this program area			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$6,541,610	$6,156,009	$6,656,441	$4,121,680	($2,534,761)
Revenues	$0	$548	$0	$0	$0
Tax Levy	$6,541,610	$6,155,461	$6,656,441	$4,121,680	($2,534,761)
FTE Positions	56.9	56.9	56.6	29	-27.6

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The 2014 budget implements the provisions of 2013 Wisconsin Act 14 (Act 14) which includes a number of provisions related to the structure and duties of the County Board, and provides a tax levy cap of no more than 0.4 percent of the total County tax levy, plus a number of items that are exempt from the cap: salaries and benefits of Supervisors, legacy fringe benefit costs, and facilities space charges. The 2014 Budget complies with this tax levy cap by providing a staffing model based on two similar large urban Midwestern counties (see chart below), transferring positions to other offices, and reducing other operating expenses. Positions transferred to other offices during 2013 or as part of the 2014 budget include:

- 1.0 FTE Chief Committee Clerk, 1.0 FTE Assistant Chief Committee Clerk, 1.0 FTE Committee Clerk and 1.0 FTE Support Services positions were transferred to the Office of the County Clerk per County Board resolution 13-560. The tax levy cost of these positions is shifted to the Office of the County Clerk.

- Research services are moved to the Office of the Comptroller, per County Board resolution 13-643, where four new positions were created in 2013. Levy funding for the cost of these four positions is shifted to the Office of the Comptroller (see the narrative for the Office of the Comptroller for additional detail). All Policy Research Analyst positions and the County Board Fiscal position are unfunded in 2014.

- 1.0 FTE Intergovernmental Relations Director and 1.0 FTE Assistant Director of Intergovernmental Relations were abolished. A new Department of Government Affairs Department was created within the executive branch per 2013 Wisconsin Act 14 with two positions that replace these positions. The tax levy for this function is shifted to the new department. See the narrative for the Department of Government Affairs for additional detail.

- 1.0 FTE Graphic Designer is transferred to the Department of Administrative Services – Information Management Services Division (IMSD).

As noted, the 2014 Budget is based on staffing levels in similar counties. Two peer counties are Allegheny County, PA (Pittsburgh metro area) and Cuyahoga County, OH (Cleveland Metro area). These two counties have similar populations, similar size total county budgets, and similar legislative-executive branch structures. Allegheny and Cuyahoga Counties have unincorporated areas for which the County government is directly responsible for many services such as policing, zoning, and public health, where Milwaukee County is fully incorporated and therefore provides fewer direct services. A comparison of the positions that serve the legislative branches in these counties with that provided to the County Board in the 2014 budget is shown below. In Milwaukee County, the staff levels include the clerk positions and budget/policy positions that are replacing services that historically served the County Board but are shifted to the Offices of the Clerk and Comptroller respectively.

Cuyahoga County, OH	**Allegheny County, PA**	**Milwaukee County 2014 Budget**
Supervisors: 11	Supervisors: 15	Supervisors: 18
Population: 1,270,000	Population: 1,227,000	Population: 952,000
Total Budget Size: $1.30 billion	Total Budget Size: $1.64 billion	Total Budget Size: $1.4 billion
Staff Positions: 8	**Staff Positions: 7**	**Staff Positions: 20 (11 Direct)**
Chief of Staff	Director of Constituent Services	Chief of Staff
Clerk of Council	Director of Budget & Administration	Const. Services (Leg Asst, 4.0 FTE)
Deputy Clerk of Council	Director of Legislative Services	Office Asst. Hourly
Deputy Clerk of Council	Budget Support	Support Positions (5.0 FTE)
Council Services Coordinator	Constituent Services (2.0 FTE)	***Dedicated Staff in Other Offices: 9***
Research & Policy	Support Clerk	Chief Committee Clerk
Legislative Budget Advisor		Assistant Chief Committee Clerk
Senior Policy Advisor		Committee Clerk
		Support Services
		Research & Policy Coord
		Research & Policy Analyst (3.0 FTE)
		Govt Affairs Liaison
Staff/Supervisor: 0.73	**Staff/Supervisor: 0.47**	**Staff/Supervisor: 1.11**
Staff/$100M Exp: .62	**Staff/$100M Exp: .43**	**Staff/$100M Exp: 1.4**
Staff/1M Pop: 6.3	**Staff/1M Pop: 5.7**	**Staff/1M Pop: 20**

The 2014 budget provides funding for five specific full-time positions within the Office of the County Board, including 1.0 FTE Chief of Staff and 4.0 FTE Legislative Assistant 3 positions; plus 1.0 FTE Office Assistant Hourly position. In addition, funding is provided for 5.0 FTE unspecified support positions, including salary, social security and active fringe benefit costs, based on an average salary of $50,269. In order to provide staffing flexibility, all staff positions other than those transferred to other offices in 2013 are unfunded in 2014 and may be filled, subject to available appropriations.

Operating costs decline by $335,828 or 75 percent mainly due to staff reductions and by the shifting of costs related to the County's online legislative tracking and update system (Legistar) to the Office of the County Clerk. Internal crosscharges decline by $127,311 or 17 percent in 2014, to $631,025. Charges for Courthouse Complex space rental, which are exempt from the property tax cap per 2013 Wisconsin Act 14, make up $400,495 of this total. Other charges are reduced by $117,626, or 33 percent in 2013. Charges for information technology and telephone services from the Information Management Services Division were re-allocated based on the reduction in staffing and are reduced by a total of $114,616.

DEPT: County Board

UNIT NO. 1000
FUND: General - 0001

County Board Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Sec 1-Pol Res Anlys	1	0	-1	Unfund
Adm Sec 2-Const Svs Rep	1	0	-1	Unfund
Adm Sec 2-Exec Sec	1	0	-1	Unfund
Adm Sec 2-Pol Res Anlys	1	0	-1	Unfund
Adm Sec 3-Comm Clk	1	0	-1	2013 Action
Adm Sec 3-Pol Res Anlys	2	0	-2	Unfund
Adm Sec 4-Support Servs	1	0	-1	2013 Action
Adm Sec 5-Pol Res Anlys	2	0	-2	Unfund
Adm Sec Admin Asst	1	0	-1	Unfund
Adm Sec Asst Chief Comm Clk	1	0	-1	2013 Action
Adm Sec Asst Dir I-R	1	0	-1	2013 Action
Adm Sec Chief Comm Clk 2	1	0	-1	2013 Action
Adm Sec Chief Of Staff	1	1	0	
Adm Sec Co Bo Fiscal	1	0	-1	Unfund
Adm Sec Graphic Designer	1	0	-1	Transfer Out
Adm Sec Intr Gov Rel Di	1	0	-1	2013 Action
Adm Sec Legislative Asst 1	9.5	0	-9.5	Unfund
Adm Sec Legislative Asst 2	2	0	-2	Unfund
Adm Sec Legislative Asst 3	5.6	4	-1.6	Unfund
Adm Sec Office Coord	1	0	-1	Unfund
Adm Sec Public Inf Asst	1	0	-1	Unfund
Adm Sec Public Inf Mgr	1	0	-1	Unfund
Adm Sec1- Office Asst 1 Hrly	0.5	1	0.5	Fund
County Board Chairman	1	1	0	
County Brd Supv 1St Vic	1	1	0	
County Brd Supv 2Nd Vic	1	1	0	
County Brd Supv Member	15	15	0	
Salary Adjustment	-0.2	0	0.2	
Unspecified Positions	0	5	5.0	Fund
TOTAL	56.4	29*	-27.4*	

* The 2014 budget provides salary, social security and active fringe benefit costs for an additional 5.0 FTE full-time positions.

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$993,421	$1,133,895	$1,115,471	$1,263,036	$147,565

COUNTY EXECUTIVE (1011) BUDGET

DEPT: County Executive

UNIT NO. 1011
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$1,046,137	$995,298	$1,138,374	$1,145,778	$7,404
Operation Costs	$19,499	$10,594	$29,500	$415,934	$386,434
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$170,806	$174,232	$158,380	$179,054	$20,674
Total Expenditures	**$1,236,442**	**$1,180,124**	**$1,326,254**	**$1,740,766**	**$414,512**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Tax Levy	**$1,236,442**	**$1,180,124**	**$1,326,254**	**$1,740,766**	**$414,512**
Personnel					
Full-Time Pos. (FTE)	8.5	8.5	10	9	-1
Seas/Hourly/Pool Pos.	1	1	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department 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.

Department Description: The County Executive is the elected chief executive 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, supervise, and direct all department heads and members of boards and commissions; 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.

DEPT: County Executive

UNIT NO. 1011
FUND: General - 0001

Strategic Program Area 1: General Office

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Total Executive Branch Staff	2,957	3,395	3,256
Operating Expenditures, Executive Branch	$1,051,380,622	$1,063,923,924	$1,068,317,058
Departments Managed	25	26	28
Community Events Attended	250	250	300

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,236,442	$1,180,124	$1,326,254	$1,740,766	$414,512
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,236,442	$1,180,124	$1,326,254	$1,740,766	$414,512
FTE Positions		9.5	10	9	-1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Eight staff positions are provided in 2014 to assist the County Executive in day-to-day administrative oversight and management of the office. Interdepartmental charges increase $20,674 or 13 percent mainly due to increased central service allocation costs. Funding in the amount of $400,000 is provided in 2014 to purchase security services in response to law enforcement recommendations. The Office of the County Executive will receive bids for this service and may enter into a contract with a law enforcement agency or private firm based on the best quality and price offered.

DEPT: County Executive

UNIT NO. 1011
FUND: General - 0001

County Executive Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Sec Dir Of Comm Rel	1	1	0	
Adm Sec Exec Asst	1	0	-1	Unfund
Adm Sec Off Asst 3	1	1	0	
Adm Sec Recept Co Exec	1	1	0	
County Executive	1	1	0	
Dir of Legislative Affairs	1	1	0	
Director of Communications	1	1	0	
Exdir1-Adsecdepchiefstf	1	1	0	
ExDir1-Strategic Planning	1	1	0	
Exdir2-Adsecchiefofstaf	1	1	0	
Vacancy & Turnover	-0.5	0	0.5	
TOTAL	9.5	9	-0.5	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$171,144	$199,978	$194,579	$231,906	$37,327

VETERAN'S SERVICES (1021) BUDGET

DEPT: Veteran's Services

UNIT NO. 1021
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$255,508	$194,345	$231,775	$237,718	$5,943
Operation Costs	$54,860	$58,210	$65,575	$67,723	$2,148
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$21,842	$22,584	$20,797	$23,411	$2,614
Total Expenditures	**$332,210**	**$275,139**	**$318,147**	**$328,852**	**$10,705**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$13,000	$13,000	$13,000	$13,000	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$13,000**	**$13,000**	**$13,000**	**$13,000**	**$0**
Tax Levy	**$319,210**	**$262,139**	**$305,147**	**$315,852**	**$10,705**
Personnel					
Full-Time Pos. (FTE)	3	3	3	3	0
Seas/Hourly/Pool Pos.	3	3	3	3	0
Overtime $	$0	$0	$0	$0	$0

Department 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.

Department Description: On a daily basis, employees assist veterans and their families in determining eligibility for the full range of State and Federal veteran's 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.

DEPT: Veteran's Services

UNIT NO. 1021
FUND: General - 0001

Strategic Program Area 1: Veteran's Services

Service Provision: **Mandated**

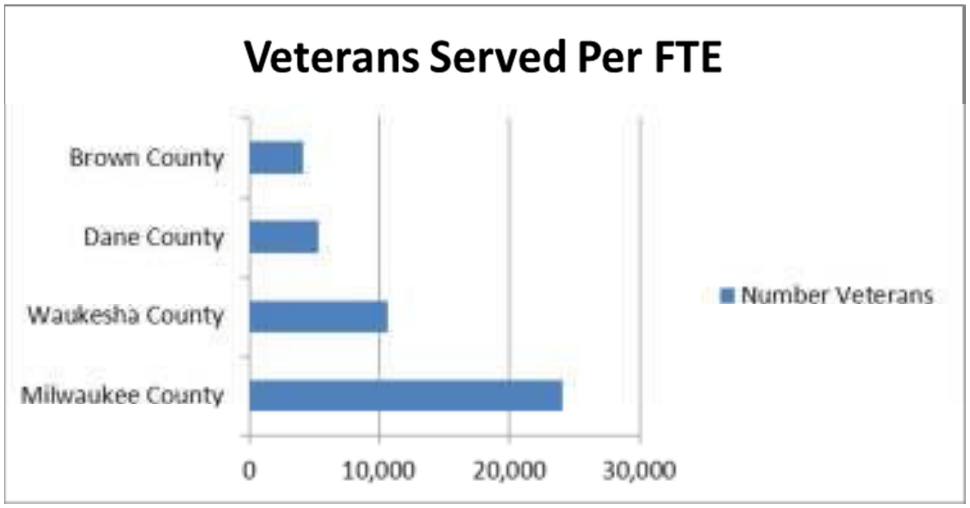
Strategic Outcome: **Self-Sufficiency**

What We Do: Activity			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Information requests	12,000	12,000	12,000
Number of Outreach events conducted	56	60	70
Number of Veterans assisted with determining federal veterans benefit eligibility	600	600	600
Number of veterans assisted with determining state veterans benefit eligibility	520	450	450
Number of Federal applications submitted	332	300	300
Number of State applications submitted	994	750	750
Dollar amount of approved State applications	$482,951	$400,000	$400,000
Veterans Served per FTE	24,019	24,019	24,019

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$322,210	$275,139	$318,147	$328,852	$10,705
Revenues	$13,000	$13,000	$13,000	$13,000	$0
Tax Levy	$319,210	$262,139	$305,147	$315,852	$10,705
FTE Positions	6	6	6	6	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of information requests responded to within 1 business day	95%	95%	95%
Percent of submitted federal applications approved	60%	63%	63%
Percent of submitted federal application dollars approved*	N/A	N/A	N/A
Percent of submitted state applications approved	87%	87%	87%
Percent of submitted state application dollars approved*	N/A	N/A	N/A

*The department will begin tracking performance measure data in 2014 and will report in future budgets.



Strategic Implementation:
The service area maintains 6.0 FTE which includes 3.0 FTE Vets Service Commission Members. This area will continue to provide a high level of quality, knowledgeable service to Milwaukee County Veterans and their families. The department will continue to expand services through outreach programs, which will include briefings and benefit seminars at local military units, veteran's organizations, independent/assisted living facilities and other public venues. The Needy Veteran's Fund is increased by $11,500 from $18,500 to $30,000 to allow the department to assist more veterans.

VETERAN'S SERVICES (1021) BUDGET

DEPT: Veteran's Services

UNIT NO. 1021
FUND: General - 0001

Veteran's Services Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Clerical Asst 1	1	1	0	
Vacancy & Turnover	-0.5	-0.5	0	
Vets Asst Prog Supv	1	1	0	
Vets Serv Comm Member	3	3	0	
Vets Serv Offcr	1	1	0	
TOTAL	5.5	5.5	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$49,103	$55,572	$55,665	$64,222	$8,557

GOVERNMENT AFFAIRS (1020) BUDGET

DEPT: Government Affairs

UNIT NO. 1020
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$255,621	$255,621
Operation Costs	$0	$0	$0	$55,000	$55,000
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$0**	**$310,621**	**$310,621**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Tax Levy	**$0**	**$0**	**$0**	**$310,621**	**$310,621**
Personnel					
Full-Time Pos. (FTE)	0	0	0	2	2
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department Mission: In accordance with State Statute 59.53 (24), as created by 2013 Wisconsin Act 14, the mission of the County Executive – Office of Government Affairs is to represent the interests of Milwaukee County before Local, State, and Federal governments. The Office will also build productive relationships with other governmental units, non-profit agencies, and the private sector in order to identify areas where services can be shared, consolidated, or otherwise cooperatively enhanced in order to improve service and reduce costs to taxpayers.

Department Description: The Office includes two full-time positions, one that will report to the County Executive and one that will report to the County Board, per the terms of 2013 Wisconsin Act 14. The operating budget of $55,000 is under the direct supervision of the County Executive.

DEPT: Government Affairs

UNIT NO. 1020
FUND: General - 0001

Strategic Program Area 1: Government Affairs

Service Provision: **Discretionary**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Activity Data is not yet collected for this program area			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$0	$0	$310,621	$310,621
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	$310,621	$310,621
FTE Positions	0	0	0	2	2

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
As noted in the Department Description, for 2014 the Office shall contain two positions at the same salary level. One Assistant Director of Intergovernmental Relations position that was budgeted in the Office of the County Board in 2013 has been retitled as Intergovernmental Liaison. The existing position of Director of Intergovernmental Relations is retitled to Intergovernmental Liaison. Both positions shall represent the County's interests before other units and levels of government through lobbying efforts. In addition, both positions will work to develop positive relations with neighboring municipalities, counties, other units of governments, and the private and non-profit sectors to identify areas suitable for cooperative service sharing agreements, consolidations, and other arrangements that improve service delivery, enhance efficiency, and reduce costs to taxpayers.

For 2014, operating costs of $55,000 are provided for the Office. Per the terms of 2013 Wisconsin Act 14, which place responsibility for daily management of all departments under the Office of the County Executive, all service and commodity expenditures shall be approved by the Office of the County Executive.

DEPT: Government Affairs

UNIT NO. 1020
FUND: General - 0001

Government Affairs Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Intr Gov Liaison	0	2	2	Retitle
Director of Intergovt Rel.*	1	0	-1	Retitle
Asst. Dir of Intergov Rel.*	1	0	-1	Retitle
TOTAL	2	2	0	

These positions were originally budgeted in the Office of the County Board, and transferred to the Office of County Executive, in 2013.

This office has no legacy fringe benefits budgeted in 2014. Legacy fringe benefits will be allocated to this department in 2015.

General Government Function

Agency Budget Narratives

- Election Commission
- Office of the County Treasurer
- Office of the County Clerk
- Office of the Register of Deeds
- Office of the Comptroller

ELECTION COMMISSION (3010) BUDGET

DEPT: Election Commission

UNIT NO. 3010
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$300,890	$308,362	$287,961	$272,334	($15,627)
Operation Costs	$656,430	$1,230,799	$302,880	$608,889	$306,009
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$65,938	$74,719	$65,111	$74,764	$9,653
Total Expenditures	**$1,023,258**	**$1,613,880**	**$655,952**	**$955,987**	**$300,035**
Revenues					
Direct Revenue	$80,500	$53,814	$50,750	$52,600	$1,850
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$80,500**	**$53,814**	**$50,750**	**$52,600**	**$1,850**
Tax Levy	**$942,758**	**$1,560,066**	**$605,202**	**$903,387**	**$298,185**
Personnel					
Full-Time Pos. (FTE)	3.5	3.5	3.2	3.2	0
Seas/Hourly/Pool Pos.	3	3	3	3	0
Overtime $	$21,684	$30,608	$17,604	$6,312	($11,292)

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

Department Description: The Milwaukee County Election Commission is directed and guided by the Wisconsin Governmental 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.

Strategic Program Area 1: Election Commission

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Elections	4	2	4
Special Elections	0	2	0
Recounts	0	0	0
State/City/Muni/SchBd Referendum	14	1	2
Campaign Finance Statements	199	190	195
Nomination Papers	45	8	4

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,023,258	$1,613,880	$655,952	$955,987	$300,035
Revenues	$80,500	$53,814	$50,750	$52,600	$1,850
Tax Levy	$942,758	$1,560,066	$605,202	$903,387	$298,185
FTE Positions	6.5	6.5	6.2	6.2	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this Service			

Strategic Implementation:
The Election Commission seeks to maintain 2013 service levels by increasing appropriations for personal services, services, and commodities in order to coordinate the increased number of elections in an efficient and effective manner pursuant to Wisconsin State Statute 7.10, 7.21, and 7.60. Appropriations in the Election Commission budget fluctuate substantially every year based on the number of scheduled elections. Tax levy for 2014 is increased by 49% over the 2013 Adopted Budget of $605,202 to $903,387. The increase of $298,185 is primarily related to the increase in the number of funded elections from two in 2013 to four in 2014. Revenues in the department remain largely unchanged with a slight increase of $1,850, based on recent experience. A majority of the ballot costs during the 2014 election cycle borne by the County as they are Federal, State, and County contests on the ballot, which are not reimbursable by the municipalities per State Statute. An increase in services, of $303,249, is budgeted in order to provide adequate funding for all four mandatory elections scheduled in 2014. However, the service accounts also include a reduction of $1,051 in advertising fees which were previously paid to publish election material in community newspapers in the City of Milwaukee. Since these publications are not statutorily required, the Election Commission, starting in 2014, changed policy to no longer provide the publication services on the Milwaukee County tax levy. Personal services costs are reduced by $15,627 for 2014. Due to a significant amount of election materials, including campaign finance forms and voter registration, being available online, the department has readjusted their staffing needs for 2014, by reducing

overtime, full time staff, and adding additional hourly Election Clerk hours for the four scheduled elections when the department experiences high volume of work load. The use of the hourly positions is the most cost effective way to manage work load during peak times.

DEPT: Election Commission

UNIT NO. 3010
FUND: General - 0001

Election Commission Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Election Clk	0.7	1.2	0.5	Fund
Election Comm Adm Asst	1	1	0	
Election Comm Asst	1	1	0	
Election Comm Member	3	3	0	
Office Supp Asst 2 Nr	0.5	0	-0.5	Unfund
Overtime	0.7	0.2	-0.5	
Vacancy & Turnover	-0.2	0	0.2	
TOTAL	6.7	6.4	-0.3	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$46,898	$53,255	$50,774	$55,813	$5,039

COUNTY TREASURER (3090) BUDGET

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$774,583	$662,114	$726,204	$716,081	($10,123)
Operation Costs	$919,827	$521,375	$895,827	$800,727	($95,100)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$111,186	$112,050	$107,128	$104,228	($2,900)
Total Expenditures	**$1,805,596**	**$1,295,539**	**$1,729,159**	**$1,621,036**	**($108,123)**
Revenues					
Direct Revenue	$4,916,661	$6,100,294	$5,116,661	$5,116,411	($250)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$4,916,661**	**$6,100,294**	**$5,116,661**	**$5,116,411**	**($250)**
Tax Levy	**($3,111,065)**	**($4,804,755)**	**($3,387,502)**	**($3,495,375)**	**($107,873)**
Personnel					
Full-Time Pos. (FTE)	8	8	7	7	0
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0.5	0
Overtime $	$0	$0	$0	$0	$0

Department 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.

Department Description: The Office of the Treasurer has two distinct service areas.

The Banking Services and Property Tax Collection service area is responsible for banking functions, bank account and money management, and the collection of delinquent property taxes for 18 municipalities throughout the County. The County purchases delinquent tax receivables from municipalities and then collects outstanding balances and administers foreclosure proceedings.

The Investment Management service area is responsible for the short-term investment of operating funds not needed for immediate use. The County sets the investment policy and independent contracted investment advisors directly manage the funds to maximize investment revenue.

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

Strategic Program Area 1: Banking Services & Delinquent Property Tax Collection

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
Checks Issued	78,041	100,000	100,000
Delinquent Tax Notices Processed	3,564	8,000	8,000
Unpaid Property Tax Parcels Submitted	3,359	6,000	6,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,560,597	$1,061,645	$1,469,159	$1,361,036	($108,123)
Revenues	$3,205,250	$3,850,531	$3,405,250	$3,405,000	($250)
Tax Levy	($1,644,653)	($2,788,886)	($1,936,091)	($2,043,964)	($107,873)
FTE Positions	8.5	8.5	7.5	7.5	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been developed for this service area.			

Strategic Implementation:
7.5 FTE are provided in this service area to oversee banking functions and money management. The 2014 budget for this service area maintains the same level of service. Tax levy decreases $107,873 in 2014 primarily due to a decrease of personal property tax refunds based on actual experience and a reduction in banking fees.

Strategic Program Area 2: Investment Management

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area has no Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$245,000	$233,897	$260,000	$260,000	$0
Revenues	$1,711,411	$2,249,764	$1,711,411	$1,711,411	$0
Tax Levy	($1,466,411)	($2,015,867)	($1,451,411)	($1,451,411)	$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Return on Investment	0.40%	0.45%	0.49%
Investment Income per dollar spent on Investment Advisory Services	$9.62	$6.58	$6.58

Strategic Implementation:
In 2014, Earnings on Investments and Investment Advisory Service are shifted from non-departmental accounts to a service area under the Office of the Treasurer. Based on continued low interest rates, investment income is budgeted at the same level as the 2013 Budget.

Statistical Reporting Data	2012 Actual	2013 Budget	2014 Budget
Earnings on all Funds (net of Mark-to-Market)	$2,047,165	$2,347,071	$2,347,071
Earnings on Trust Fund Reserves and other Deferred Interest Liabilities	($344,360)	($400,660)	($400,660)
Earnings on Bonds Allocated to Capital Fund and Debt Service Fund	($201,975)	($235,000)	($235,000)
General Fund Earnings	$1,500,830	$1,711,411	$1,711,411

DEPT: County Treasurer

UNIT NO. 3090
FUND: General - 0001

County Treasurer Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 1 - Treasury Serv	2	2	0	
Accountant 2 - Treasury Serv	1	0	-1	2013 Action
Accountant 4 - Treasury Ser NR	1	1	0	
Accting Manager	1	0	-1	2013 Action
Associate Treasury Accountant	0	1	1	2013 Action
County Treasurer	1	1	0	
Exec Asst Treas Svcs	1	1	0	
Student Intern	0.5	0.5	0	
Treasury Accounting Manager	0	1	1	2013 Action
TOTAL	7.5	7.5	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$138,605	$157,755	$160,578	$173,115	$12,537

COUNTY CLERK (3270) BUDGET

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$639,238	$575,406	$650,553	$940,582	$290,029
Operation Costs	$29,100	$51,974	$36,660	$65,439	$28,779
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$126,286	$125,122	$133,305	$121,817	($11,488)
Total Expenditures	**$794,624**	**$752,502**	**$820,518**	**$1,127,838**	**$307,320**
Revenues					
Direct Revenue	$470,500	$455,791	$475,325	$474,295	($1,030)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$470,500**	**$455,791**	**$475,325**	**$474,295**	**($1,030)**
Tax Levy	**$324,124**	**$296,711**	**$345,193**	**$653,543**	**$308,350**
Personnel					
Full-Time Pos. (FTE)	7	7	7	11	4
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$8	$0	$0	$0

Department Mission: 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.

Department Description: The independently elected County Clerk records the proceedings of the County Board of Supervisors, maintains all legislative files, staffs County Board meetings and committees, updates existing ordinances and publishes new ordinances online. The County Clerk issues marriage licenses and domestic partnership declarations, 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, 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, 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. In partnership with the Department of Administrative Services – Information Management Services Division, the County Clerk administers the legislative workflow and public access system – County Legislative Information Center (CLIC) – utilizing the system for tracking County Board files, recording Board and committee proceedings and county ordinances, and broadcasting County Board and committee meetings.

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

Strategic Program Area 1: County Clerk

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity Data	**2012 Actual**	**2013 Budget**	**2014 Budget**
Marriage Licenses Issued	4,842	4,650	4,689
Duplicate Marriage License/Domestic Partnership	89	100	100
Marriage License/ Domestic Partnership Waivers	334	340	340
Marriage Civil Ceremonies	1,076	1,040	1,040
Domestic Partnership Declarations Issued	53	100	61
Domestic Partnership Terminations	5	5	5
Open Records Requests Processed	50	100	100
County Board Files Maintained	1,018	900	1,000
County Ordinances Published	24	25	25
County Board Proceedings Published	12	13	13
County Board Committee Minutes Published	n/a	n/a	70
Contractor Lien Notices/Vendor Levies	21	60	50
Contractor Qualification Statements	125	150	150
Claims Processed	260	400	300
Summons and Complaints Processed	189	250	225
Construction Bid Notices Processed	112	100	100
New Contracts Assigned to Files	50	100	100
Lobbying Registrations	52	70	60
Oaths of Office Administered	146	100	150
Wisconsin DNR Licenses Sold	410	1,000	600
Passport Applications Processed	962	1,000	1,000
Passport Photos Taken	570	500	500
MCTS Tickets Sold	3,419	3,500	3,500
Documents Notarized	5,053	5,000	5,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$794,624	$752,503	$820,518	$1,127,838	$307,320
Revenues	$470,500	$455,792	$475,325	$474,295	($1,030)
Tax Levy	$324,124	$296,711	$345,193	$653,543	$308,350
FTE Positions	7	7	7	11	4

DEPT: County Clerk UNIT NO. 3270

FUND: General - 0001

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:

Overall tax levy in this service area is increased $308,350 primarily due to the transfer-in of four positions from the County Board related to provisions in Act 14 and County Board resolution13-560, which transferred the responsibility of support services to all County Board committees from the County Board to the County Clerk. In addition, software lease expenditures are increased $29,955 for maintenance of the County Legislative Information Center (CLIC), which the County clerk will continue to administer. In prior years, these funds were budgeted in the County Board Budget.

DEPT: County Clerk

UNIT NO. 3270
FUND: General - 0001

County Clerk Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accounting Specialist	0	1	1	2013 Action
Adm Asst	0	1	1	2013 Action
Adm Sec 3-Comm Clk	0	1	1	Transfer In
Adm Sec 4-Support Servs	0	1	1	Transfer In
Adm Sec Asst Chief Comm Clk	0	1	1	Transfer In
Adm Sec Chief Comm Clk 2	0	1	1	Transfer In
Clerical Asst 1	3	3	0	
Clerical Spec County Clerk	1	0	-1	2013 Action
County Clerk	1	1	0	
Deputy County Clerk	1	1	0	
Fiscal Spec	1	0	-1	2013 Action
TOTAL	7	11	4	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$116,129	$132,050	$132,333	$153,753	$21,420

REGISTER OF DEEDS (3400) BUDGET

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$2,816,034	$2,610,081	$2,681,418	$2,568,500	($112,918)
Operation Costs	$1,265,389	$1,607,194	$1,347,637	$1,176,020	($171,617)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$474,554	$486,864	$455,811	$387,807	($68,004)
Total Expenditures	**$4,555,977**	**$4,704,139**	**$4,484,866**	**$4,132,327**	**($352,079)**
Revenues					
Direct Revenue	$4,645,111	$5,183,647	$5,401,536	$4,976,470	($425,066)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$4,645,111**	**$5,183,647**	**$5,401,536**	**$4,976,470**	**($425,066)**
Tax Levy	**($89,134)**	**($479,508)**	**($916,670)**	**($843,683)**	**$72,987**
Personnel					
Full-Time Pos. (FTE)	33.9	33.9	30.9	29.9	-1
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$81,792	$94,246	$78,984	$80,280	$1,296

Department Mission: The mission of the Milwaukee County Register of Deeds Office is to provide timely, secure, accurate, archival accessible and cost-effective record systems and services that are delivered in a prompt and courteous manner.

Department Description: The Register of Deeds includes the following seven services areas: Administration, Document Examining & Cashier Services, Real Estate Services, Vital Statistics, Tax Listing Services, Land Records Modernization, and Redaction. In 2014, The Land Records Modernization service area is moved to the Milwaukee County Automated Mapping and Land Information System (MCAMLIS) budget and is shown in the Register of Deeds for historical illustration purposes only.

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
DOC (WI Dept. of Commerce) Recordings	1,088	800	800

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$663,901	$663,587	$678,214	$636,390	($41,824)
Revenues	$0	$386	$536	$231	($305)
Tax Levy	$663,901	$663,201	$677,678	$636,159	($41,519)
FTE Positions	5	5	5	4	-1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Administration is responsible for directing the activities of the department in its 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 work authorizations, expenditure/revenue transaction forms, receipt and dispersal of office supplies and inventory control; and maintain and control escrow funds. In addition to being responsible for validating Department of Commerce Stipulations and waivers as well as processing the Department of Revenue Real Estate Transfer form, this area is also responsible for assisting the Document Examination section with the review and recording of real estate documents and assisting the Indexing section with verifying/correcting the index. Interdepartmental charges are increased $21,750 due to an increase in IMSD crosscharges of $20,676. Based on staffing needs of the department, 1.0 FTE Clerical Asst 1 is abolished.

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 2: Real Estate Services

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	**2012 Actual**	**2013 Budget**	**2014 Budget**
Real Estate Searches	366	400	400
Termination of Joint Tenancy	1,534	1,500	1,500

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,300,671	$1,228,481	$1,109,645	$1,109,809	$164
Revenues	$3,488,331	$3,881,907	$4,050,000	$3,862,000	($188,000)
Tax Levy	($2,187,660)	($2,653,426)	($2,940,355)	($2,752,191)	$188,164
FTE Positions	9.9	9.9	7.9	7.9	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of time that recorded paper documents were scanned into the imaging system within 2 business days after the recorded date	N/A	86%	90%
Percent of indexed data verified within 10 business days after the indexed date.	N/A	0%	50%
Percent of time that inquiries for Real Estate Research are responded to within 1 business day of receipt	N/A	93.5%	95%

Strategic Implementation:
Real Estate Services is primarily responsible for compliance 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 research of digital real estate documents, microfilm and plat maps. Revenues are reduced $188,000 largely due to a reduction in Real Estate Transfer fees of $171,000 from $1,471,000 to $1,300,000 and a reduction of $25,000 in ROD Internet Access Fees from $245,000 to $220,000 based on 2013 year-to-date actuals.

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 3: Vital Statistics

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	**2012 Actual**	**2013 Budget**	**2014 Budget**
Vital Statistics Placed on File	28,924	30,000	30,000
Cert Copies: Birth, Death, Marriage	94,918	95,000	95,000
Vital Statistics Correct, No Fee	3,431	4,000	4,000
Vital Statistics No Fee – Veterans	228	200	200
Marriage Registration	4,454	4,500	4,500
Genealogy	459	400	400

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$738,015	$711,515	$794,556	$773,538	($21,018)
Revenues	$288,000	$394,181	$387,000	$413,800	$26,800
Tax Levy	$450,015	$317,334	$407,556	$359,738	($47,818)
FTE Positions	8	8	8	8	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of time that death records and marriage records were examined and processed within 2 business days of receipt	N/A	99%	100%
Percent of mail requests for the purchase of vital records sent out within 2 business days of receipt	N/A	97%	100%

Strategic Implementation:
The Vital Statistics service area 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. Revenue is increased $26,800 from $387,000 in 2013 to $413,800 to reflect prior year actuals and to account for the expected increase in the need for birth certificates due to the enactment of the Real ID. The free birth certificate program will continue in 2014. Since the implementation of the program in 2012, this area has given out 1,291 birth certificates. Once the limit (5,000 birth certificates @ $20.00 each) is reached, no additional free birth certificates will be provided unless authorized and funded by the County Board.

DEPT: Register of Deeds UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 4: Document Examination & Cashier Services

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity Data	**2012 Actual**	**2013 Budget**	**2014 Budget**
Recordings	131,502	137,000	137,000
Transfer Tax	10,563	9,000	9,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$661,308	$606,670	$617,428	$597,964	($19,464)
Revenues	$0	($251)	$0	$0	$0
Tax Levy	$661,308	$606,921	$617,428	$597,964	($19,464)
FTE Positions	7	7	6	6	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of time that electronic documents were recorded within 2 business days of receipt	N/A	97.6%	99%
Percent of time that paper documents were recorded within 2 business days of receipt	N/A	49%	70%

Strategic Implementation:
The Document Examination and Cashier Services area is responsible for receiving and dispersing 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 process documents submitted electronically. There are no major changes in this service area.

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 5: Tax Listing Services

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$328,804	$299,535	$326,023	$319,647	($6,376)
Revenues	$5,500	$3,739	$5,000	$5,000	$0
Tax Levy	$323,304	$295,796	$321,023	$314,647	($6,376)
FTE Positions	3	3	3	3	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of times when previous month's assessor information was sent to each municipality by the 15th of each month	N/A	4	7

Strategic Implementation:
The Tax Listing service area is responsible for reviewing tax descriptions; assigning new tax key numbers due to real estate boundary changes; maintaining plat books and property records; assisting in preparation of petitions for foreclosure action and providing copies of real estate document recordings to local assessors. This section assists customers in the Real Estate Research section when needed due to backlog or staff shortage. This section is also called upon to assist the Document Examination section when needed. There are no major changes in this service area.

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 6: Land Records Modernization

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$245,780	$134,343	$274,000	$0	($274,000)
Revenues	$245,780	$258,444	$274,000	$0	($274,000)
Tax Levy	$0	($124,101)	$0	$0	$0
FTE Positions	1	1	1	1	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
In 2014 this service area is removed from the Register of Deeds and placed in the Milwaukee County Automated Mapping and Land Information System (MCAMLIS) program in Economic Development. This change is a result of language proposed in the State Budget. The fiscal impact of this change is an expenditure and revenue reduction of $274,000. One position of GIS Specialist (1.0 FTE) will remain in the Register of Deeds and is crosscharged to the MCAMLIS program.

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Strategic Program Area 7: Redaction

Service Provision: **Discretionary**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of documents redacted	235,340	N/A	N/A

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$617,500	$1,060,008	$685,000	$695,439	$10,439
Revenues	$617,500	$645,240	$685,000	$695,439	$10,439
Tax Levy[1]	$0	$414,768	$0	$0	$0
FTE Positions		0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The 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. This 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.

[1] The Register of Deeds has received redaction revenue since the program was authorized by the State. Excess funds were placed in a special reserve fund until needed. Although tax levy is shown in 2012, the department did not actually use tax levy. Funds were taken from the special fund to fund this expense. However, balance sheet account info is not shown in BRASS, resulting in tax levy being shown above.

DEPT: Register of Deeds

UNIT NO. 3400
FUND: General - 0001

Register of Deeds Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst	4	4	0	
Admin Spec - Reg/Deeds	2	2	0	
Clerical Asst 1	11.9	10.9	-1	Abolish
Clerical Asst 2	1	1	0	
Clerical Spec Reg/Deed	4	4	0	
Dep Register Of Deeds	1	1	0	
Document Recorder	1	1	0	
Fiscal Asst 1	4	4	0	
Geographic Info Tech	1	1	0	
Overtime	2	2	0	
Register Of Deeds	1	1	0	
TOTAL	32.9	31.9	-1	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$595,328	$665,428	$625,433	$675,974	$50,541

COMPTROLLER (3700) BUDGET

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Budget Summary

Category	2012 Budget*	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$0	$2,093,871	$4,700,758	$5,843,780	$1,143,022
Operation Costs	$0	$45,500	$576,440	$599,622	$23,182
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$706	$0	$0	$0
Interdept. Charges	$0	$298,053	$501,090	$553,579	$52,489
Total Expenditures	**$0**	**$2,438,130**	**$5,778,288**	**$6,996,981**	**$1,218,693**
Revenues					
Direct Revenue	$0	$77,098	$74,700	$174,700	$100,000
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$77,098**	**$74,700**	**$174,700**	**$100,000**
Tax Levy	**$0**	**$2,361,032**	**$5,703,588**	**$6,822,281**	**$1,118,693**
Personnel					
Full-Time Pos. (FTE)	0	0	43	57	14
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

* = The Office of the Comptroller was created as part of a 2012 mid-year action.

Department 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. The Comptroller's Office will provide independent, non-partisan and factual research on policy initiated by elected county officials and departments when requested.

Department Description: The Office of the Comptroller is made up of seven service areas: Administration/Fiscal Analysis provides overall management of the Office, and reviews fiscal notes and special studies; Central Accounting is responsible for preparation of countywide monthly financial reports, publication of the Comprehensive Annual Financial Report, and maintenance of various accounting systems; Audit Services is responsible for post auditing the fiscal concerns of Milwaukee County, monitoring the propriety of departmental recordkeeping throughout the County, auditing, agencies receiving County funds or providing services to the County, and maintaining a hotline service to receive information regarding waste, fraud and abuse of Milwaukee County resources; Accounts Payable is responsible for countywide vendor payment procedures; Central Payroll is responsible for countywide payroll procedures; Capital/Debt Monitoring is responsible for the issuance of debt and for monitoring departmental capital programs financed with debt; and the Research Services Division is responsible for providing research and analysis, and drafting resolutions and ordinances, and providing independent and nonpartisan research services for the board and the County Executive at their request.

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: **Mandated**

Strategic Outcome: **High-Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$311,101	$792,797	$962,049	$169,252
Revenues	$0	$60,365	$50,000	$50,000	$0
Tax Levy	$0	$250,736	$742,797	$912,049	$169,252
FTE Positions	0	0	5	6	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
In order to provide increased capacity to prepare special fiscal analysis reports and fiscal notes as required by State Statute, 1.0 FTE Budget and Management Analyst is created and funded effective April 1. This position will assist the existing 2.0 FTE Budget and Management Coordinator positions. Other positions in this service area, including the Comptroller, Deputy Comptroller, and Secretary remain unchanged from 2013. Internal service charges increase by $31,437 or 30 percent over 2013 to $136,225 mainly due to increased charges from the Information Management Services Division (DAS-IMSD). Operating costs remain unchanged from 2013 at $36,500.

Strategic Program Area 2: Central Accounting

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$222,161	$692,884	$722,952	$30,068
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$222,161	$692,884	$722,952	$30,068
FTE Positions	0	0	6	7	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
One Accountant II position is funded in 2014 to provide increased capacity for lower level accounting tasks and allow the higher level accountants additional time to assume more complex analytical duties. Internal service charges increase $8,421 or 20 percent over 2013 to $49,581 mainly due to increased charges from the Information Management Services Division (DAS-IMSD). Operating costs remain unchanged from 2013 at $3,900.

Strategic Program Area 3: Central Payables

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$501,627	$926,019	$932,499	$6,480
Revenues	$0	$0	$0	$100,000	$100,000
Tax Levy	$0	$501,627	$926,019	$832,499	($93,520)
FTE Positions	0	0	10	10	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Staffing levels for this service remain unchanged at 10.0 FTE. Operating costs remain unchanged from 2013 at $1,850. Internal service charges increase by $15,561 or 28 percent over 2013 to $71,463 mainly due to increased charges from the Information Management Services Division (DAS-IMSD).

Milwaukee County has been working with US Bank to adopt a program called “Access Online Payment Plus” which will be implemented in fall of 2013. The program offers vendors the option of receiving payments through virtual credit card accounts rather than receiving payment by check. Benefits to vendors include faster payments, improved cash flow, and reduced exposure to check fraud. Vendors accepting payment through Access Online Payment Plus are charged a fee of approximately 3% on each payment which Milwaukee County receives. It is estimated that this fee will generate $100,000 in revenue in 2014.

Strategic Program Area 4: Central Capital

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$110,073	$277,482	$274,651	($2,831)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$110,073	$277,482	$274,651	($2,831)
FTE Positions	0	0	2	2	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Total expenditures decrease $2,831 or 1 percent from 2013 to $274,651 based on cost to continue for existing service levels. Staffing levels remain unchanged from 2013 with 2.0 FTE positions. Charges to Capital projects for administration of capital finance are unchanged at $10,000.

Strategic Program Area 5: Central Payroll

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$228,800	$445,082	$1,060,505	$615,423
Revenues	$0	$16,733	$24,700	$24,700	$0
Tax Levy	$0	$212,067	$420,382	$1,035,805	$615,423
FTE Positions	0	0	4	12	8

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
In order to build greater consistency and efficiency, the Comptroller's Office and the Human Resources Department consolidated payroll duties in 2013. Prior to this transition there were 53 payroll assistants in various departments which made communication difficult, and payroll assistants were also processing human resource transactions involving hiring, transfers and terminations. From a payment control standpoint, it is crucial that the County maintains a separation of duties between payroll processing and human resource work. This change will also improve consistency in the processing of payroll and create efficiencies across the organization. Finally, it limits access to confidential employee payroll and human resource data.

The following positions were transferred into the Office of the Comptroller from the indicated department. The House of Correction (HOC) had two positions performing payroll functions, one of which was not included for transfer by the HOC. Therefore, the Office of the Comptroller is requesting the creation of one position of Payroll Assistant to reflect the additional duties assumed from the HOC. Active personnel costs of $385,145 are transferred into the Office of the Comptroller for the seven affected positions from the departments listed below.

Org	Name	Title	Title Code	Action	FTE
3700	Comptroller	Payroll Asst	1541	Transfer In	7
3700	Comptroller	Payroll Asst	1541	Create	1
6300	Behavioral Health Division	Payroll Asst	1541	Transfer out	-2
8000	Dept of Health and Human Services	Payroll Asst	1541	Transfer out	-2
4300	House of Correction	Payroll Asst	1541	Transfer out	-1
4000	Sheriff	Payroll Asst	1541	Transfer out	-1
5040	Airport	Payroll Asst	1541	Transfer out	-1

Strategic Program Area 6: Auditing Services

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$1,064,368	$2,644,024	$2,597,556	($46,468)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$1,064,368	$2,644,024	$2,597,556	($46,468)
FTE Positions	0	0	16	16	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Overall expenditures and tax levy decrease $46,468 or 1.75 percent from 2013. Personnel costs decrease by $23,250 or 1.25 percent due to cost to continue expenses for 16.0 FTE, which remains unchanged from 2013. Operating costs decline by $10,774 due mainly to a reduction in outside consulting services. Abatements for auditing services increase by $1,926 or 4 percent over 2013 to $50,141 to recover outside revenues related to increased operating costs. Departments charged for this service include DOT-Airport ($22,286), DOT-Transit ($27,855).

Strategic Program Area 7: Research Services

Service Provision: **Discretionary**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$0	$0	$446,769	$446,769
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	$446,769	$446,769
FTE Positions	0	0	0	4	4

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Per State Statute 59.52 (32) as created by 2013 Wisconsin Act 14, a Research Services Division with up to four positions may be included in the Office of the Comptroller. The purpose of this service area is to “respond to requests for independent and non-partisan research services from the Board and the County Executive”. It is anticipated that this program area will serve the County Board and the County Executive by assisting in legislative analysis and research services.

This program area was created in 2013 through County Board resolution 13-643, which created 4.0 FTE positions, including 1.0 FTE Research & Policy Coordinator, 1.0 FTE Research & Policy Analyst Senior, and 2.0 FTE Research & Policy Analyst positions. Operating costs of $27,500 are provided in 2014. The total tax levy cost, net legacy fringe benefit costs, of $356,754 represents a levy shift from the County Board to the Office of the Comptroller, as these services were performed by County Board staff prior to implementation of Act 14.

It is anticipated that the Office of the Comptroller will utilize the normal human resources hiring process in filling these positions.

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Comptroller Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 2	0	1	1	Fund
Accountant 3	1	1	0	
Accountant 4 - Treas Ser NR	1	1	0	
Accountant 4-NR	1	1	0	
Accountant 5	1	1	0	
Accounting Supervisor	0	1	1	2013 Action
Accting Manager	3	2	-1	2013 Action
Accting Manager DOA	1	1	0	
Accts Payable Supv Fa	1	1	0	
Adm Sec Audit Adm Asst	1	1	0	
Adm Sec Audit Comp Mgr	1	1	0	
Adm Sec Audit Mgr	2	2	0	
Adm Sec Lead Auditor	4	4	0	
Admin Spec - Fiscal Affairs NR	1	1	0	
Admin Spec - Payroll	1	1	0	
Auditor Asst 3	2	2	0	
Budget & Management Coord	0	3	3	2013 Action
Budget and Management Analyst	0	1	1	Fund
Capital Finance Mgr	1	1	0	
Capital Finance Plan Analyst 3	1	0	-1	2013 Action
Clerical Asst 2 Nr	1	1	0	
Comptroller	1	1	0	
Dep Dir Audits	1	1	0	
Dir Audits	1	1	0	
ExDir1-Deputy Comptroller	1	1	0	
Fiscal Asst 2	5	5	0	
Fiscal Mgt Analyst 3	2	0	-2	2013 Action
Office Supp Asst 1	1	1	0	
Office Supp Asst 2	1	1	0	
Payroll Asst	0	8	8	Transfer In 7.0, Fund 1.0
Payroll Specialist	0	2	2	2013 Action
Payroll Specialist 1	1	0	-1	2013 Action
Payroll Specialist 2	1	0	-1	2013 Action
Perform Evaluator 1,2,3	3	3	0	
Research & Policy Analyst	0	2	2	2013 Action
Res & Policy Analyst Senior	0	1	1	2013 Action
Research & Policy Coord	0	1	1	2013 Action
Secretary Nr	1	1	0	
TOTAL	43	57	14	

DEPT: Comptroller

UNIT NO. 3700
FUND: General - 0001

Legacy Health Care and Pension Expenditures				
2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
$0	$392,131	$861,889	$1,237,708	$375,819

Administrative Function

Agency Budget Narratives

- Civil Service Commission
- Personnel Review Board
- Ethics Board
- Corporation Counsel
- Department of Human Resources

Department of Administrative Services

- Office for Persons with Disabilities
- Risk Management
- Fiscal Affairs
- Procurement
- Community Development Business Partners
- Information Management Services
- Economic Development
- Facilities Management
- Utilities

CIVIL SERVICE COMM (1110) BUDGET

DEPT: Civil Service Comm

UNIT NO. 1110
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$9,766	$9,507	$9,655	$9,721	$66
Operation Costs	$4,055	$2,140	$4,055	$4,055	$0
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$1,804	$1,920	$116
Total Expenditures	**$13,821**	**$11,647**	**$15,514**	**$15,696**	**$182**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Tax Levy	**$13,821**	**$11,647**	**$15,514**	**$15,696**	**$182**
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	5	5	5	5	0
Overtime $	$0	$0	$0	$0	$0

Department 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.

Department 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 action 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.

DEPT: Civil Service Comm

UNIT NO. 1110
FUND: General - 0001

Strategic Program Area 1: Civil Service Commission

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have activity data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$13,821	$11,647	$15,514	$15,696	$182
Revenues	$0	$0	$0	$0	$0
Tax Levy	$13,821	$11,647	$15,514	$15,696	$182
FTE Positions	5	5	5	5	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The 2014 Budget maintains the same level of service with 5.0 FTE Civil Service Commission Members and there are no significant changes to this budget.

DEPT: Civil Service Comm

UNIT NO. 1110
FUND: General - 0001

Civil Service Comm Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Civil Serv Comm Member	5	5	0	
TOTAL	5	5	0	

PERSONNEL REVIEW BOARD (1120) BUDGET

DEPT: Personnel Review Board

UNIT NO. 1120
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$179,751	$151,416	$203,370	$212,202	$8,832
Operation Costs	$4,090	$38,237	$15,870	$27,870	$12,000
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$82,396	$31,522	$28,122	$29,687	$1,565
Total Expenditures	**$266,237**	**$221,175**	**$247,362**	**$269,759**	**$22,397**
Revenues					
Direct Revenue	$0	$1,365	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$1,365**	**$0**	**$0**	**$0**
Tax Levy	**$266,237**	**$219,810**	**$247,362**	**$269,759**	**$22,397**
Personnel					
Full-Time Pos. (FTE)	1.5	1.5	2.2	2.2	0
Seas/Hourly/Pool Pos.	5.8	5.8	5	5	0
Overtime $	$0	$0	$0	$0	$0

Department Mission:
The mission of the Milwaukee County Personnel Review Board (PRB) is to protect the rights of employees and officials in the classified civil service.

Department Description:
Chapter 63 of the Wisconsin State Statutes establishes a Civil Service Commission in Milwaukee County. Chapter 33 of the Milwaukee County General Ordinances shifts certain duties of the Civil Service Commission to a separate Personnel Review Board. The PRB provides a quasi-judicial forum in which to hear disciplinary suspensions, demotions, or charges for discharge from County service, acts as arbitrator by providing a final review of grievance appeals by classified civil service employees who are not currently subject to a bargaining agreement, to ensure the proper execution of County civil service rules, policies, and procedures, and acts as an independent fact finder in determining whether violations of the Ethics Code exist in cases referred to the PRB by the Milwaukee County Ethics Board.

PERSONNEL REVIEW BOARD (1120) BUDGET

DEPT: Personnel Review Board

UNIT NO. 1120
FUND: General - 0001

Strategic Program Area 1: Personnel Review Board

Service Provision: **Committed**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Meetings	29	n/a	45
Cases Heard	90	n/a	150

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$266,237	$221,177	$247,362	$269,759	$22,397
Revenues	$0	$1,365	$0	$0	$0
Tax Levy	$266,237	$219,812	$247,362	$269,759	$22,397
FTE Positions	7.4	7.4	7.4	7.4	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Time from 1st Hearing to Matter Resolved	8 Months	n/a	3 Months

Strategic Implementation:
The 2014 staffing level maintains 3.0 FTE of support staff that charge 75% of their time to the PRB. 5.0 FTE PRB Member positions are also included. Tax levy increases $22,397 due to increased legacy costs and increased services. An additional $12,000 is budgeted to retain outside counsel for PRB meetings and decrease the backlog of employee disciplinary hearings and allow the PRB to meet more frequently.

PERSONNEL REVIEW BOARD (1120) BUDGET

DEPT: Personnel Review Board

UNIT NO. 1120
FUND: General - 0001

Personnel Review Board Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst NR	0.8	0.8	0	
Clerical Spec PRB (NR)	0.8	0.8	0	
PRB Member	5	5	0	
PRB Secretary	0.8	0.8	0	
TOTAL	7.4	7.4	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$28,454	$32,784	$28,954	$38,168	$9,214

ETHICS BOARD (1905) BUDGET

DEPT: Ethics Board

UNIT NO. 1905
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$48,894	$47,953	$59,078	$61,956	$2,878
Operation Costs	$12,675	$15,681	$17,455	$22,505	$5,050
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$11,331	$0	$0	$0
Interdept. Charges	$539	$328	$983	$809	($174)
Total Expenditures	**$62,108**	**$75,293**	**$77,516**	**$85,270**	**$7,754**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Tax Levy	**$62,108**	**$75,293**	**$77,516**	**$85,270**	**$7,754**
Personnel					
Full-Time Pos. (FTE)	0.5	0.5	0.8	0.8	0
Seas/Hourly/Pool Pos.	0.2	0.2	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department Mission: The Mission of the Milwaukee County Ethics Board is to facilitate the reduction of conflicts of interest by county elected or appointed officials and County Employees.

Department Description: The Milwaukee County Ethics Board will fulfill its Mission 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.

DEPT: Ethics Board

UNIT NO. 1905
FUND: General - 0001

Strategic Program Area 1: Ethics Board

Service Provision: **Discretionary**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Opinion Requests – Written	22	n/a	25
Opinion Requests - Oral	22	n/a	8

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$62,108	$75,293	$77,516	$85,270	$7,754
Revenues	$0	$0	$0	$0	$0
Tax Levy	$62,108	$75,293	$77,516	$85,270	$7,754
FTE Positions		0.6	0.6	0.6	0

How Well We Do It: Performance Measures
Performance Measures have not yet been developed for this Program Area

Strategic Implementation:
The 2014 Budget maintains the same level of service and includes minor cost-to-continue changes. This service maintains three support staff members that charge 25% of their time to the Ethics Board for a total of 0.75 FTE.

ETHICS BOARD (1905) BUDGET

DEPT: Ethics Board

UNIT NO. 1905
FUND: General - 0001

Ethics Board Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst NR	0.2	0.2	0	
Clerical Spec PRB (NR)	0.2	0.2	0	
PRB Secretary	0.2	0.2	0	
TOTAL	0.6	0.6	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$5,620	$6,389	$9,569	$12,579	$3,010

CORPORATION COUNSEL (1130) BUDGET

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$2,664,187	$2,268,477	$2,580,611	$2,585,631	$5,020
Operation Costs	$87,502	$134,877	$188,652	$177,852	($10,800)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$13,399	$0	$0	$0
Interdept. Charges	($1,031,808)	($1,086,165)	($1,121,136)	($1,115,888)	$5,248
Total Expenditures	**$1,719,881**	**$1,330,588**	**$1,648,127**	**$1,647,595**	**($532)**
Revenues					
Direct Revenue	$155,000	$149,487	$120,000	$150,000	$30,000
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$155,000**	**$149,487**	**$120,000**	**$150,000**	**$30,000**
Tax Levy	**$1,564,881**	**$1,181,101**	**$1,528,127**	**$1,497,595**	**($30,532)**
Personnel					
Full-Time Pos. (FTE)	19	19	19	19	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

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

Department 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.

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

Strategic Program Area 1: Corporation Counsel

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,719,881	$1,330,588	$1,648,127	$1,647,595	($532)
Revenues	$155,000	$149,487	$120,000	$150,000	$30,000
Tax Levy	$1,564,881	$1,181,101	$1,528,127	$1,497,595	($30,532)
FTE Positions		19	19	19	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The 2014 budget maintains the same level of service as 2013. Tax levy decreases by $30,532 primarily due to an increase in revenues, while expenditures are essentially the same as 2013. While the overall staffing level is unchanged, 1.0 FTE Legal Secretary is funded and 1.0 FTE Executive Assistant Corporation Counsel is abolished. Revenue increase $30,000 based on recent actual collections.

Corporation Counsel charges several departments for attorneys whose time is completely or partially dedicated to those specific departments. This charge is based on a fully-loaded hourly rate and a projected number of hours based on previous year and current year-to-date billings. This is reflected as an abatement in Corporation Counsel's budget, and serves to decrease this budget by an amount equal to the crosscharge. 2014 crosscharges are held at the 2013 level, as indicated in the following table.

	2013	2014	Variance
Employee Benefits	$ 35,000	$ 35,000	$ -
Child Support	$ 2,500	$ 2,500	$ -
Airport	$ 295,338	$ 295,000	$ (338)
Highways	$ 10,000	$ 10,000	$ -
Behaviorial Health	$ 700,000	$ 700,000	$ -
Aging	$ 150,000	$ 150,000	$ -
Family Care	$ 100,000	$ 100,000	$ -
Health and Human Services	$ 90,000	$ 90,000	$ -
TOTAL	**$ 1,382,838**	**$ 1,382,500**	**$ (338)**

DEPT: Corporation Counsel

UNIT NO. 1130
FUND: General - 0001

Corporation Counsel Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Dep Corp Counsel	1	1	0	
Exdir3-Corp Counsel	1	1	0	
Executive Assistant Corp Couns	2	1	-1	Abolish
Legal Secretary Nr	1	2	1	Fund
Office Coord Corporation Couns	1	1	0	
Paralegal-Corp Counsel	3	3	0	
Princ Asst Corp Counsel	10	10	0	
TOTAL	19	19	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$399,622	$482,493	$455,553	$526,299	$70,746

HUMAN RESOURCES (1140) BUDGET

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$5,393,574	$4,561,998	$5,880,827	$5,915,492	$34,665
Operation Costs	$319,670	$246,092	$325,915	$284,245	($41,670)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($583,355)	($574,366)	$675,249	$543,043	($132,206)
Total Expenditures	**$5,129,889**	**$4,233,724**	**$6,881,991**	**$6,742,780**	**($139,211)**
Revenues					
Direct Revenue	$1,375,209	$1,272,365	$1,483,690	$1,417,633	($66,057)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$1,375,209**	**$1,272,365**	**$1,483,690**	**$1,417,633**	**($66,057)**
Tax Levy	**$3,754,680**	**$2,961,359**	**$5,398,301**	**$5,325,147**	**($73,154)**
Personnel					
Full-Time Pos. (FTE)	52	51	56	59	3
Seas/Hourly/Pool Pos.	0	0	0.5	0.5	0
Overtime $	$0	$25,442	$9,156	$5,076	($4,080)

Department 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 and 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.

Department Description: The Department of Human Resources consists of seven (7) service areas which include the Director's Office, Employee Relations, Training & Development and Diversity, Compensation/HRIS, Employment and Staffing, Health Benefits, and Employee Retirement Services (ERS).

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 1: Directors Office & HR Partners

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of job postings	N/A	N/A	N/A
Online job applications processed	N/A	N/A	N/A

*The department will begin collecting activity data in 2014 and will report it in future budgets.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$971,097	$927,326	$2,455,211	$1,161,830	($1,293,381)
Revenues	$6,200	($1,979)	$6,200	$6,200	$0
Tax Levy	$964,897	$929,306	$2,449,011	$1,155,630	($1,293,381)
FTE Positions	20	21	21.5	4.5	-17

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performances Measures have not yet been created for this program area.			

Strategic Implementation:
The Director's Office develops and drives overall long-term vision for DHR, while ensuring effective departmental execution on a day-to-day basis in addition to administering human resources programs, assigning projects, and assisting County departments in identifying resources for training and staff development. This service is performed with 4.5 FTE a decrease of 17 FTE from 2013. This is due to the transfer of 16.0 FTE to the Employee Relations- HR Partners service area and the unfunding of 1.0 FTE Office Support Asst 2 NR. Operation expenses are increased $18,027 from $54,323 to $72,350 to reflect an increase in expenditures of $40,000 related to temporary help; a reduction of $11,750 in membership dues due to the elimination of a one-time expense related to a membership that was never purchased; and a reduction in advertising expense of $9,000 from $10,000 to $1,000.

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 2: Health Benefits

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of state applications submitted	N/A	N/A	N/A
Number of lives insured	N/A	20,000	20,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$802,348	$570,991	$705,797	$635,801	($69,996)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$802,348	$570,991	$705,797	$635,801	($69,996)
FTE Positions	5	5	5	5	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Employee Benefits as percent of salary	N/A	N/A	N/A

*The department will begin collecting activity data and performance measure data in 2014 and will report it in future budgets.

Strategic Implementation:
The Employee Benefits service area is responsible for providing 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. Overall tax levy in this service is reduced $69,996 primarily due to reductions in expenditures for active fringe benefits, interdepartmental charges from IMSD, and a reduction in operation costs.

In 2013, Employee Benefits conducted a dependent eligibility audit to verify that enrolled dependents satisfy the County's criteria for coverage. The decrease to the number of covered dependents resulting from this audit was reported in 2013. Employee Benefits continues to execute ongoing audits to maintain the integrity of the enrollment data. All potential savings from this program will be reflected in organization 1950- Non Departmental Fringe Benefits through avoided health care claims experience.

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 3: Retirement

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of retirees receiving benefits	N/A	7,300	7,300

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,369,009	$1,276,293	$1,477,490	$1,411,433	($66,057)
Revenues	$1,369,009	$1,274,345	$1,477,490	$1,411,433	($66,057)
Tax Levy[1]	$0	$1,948	$0	$0	$0
FTE Positions	12	12	13	13	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Pension fund rate of return	N/A	N/A	N/A

*The department will begin collecting performance measure data in 2014 and will report it in future budgets.

Strategic Implementation:
The Retirement Service Area is responsible for conducting individual retirement interviews, performing benefit calculations, determining eligibility, generating payments, and providing resource information and support service referrals. This service has no tax levy as the expenditures are funded with Employee Retirement System (ERS) revenue. However, both expenditures and revenues are reduced $66,057 primarily related to a reduction in interdepartmental charges from IMSD. As a result of these expenditure changes, revenues are decreased correspondingly.

The Retirement service area will continue to advance and improve the co-development process aimed at reducing ongoing reprogramming and maintenance fees incurred under the Vitech pension system. Due to revenue offsets in ERS, savings from this effort are realized in the annual ERS funding request.

[1] This service did not receive any tax levy in 2012. This amount was covered through funds that are kept on a separate balance sheet. Technically, the levy amount is $0 for 2012.

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 4: Compensation

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of positions studied	N/A	N/A	N/A
Number of reclassification requests	N/A	N/A	N/A

*The department will begin collecting activity data in 2014 and will report it in future budgets.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$168,279	$276,702	$377,931	$465,187	$87,256
Revenues	$0	$0	$0	$0	$0
Tax Levy	$168,279	$276,702	$377,931	$465,187	$87,256
FTE Positions	1	1	3	4	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performances Measures have not yet been created for this program area			

Strategic Implementation:
This division is responsible for developing, managing, and administering competitive, equitable, and innovative compensation programs designed to attract, engage, and retain employees. This service is maintained with 4.0 FTE, an increase of 1.0 FTE over 2013. The increase in 1.0 FTE is due to the creation of 1.0 FTE Compensation Analyst that was approved by the County Board as a current year action. Operation costs are decreased $8,465 from $32,115 to $23,650 to better reflect the needs of this service area.

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Strategic Program Area 5: Employment & Staffing

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of job postings	N/A	N/A	N/A
Online job applications processed	N/A	N/A	N/A

*The department will begin collecting activity data in 2014 and will report it in future budgets.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$808,804	$533,507	$722,126	$742,498	$20,372
Revenues	$0	$0	$0	$0	$0
Tax Levy	$808,804	$533,507	$722,126	$742,498	$20,372
FTE Positions	7	7	7	7	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performances Measures have not yet been created for this service			

Strategic Implementation:
The Employment and Staffing area 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. Overall tax levy in this service area is increased $20,372 which can be attributed to a change in the funding status of two positions. The department unfunded 2.0 FTE Human Resource Analyst 3 positions and funded 2.0 FTE Human Resource Analyst 1 positions for a levy savings of $43,632.

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

Strategic Program Area 6: Training & Development/Employee Relations

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of grievances	N/A	N/A	N/A
Number of new employees who undergo onboarding	N/A	N/A	N/A
Number of employees who undergo management training	N/A	N/A	N/A
Number of performance reviews filed with HR	N/A	N/A	N/A

*The department will begin collecting activity data in 2014 and will report it in future budgets.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,010,357	$648,920	$1,143,436	$2,326,031	$1,182,595
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,010,357	$648,920	$1,143,436	$2,326,031	$1,182,595
FTE Positions	8	5	7	26	19

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performances Measures have not yet been created for this program area			

Strategic Implementation:
The Employee Relations service area coordinates all matters relating to employer/employee interactions, including employee concerns, promulgation of work rules, workplace investigations, labor/employee relations matters, and compliance with all applicable State and Federal regulations. This service area includes the HR Partners that operate as HR Generalists, maintaining in-depth knowledge of HR disciplines such as performance management, employee relations, compensation, and training & development, and a general knowledge of other HR disciplines, such as benefits.

Training and Development is responsible for designing, acquiring, and administering employee and management training and development programs, including broad training with applications to all County employees (such as Diversity, Workplace Harassment Awareness Training, and Title VII).

In June 2013, Labor Relations was administratively transferred to the Department of Human Resources. Labor Relations 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.

These services are provided with 26.0 FTE an increase of 16.0 FTE from 2013, which is the result of the following position actions: transfer in 16.0 FTE from the Director's Office, 2.0 FTE of these transferred positions were abolished; transfer in 1.0 FTE Management Assistant from Employment and Staffing; abolish 1.0 FTE Labor

Relations Manager and 1.0 FTE Labor Relations Analyst based on actual workload; create 2.0 FTE Management Assistants and 1.0 FTE HR Generalist- Airport.

Operation costs are reduced $31,122 from $122,317 to $91,195 primarily due to a reduction in professional service expenditures in an effort to reduce overall costs.

Interdepartmental charges are reduced $73,773 primarily related to an increase in the negative expenditure abatement of $84,434 to offset the cost of the HR Coordinator-Airport position that is funded by the Airport.

DEPT: Human Resources

UNIT NO. 1140
FUND: General - 0001

Human Resources Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Admin Spec - Human Res NR	1	0	-1	2013 Action
Admin Spec - Retirement	5	5	0	
Business Manager	1	1	0	
Clerical Asst 1 Nr	1	1	0	
Clerical Asst 2 Nr	1	1	0	
Clerical Spec HR - ERS (NR)	1	1	0	
Clerical Spec HR (NR)	3	3	0	
Clerical Spec MHD	1	0	-1	2013 Action
Compensation Analyst	1	2	1	2013 Action
Compensation Specialist	0	1	1	2013 Action
EmployeeDevelopmentCoordinator	2	2	0	
Employmt Relations Mgr	1	1	0	
Employmt Staffing Mgr	1	1	0	
ERS Coord	1	1	0	
Exdir1-Retirementsysmgr	1	1	0	
Exdir2-Dep Dir Human Re	1	1	0	
ExDir2-Employee Ben Admin	1	1	0	
ExDir2-Hum Res Comp Mgr	1	1	0	
Exdir3-Dirhumanresource	1	1	0	
Fiscal Officer Assistant	1	1	0	
Fiscal Officer-Ers	1	1	0	
Hum Res Generalist	0	1	1	2013 Action
Human Res Analyst 1	0	2	2	Fund
Human Res Analyst 1 - Bil/Span	1	1	0	
Human Res Analyst 2 - Emp Ben	2	2	0	
Human Res Analyst 3	3	1	-2	Unfund
Human Res Coord	1	1	0	
Human Res Coord Aging	1	1	0	
Human Res Coord CSE	1	1	0	
Human Res Coord MHD	1	1	0	
Human Res Coord Sheriff	1	1	0	
Human Res Coord TPW	1	1	0	
Human Res Coord Zoo	1	1	0	
Human Res Intern	0.5	0.5	0	
Human Res Mgr	1	1	0	
Human Res Mgr DSS	1	1	0	
Human Res Spec	1	1	0	
Labor Relations Analyst	1	0	-1	Abolish
Labor Relations Mgr	1	0	-1	Abolish
Labor Relations Spec 3	1	1	0	
Mgmt Asst - Human Res	5	8	3	Fund 1.0, Create 2.0
Office Supp Asst 2	1	1	0	
Office Supp Asst 2 Nr	1	0	-1	Unfund
Overtime	0.2	0.1	-0.1	
Park Operats Analyst 2 NR	1	0	-1	Abolish
Retirement Info Systems Spec	1	1	0	
Salary Adjustment	1.8	0.6	-1.2	
Senior Exec Asst DHR-Em Bnfs	1	1	0	

Sr. Employee Relations Spec	1	1	0	
Sr. Pension Analyst	1	1	0	
Vacancy & Turnover	-2.8	-1.8	1	
Wellness Coordinator	1	1	0	
TOTAL	55.7	58.4	2.7	

Legacy Health Care and Pension Expenditures

2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
$694,023	$804,542	$889,791	$1,194,724	$304,933

DAS-OFFICE FOR PERSONS WITH DISABILITIES (1019) BUDGET

DEPT: DAS-Office for Persons with Disabilities

UNIT NO. 1019
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$445,651	$417,033	$452,915	$453,198	$283
Operation Costs	$496,323	$462,117	$519,603	$523,962	$4,359
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$78,000	$46,401	$78,000	$78,000	$0
Interdept. Charges	($171,628)	($68,285)	($162,511)	$66,503	$229,014
Total Expenditures	**$848,346**	**$857,266**	**$888,007**	**$1,121,663**	**$233,656**
Revenues					
Direct Revenue	$142,034	$186,123	$154,500	$180,500	$26,000
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$142,034**	**$186,123**	**$154,500**	**$180,500**	**$26,000**
Tax Levy	**$706,312**	**$671,143**	**$733,507**	**$941,163**	**$207,656**
Personnel					
Full-Time Pos. (FTE)	4	4	4	4	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$972	$454	$924	$492	($432)

Department Mission: The Department of Administrative Services - Office for Persons with Disabilities (OPD) will 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.

Department Description: OPD performs several functions. The employment program helps departments provide job site accommodations and job placements to employees with disabilities. Transportation assures that specialized transportation is available for those who need it. Accessibility consists of the review of County building/remodeling plans to ensure proper access and ADA compliance. OPD also creates disability recreation opportunities and facilitates the assignment of sign language interpreters for County services as needed.

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

Strategic Program Area 1: Office for Persons with Disabilities

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Transportation Accommodations – Eligibility Trips	N/A	170	170
Will-O-Way Rentals	154	150	150
Sign Language Interpreter Work Orders	96	100	100

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$848,346	$857,266	$888,007	$1,121,663	$233,656
Revenues	$142,034	$186,123	$154,500	$180,500	$26,000
Tax Levy	$706,312	$671,143	$733,507	$941,163	$207,656
FTE Positions		4	4	4	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Sufficiency Ratio for Will-O-Way Facilities*	37%	31%	35%

*Program revenues divided by program expenditures

Strategic Implementation:
4.0 FTE positions are provided in this program area to maintain the same level of service as the 2013 Budget. As a response to increasing costs and demand for services, Will-O-Way rental rates and day camp fees increase between 10% and 25%. Tax Levy support increases $207,656 primarily due to the elimination of crosscharge revenue for interpreter service, as part of the County effort to reduce the use of internal crosscharges as explained in the expenditure summary section. This technical change has no Countywide tax levy impact.

DAS-Office for Persons with Disability Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Sec Emp Access Coor	1	1	0	
Asst Dir Off Handic	1	1	0	
Disabilities Rec Mgr	1	1	0	
Exdir1-Dir Opd	1	1	0	
Special Premium	0.1	0	-0.1	
TOTAL	4.1	4	-0.1	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$70,679	$82,503	$81,420	$95,556	$14,136

DAS-OPD Expendable Trust Fund (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. Expenditures include support for disability-related community events. Revenues are derived from grants and advertisements in the Handy-NEWS & NOTES newsletter.

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

DAS-RISK MANAGEMENT (1150) BUDGET

DEPT: DAS-Risk Management

UNIT NO. 1150
FUND: Internal Service - 0040

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$638,160	$632,287	$805,527	$637,585	($167,942)
Operation Costs	$7,418,133	$7,668,433	$7,319,180	$6,562,076	($757,104)
Debt & Depreciation	$1,117	$0	$2,234	$2,234	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$141,826	$143,784	$218,265	$188,439	($29,826)
Total Expenditures	**$8,199,237**	**$8,444,504**	**$8,345,206**	**$7,390,334**	**($954,872)**
Revenues					
Direct Revenue	$633,088	$67,166	$606,542	$383,854	($222,688)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$7,566,149	$6,485,910	$7,738,664	$7,006,480	($732,184)
Total Revenues	**$8,199,237**	**$6,553,076**	**$8,345,206**	**$7,390,334**	**($954,872)**
Tax Levy	**$0**	**$1,891,428**	**$0**	**$0**	**$0**
Personnel					
Full-Time Pos. (FTE)	5	5	7	5	-2
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department 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.

Department Description: The Risk Management service area 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, coordinates FMLA, and submits reports. The Loss Control Section develops and coordinates occupational safety, health and loss control programs and procedures with County Departments. The Self-Insurance Section is responsible for property, general and automobile liability claim reporting, loss analysis, and 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. Per the recommendation of the Government Finance Officers Association[1], Risk Management is budgeted as an internal service fund in order to make "overhead transparent" and to show the "true cost of providing a service".

[1] GFOA website at http://www.gfoa.org/index.php?option=com_content&task=view&id=1291&Itemid=500

DEPT: DAS-Risk Management

UNIT NO. 1150
FUND: Internal Service - 0040

Strategic Program Area 1: Risk Management

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Workers' Comp Claims	533	570	555
Contract Reviews	389	566*	550*

*Does not include language for RFP's, but takes into consideration that Risk Management now reviews all contracts.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$8,199,237	$8,444,504	$8,345,206	$7,390,334	($954,872)
Revenues	$8,199,237	$6,553,076	$8,345,206	$7,390,334	($954,872)
Tax Levy	$0	$1,891,428	$0	$0	$0
FTE Positions	5	5	7	5	-2

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The administration of Workers' Compensation claims and payments is outsourced in 2014, a model presently used by most other Wisconsin counties. In addition to the savings identified below, this initiative will address the significant reporting issues identified by the State of Wisconsin Department of Workforce Development in a letter to the County dated September 9, 2013. This change will lead to increased rigor of claims investigation, analysis and approval processes, the budget for medical and lost time costs are reduced by a total of $826,812 (including $725,000 based on this initiative and $101,812 based on prior experience) from $3,023,460, to a combined $2,196,648. Actual expenses in 2012 for these items totaled $2,480,254. As part of this initiative, two positions are abolished. Offsetting these reductions is a budget of $250,000 in contract costs for a third party administrator, for a net cost reduction of this initiative to the County of $644,116. This savings is passed on to customer departments throughout the County.

Also in 2014, the County's deductible for excess liability insurance is increased from $1.5 million to $3 million. Risk Management staff and the Office of the Comptroller indicate that actual costs have not exceeded $1.5 million in the past 10 years. The total number of claims received has declined from 264 in 2003 to 96 in 2012, and the number of claims paid has declined from 135 to 71. As a result of increasing the deductible, excess liability premiums are reduced by $190,999, which is spread to other County departments. While the recent actual claims data supports this change, the County will also seek to build a reserve for emergencies that would include large claims, in the Debt Service Reserve. See the section on Financial Policies for additional detail.

Funding of $50,000 is provided for supplemental services, the specific use of which will be determined by the Risk Manager based on the most effective way to reduce documented misuse of the Family Medical Leave Act. Other operating costs remain largely unchanged. Airport liability insurance declines by $154,037 or 45 percent from 2013 to $190,963 based on updated actuarial data. Commodities are reduced by $3,750 or 28 percent from 2013 to $9,650 based on actual expenditures.

DEPT: DAS-Risk Management

UNIT NO. 1150
FUND: Internal Service - 0040

DAS-Risk Management Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Claims Examiner - W C	1	0	-1	Abolish
Claims Adjuster	1	0	-1	Abolish
Claims Technician	1	1	0	
Exdir2-Risk Manager	1	1	0	
Human Res Spec FML	2	2	0	
Safety Coordinator	1	1	0	
TOTAL	7	5	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$88,894	$101,549	$103,563	$137,425	$33,862

DAS-FISCAL (1151) BUDGET

DEPT: DAS-Fiscal

UNIT NO. 1151
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$2,723,331	$2,323,998	$1,792,571	$2,063,517	$270,946
Operation Costs	$85,056	$23,352	$89,148	$154,896	$65,748
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($541,080)	($359,061)	($589,199)	($195,036)	$391,137
Total Expenditures	**$2,267,307**	**$1,988,288**	**$1,292,520**	**$2,020,351**	**$727,831**
Revenues					
Direct Revenue	$0	($3,791)	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**($3,791)**	**$0**	**$0**	**$0**
Tax Levy	**$2,267,307**	**$1,992,079**	**$1,292,520**	**$2,020,351**	**$727,831**
Personnel					
Full-Time Pos. (FTE)	43	43	13	13.3	0.3
Seas/Hourly/Pool Pos.	1	1	0	0	0
Overtime $	$0	$2,842	$0	$0	$0

Department Mission: The Fiscal Affairs Division of the Department of Administrative Services (DAS-Fiscal) provides high quality, efficient and responsive management, 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.

Department Description: DAS-Fiscal includes four sections that provide distinct services: the DAS Management Section provides leadership, management services and policy direction for all DAS divisions; the Office of Performance, Strategy and Budget section (formerly Fiscal & Strategic Services) provides assistance to departments and policymakers in the development and tracking of performance measures and overall strategic implementation, analyzes policy and fiscal issues at the National, State and Local levels that impact the County financially, and assist the County Executive in the development of the Recommended Budget; the Reimbursement section manages the County's collections contract, which includes the Tax Refund Intercept Program (TRIP), and assists departments in the development of sound billing practices; the 2014 budget includes the creation of a new Records Management service area, which will assist departments in developing records management practices, improved records retention, and will coordinate responses to Open Records requests made of cabinet departments.

DEPT: DAS-Fiscal

UNIT NO. 1151
FUND: General - 0001

Strategic Program Area 1: DAS Management

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Total DAS Employees Managed	280.2*	262.5	281.8

* = 2012 Budgeted Staffing Level

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$329,848	$317,058	($168,148)	$0	$168,148
Revenues	$0	$0	$0	$0	$0
Tax Levy	$329,848	$317,058	($168,148)	$0	$168,148
FTE Positions	2	2	3	3	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this Service			

Strategic Implementation:
This service area will continue to provide leadership and overall strategic and policy guidance for all DAS divisions, and will assist policymakers in Countywide strategic, policy, and fiscal issues. Expenditures in this program total $481,767, and are charged out to DAS divisions. The 2014 staffing level includes 3.0 FTE positions, unchanged from the 2013 Adopted Budget. Tax Levy increases by $168,148 based on a reduction in the crosscharge to other DAS Divisions by the same amount due to technical adjustments to better reflect actual costs. Service and commodity expenditures are unchanged from 2013. Crosscharges decline by $30,159 from 2013 to $29,764 mainly due to the elimination of the Central Service Allocation which was budgeted at $32,776.

DEPT: DAS-Fiscal

UNIT NO. 1151
FUND: General - 0001

Strategic Program Area 2: Performance, Strategy & Budget

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Budgets Produced	2	2	2
Organizational Budgets	74	83	83
Total Budget Expenditure Dollars	$1,227,294,103	$1,356,107,751	$1,305,226,601

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,465,321	$1,260,710	$1,572,392	$1,649,255	$76,863
Revenues	$0	$28	$0	$0	$0
Tax Levy	$1,465,321	$1,260,682	$1,572,392	$1,649,255	$76,863
FTE Positions	15.6	15.6	9.2	10	0.8

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Bond Agency Rating	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA	Fitch IBCA: AA+ Moody's: Aa2 S&P: AA
Win GFOA Dist. Budget Pres. Award	No	No	Yes
Satisfaction Survey	N/A	N/A	N/A

Strategic Implementation:
The former Fiscal & Strategic Services section is re-named the Office of Performance, Strategy and Budget (PSB) to illustrate a focus on comprehensive performance management and performance-based budgeting, and implementation of countywide strategic planning. Three performance measures are created for this service in 2014: maintain the County's bond ratings with a long-term goal of improvement, win the Distinguished Budget Presentation Award from the Government Finance Officers of America (GFOA) for the 2014 budget narrative, and to develop a customer satisfaction survey of County departments and policymakers, results of which will be included in the 2015 budget.

One re-titled position of Director of Performance Strategy & Budget will provide management and strategic leadership of the Office. To flatten the organization structure and provide a career ladder, three existing Coordinator positions are re-titled as Budget Coordinators for Operating, Capital, and Strategic Planning and will act as budget analysts and team leads. The remaining budget staff includes three Fiscal and Management Analyst positions, one Fiscal Analyst position and one administrative position; one mid-level management position is unfunded.

Operating costs are largely unchanged. In 2014 the PSB will facilitate a cross-departmental lean workgroup that will examine administrative and other service processes to identify efficiencies in operations.

DEPT: DAS-Fiscal

UNIT NO. 1151
FUND: General - 0001

Strategic Program Area 3: Reimbursement

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
# Active TRIP Accounts	39,575	39,575	39,250

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	($4,728)	$47,164	($111,724)	$143,933	$255,657
Revenues	$0	($3,818)	$0	$0	$0
Tax Levy	($4,728)	$50,982	($111,724)	$143,933	$255,657
FTE Positions	0	1	1	1.3	0.3

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
To reduce costs and improve flexibility one position of FTE Fiscal Analyst – NR will retain responsibility for management of the TRIP/Collections contract, administrative/tracking functions associated with outstanding debts, and assistance with other administrative functions within DAS-Fiscal. The position will take over these duties from the Administrative Coordinator-Reimbursement is abolished effective April 1, 2014. The tax levy increase represents a shift from customer departments, which were formerly crosscharged the costs of administering the collections program. As part of the countywide effort to reduce crosscharging as explained in the Expenditure Summary section, these charges are eliminated except in two cases; only the Departments of Child Support Services ($2,591) and Family Care ($4,003) are charged for the proportionate share of this service's costs, as they generate revenue offsets of 66% and 100%, respectively.

For 2014, collections services continue to be provided by Professional Placement Services utilizing their contract with the State of Wisconsin as a preferred provider. The contract is being included in the 2014 Budget in lieu of review and approval by the County Board during the 2014 fiscal year. Total countywide Tax Refund Intercept Program (TRIP) revenues decline by $38,284 from the 2013 Adopted Budget to $601,807, based on 2013 year-to-date activity. This revenue continues to be budgeted in the customer departments.

Contracts		
Description	**Vendor**	**Amount**
Collections Services	Professional Placement Services	*$0

* = Expenditure Amount is $0 because the contract is contingency based, where the vendor retains a portion of collected revenue as payment.

DEPT: DAS-Fiscal

UNIT NO. 1151
FUND: General - 0001

Strategic Program Area 4: Records Management

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$0	$0	$227,163	$227,163
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	$227,163	$227,163
FTE Positions	0	0	0	2	2

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Milwaukee County does not have sufficient record and data retention policies that ensure legal compliance or efficiency. In 2014, a new service area within DAS-Fiscal is created that will be tasked with the following:

- Developing, on a collaborative basis and utilizing best practices established by other units of local government, countywide records retention policies that ensure legal compliance (such as the federal Health Insurance Portability and Accountability Act (HIPAA)), and efficient use of records retention methods (paper copies, electronic storage, etc.)
- Developing processes by which departments work with the Records Management section to store records, which includes the centralization of cataloguing, storage, and retrieval.
- Coordinating collection of, and responses to, Open Records requests received by executive branch departments and offices.
- Continuing effective implementation of Capital Projects WO123456, Fiscal Automation, and WO78910, Records Indexing.
- Developing performance measures related to reduced utilization and cost of outside paper records retention and increased share of records that are stored electronically.

In order to implement these services, 1.0 FTE Records Management Manager and 1.0 FTE Records Management Analyst positions are provided. Operating costs of $70,000 are provided for start-up costs, including $35,000 for commodities and $35,000 for services. A request to create the Records Management Manager was made in September. If that request was successful, the position is transferred from DAS-IMSD into this division. If the request was not successful, the position is created in 2014.

DEPT: DAS-Fiscal

UNIT NO. 1151
FUND: General - 0001

DAS-Fiscal Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Coord Reimbursement	1	0.3	-.7	Abolish effective 4-1-14
Admin Spec - Fiscal Affairs NR	0	1	1	Create
Asst Fiscal Budget Admin	1	0	-1	Unfund
Dir of Operations	1	1	0	
Director of PSB	0	1	1	Retitle
Exdir3-Dir Doa	1	1	0	
Exdir3-Fiscal And Budgetadm	1	0	-1	Retitle
Fiscal & Perf Mgmt Coord	1	1	0	
Fiscal & Strategic Asset Coord	1	1	0	
Fiscal & Strategic Plan Coord	1	1	0	
Fiscal Analyst	1	0	-1	2013 Action
Fiscal Analyst - NR	0	2	2	1.0 2013 Action, 1.0 Create
Fiscal Mgt Analyst 1	1	1	0	
Fiscal Mgt Analyst 2	0	2	2	Fund
Fiscal Mgt Analyst 3	2	1	-1	Unfund
Records Center Supervisor	0	1	1	
Records Management Analyst	0	1	1	
Salary Adjustment	0.2	0	-0.2	
Senior Exec Asst DAS	1	1	0	
TOTAL	13.2	16.3	3.1	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$838,291	$749,994	$293,640	$489,565	$195,925

DAS-PROCUREMENT (1152) BUDGET

DEPT: DAS-Procurement

UNIT NO. 1152
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$822,084	$617,695	$892,943	$821,372	($71,571)
Operation Costs	$24,930	$53,696	$22,680	$49,480	$26,800
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$68,444	$75,124	$76,045	$77,723	$1,678
Total Expenditures	**$915,458**	**$746,515**	**$991,668**	**$948,575**	**($43,093)**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Tax Levy	**$915,458**	**$746,515**	**$991,668**	**$948,575**	**($43,093)**
Personnel					
Full-Time Pos. (FTE)	7.5	7.5	7	7	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department 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.

Department Description: DAS-Procurement includes three sections: the Commodities section sets up bids, process requisitions for major purchases, addresses bid protests, and works with County departments and vendors to obtain price agreements, inclusive of efforts of Community Business development Partners. Administration provides leadership, management services, and policy direction for Procurement operations, works with County departments and local governments on utilizing collaborative partnerships, and provides assistance to County departments with RFPs and major purchases of goods and services. The Contracts section provides a central location and resource in concert with Corporation Counsel, providing training, best practice implementation, process development and standards for the negotiation of all contracts and leases.

DEPT: DAS-Procurement

UNIT NO. 1152
FUND: General - 0001

Strategic Program Area 1: Procurement

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
# of Active Price Agreements	Will track in 2014	Will track in 2014	Will track in 2014
# of Requisitions processed to Purchase Orders per Month	Will track in 2014	Will track in 2014	Will track in 2014
# of Sealed Bids	Will track in 2014	Will track in 2014	Will track in 2014

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$915,458	$746,515	$991,668	$948,575	($43,093)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$915,458	$746,515	$991,668	$948,575	($43,093)
FTE Positions		7.5	7	7	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
# of Vendors Participating in Sealed Bids (% Increase over prior year)	Data not currently available	Data not currently available	Data not currently available
DBE/SBE Participation as a % of total Procurement dollars spent	Reported by CBDP	Reported by CBDP	Reported by CBDP
Time required to process an RX into a purchase order (PC)	Data not currently available	Data not currently available	Data not currently available

Strategic Implementation:
The 2014 tax levy decreases by $43,093 due to a reduction in expenditures. Personnel costs decrease by $71,571, which is partially offset by an increase in operating costs of $26,800. This increase is related to short-term personnel services and software licensing fees.

While overall staffing remains the same as 2013, 1.0 FTE Purchasing Administrator, a mid-level management position, is abolished and 1.0 FTE Contracts Administrator is created. This position will work with the Commodities section to enhance the bidding and RFP processes, and will also assist with the research, sourcing, and implementation of a comprehensive contract management system, to include contract development, execution, and monitoring.

Tracking for the Activity Data and Performance Measures indicated above will begin in 2014.

DAS-PROCUREMENT (1152) BUDGET

DEPT: DAS-Procurement

UNIT NO. 1152
FUND: General - 0001

DAS-Procurement Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Admin Spec - Procurement	1	1	0	
Buyer 2	2	2	0	
Contracts Administrator	1	2	1	Create
Procurement Director	1	1	0	
Purchasing Administrator	1	0	-1	Abolish
Purchasing Manager	1	1	0	
Salary Adjustment	0.5	0	-0.5	
TOTAL	7.5	7	-0.5	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$105,827	$122,727	$128,624	$164,710	$36,086

DAS – COMMUNITY BUSINESS DEVELOPMENT PARTNERS (1040) BUDGET

DEPT: CBDP

UNIT NO. 1040
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$663,911	$587,576	$788,849	$854,485	$65,636
Operation Costs	$103,816	$77,925	$248,731	$103,338	($145,393)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$156,530	$156,956	$106,038	$103,374	($2,664)
Total Expenditures	**$924,257**	**$822,457**	**$1,143,618**	**$1,061,197**	**($82,421)**
Revenues					
Direct Revenue	$0	$21,620	$100,000	$0	($100,000)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$45,000	$45,000	$158,236	$181,392	$23,156
Total Revenues	**$45,000**	**$66,620**	**$258,236**	**$181,392**	**($76,844)**
Tax Levy	**$879,257**	**$755,837**	**$885,382**	**$879,805**	**($5,577)**
Personnel					
Full-Time Pos. (FTE)	6	6	8	8	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department 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.

Department 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.

DEPT: CBDP UNIT NO. 1040
FUND: General - 0001

Strategic Program Area 1: Community Business Development Partners

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$924,257	$822,457	$1,143,618	$1,061,197	($82,421)
Revenues	$45,000	$66,620	$258,236	$181,392	($76,844)
Tax Levy	$879,257	$755,837	$885,382	$879,805	($5,577)
FTE Positions		6	8	8	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance measures have not yet been created for this program area			

Strategic Implementation:
The 2014 tax levy decreases by $5,577, driven primarily by a reduction in overall expenditures. Personnel costs increase by $65,636 due to multiple reclassifications/reallocations as implemented by the HR Compensation study. However, operating costs decrease by $145,393 as a result of the elimination of $100,000 of funding for the Micro Loan program. This program operates as a revolving loan fund that will be replenished as loans are repaid. The Micro Loan Program was funded in 2013 with Potawatomi revenue that has been reallocated for 2014. There is no additional County funding provided in the 2014 budget. This division will track loan repayment rates and report as a performance measure in the 2015 budget.

Additionally, a one-time allocation of $55,363 in the 2013 adopted budget for the purchase and installation of software for tracking contracts and automating the DBE certification process is not included in 2014, though $20,000 is provided for service/maintenance of the software.

The elimination of the Potawatomi revenue noted above is partially offset by an increase in DBE revenue due to CBDP staff charging time to capital projects. Continuing the initiative started in 2013, four positions will charge time to capital projects in 2014.

DEPT: CBDP

UNIT NO. 1040
FUND: General - 0001

CBDP Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Business Development Analyst	0	2	2	2013 Action
Certification & Compliance Adm	1	1	0	
Certification Analyst	1	0	-1	2013 Action
Certification Anlst-Fis	1	0	-1	2013 Action
Contract Compliance Mgr Dbe	1	1	0	
Contract Coordinator	0	3	3	2013 Action
Contract Spec	2	0	-2	2013 Action
Exdir1-Adsec-DirDbd	1	1	0	
Secretarial Asst Nr	1	0	-1	2013 Action
Vacancy & Turnover	-0.3	0	0.3	
TOTAL	7.7	8	0.3	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$105,534	$122,974	$122,328	$159,214	$36,886

DEPT: DAS-IMSD

UNIT NO. 1160
FUND: Internal Service - 0026

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$7,056,302	$6,626,078	$7,245,730	$7,028,925	($216,805)
Operation Costs	$5,844,970	$7,324,461	$6,982,569	$7,123,818	$141,248
Debt & Depreciation	$2,342,000	$1,132,908	$1,589,231	$1,197,341	($391,890)
Capital Outlay	$0	($24,754)	$0	$0	$0
Interdept. Charges	$642,031	$521,766	$434,787	$359,320	($75,467)
Total Expenditures	**$15,885,301**	**$15,580,459**	**$16,252,317**	**$15,709,404**	**($542,913)**
Revenues					
Direct Revenue	$50,000	$45,090	$125,834	$78,638	($47,196)
Intergov Revenue	$833,795	$1,332,912	$1,304,355	$1,338,079	$33,724
Indirect Revenue	$15,001,508	$15,251,115	$14,822,128	$14,292,687	($529,441)
Total Revenues	**$15,885,303**	**$16,629,117**	**$16,252,317**	**$15,709,404**	**($542,913)**
Tax Levy	**$0**	**($1,048,658)**	**$0**	**$0**	**$0**
Personnel					
Full-Time Pos. (FTE)	56	56	55	53	-2
Seas/Hourly/Pool Pos.	3.5	3.5	3.5	3.5	0
Overtime $	$28,644	$20,633	$28,968	$21,180	($7,788)

Department Mission: The Department of Administrative Services – Information Management Services Division (DAS-IMSD) will collaboratively develop and provide secure, cost-effective solutions that meet the needs of Milwaukee County government and its citizens.

Department Description:
DAS-IMSD includes six sections that provide services in support of the technology functions for Milwaukee County: Administration and Business Development is responsible for business development, project management, fiscal services and administrative support; Application Development is responsible for development, implementation, maintenance, management and support of Countywide software; Technical Services provides research, acquisition, installation, maintenance, and support services for Countywide telecommunications and data network infrastructure, server, and storage; Personal Computer Support is responsible for first and second level technical support, software management and installation, and mobile device administration; Mainframe is responsible for administration, maintenance, and support of the County's enterprise mainframe server; Radio Services manages the county-wide 800 MHz radio system and network.

Per the recommendation of the Government Finance Officers Association[1], DAS-IMSD is budgeted as an internal service fund in order to make "overhead transparent" and to show the "true cost of providing a service".

[1] GFOA website at http://www.gfoa.org/index.php?option=com_content&task=view&id=1291&Itemid=500

DEPT: DAS-IMSD UNIT NO. 1160

FUND: Internal Service - 0026

Strategic Program Area 1: Administration & Business Development

Service Provision: **Administrative**

Strategic Outcome: **High-Quality Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of County Budget expenditures allocated to IMSD	1.19%	1.26%	1.21%

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$2,096,616	$1,905,157	$2,610,871	$2,667,172	$56,301
Revenues	$2,096,616	$1,903,483	$2,610,871	$2,667,172	$56,301
Tax Levy	$0	$1,673	$0	$0	$0
FTE Positions	15.5	15.5	16.5	17.5	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of projects on schedule and within budget	n/a	n/a	85%

Strategic Implementation:
This program area is responsible for business development, project management, fiscal services and administrative support. This area works directly with County departments and outside agencies to build effective and productive relationships, analyzes County business needs, develops critical solutions and manages projects to successful completion in a value driven portfolio framework. The DAS-IMSD Fiscal team provides overall direction, coordination and planning for effective fiscal management and policy compliance including budget preparation and monitoring, accounts payable and receivable, procurement, payroll, and contract monitoring within IMSD. The 2014 staffing level of 16.5 FTE includes a transfer in of 1.0 FTE Graphic Designer position from the Office of the County Board. Expenditures increase $56,301 primarily due to a decrease in crosscharges that is partially offset by the additional position.

DEPT: DAS-IMSD

UNIT NO. 1160
FUND: Internal Service - 0026

Strategic Program Area 2: Application Development

Service Provision: **Administrative**

Strategic Outcome: **High-Quality Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Application Related Service Tickets	663	965	1,796

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,913,425	$2,205,150	$2,265,863	$2,130,010	($135,853)
Revenues	$1,913,425	$2,340,055	$2,265,863	$2,130,010	($135,853)
Tax Levy	$0	($134,905)	$0	$0	$0
FTE Positions	13	13	13	12	-1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Email Availability	99.53%	99.56%	99.60%

Strategic Implementation:
The Application Service team provides end-to-end service for solving business needs with software applications. Responsibilities include development and implementation, maintenance, management, and support for Countywide software on a variety of platforms. Application Services is also responsible for analyzing and interacting with project teams to determine business needs and providing solutions to meet critical county functions. The 2014 staffing level includes 12.0 FTE positions and is reduced due to the reallocation of 1.0 FTE position to another program area in DAS-IMSD. Expenditures decrease $135,853 primarily due to the staff reallocation and a small reduction in services.

DEPT: DAS-IMSD

UNIT NO. 1160
FUND: Internal Service - 0026

Strategic Program Area 3: Technical Services

Service Provision: **Administrative**

Strategic Outcome: **High-Quality Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Storage Capacity (TB)	190	215	250
Number of Switches Maintained	322	342	350
Number of Routers Maintained	26	38	38
Number of Wireless Access Points	215	215	250

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$4,355,922	$4,425,983	$4,439,042	$4,551,001	$111,959
Revenues	$4,355,922	$4,867,084	$4,439,042	$4,551,001	$111,959
Tax Levy	$0	($441,102)	$0	$0	$0
FTE Positions	16	16	15	16	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Web Services Availability	99.70%	99.75%	99.80%

Strategic Implementation:
This program area provides research, acquisition, installation, maintenance, and support services for Countywide telecommunications/data network infrastructure, server and storage networks. This includes administering the County's voice and data communications systems and responsibility for architecture, design, planning, configuration and provisioning of the County's wide area network and local area networks (WAN/LAN), remote access services, network security/firewall management, Wi-Fi and internet services, and voice, video and conferencing services. This program area also maintains and supports the County server and storage environments. The 2014 staffing level includes 16.0 FTE positions and is increased due to a reallocation of 1.0 FTE position from another program area in DAS-IMSD. Expenditures increase $111,959 due to the staff reallocation and increased telephone maintenance system expenses.

DEPT: DAS-IMSD

UNIT NO. 1160
FUND: Internal Service - 0026

Strategic Program Area 4: Personal Computer Support

Service Provision: **Administrative**

Strategic Outcome: **High-Quality Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Service Tickets Opened	34,077	36,150	40,000
PC Maintained	3,245	3,523	3,500

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,889,040	$2,237,912	$1,792,418	$1,718,300	($74,118)
Revenues	$1,889,040	$2,545,009	$1,792,418	$1,718,300	($74,118)
Tax Levy	$0	($307,097)	$0	$0	$0
FTE Positions	10	10	9	9	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of Helpdesk tickets resolved	90.00%	97.00%	99.50%
Support cost per PC	$689.65	$508.78	$502.01
PCs maintained per PC Support FTE	162	185	184

Strategic Implementation:
The Personal Computer Support program area is responsible for first and second level technical support, workstation refresh, software management (license management, electronic software distribution), and mobile device administration. The PC support team also administers county technology standards as well as IT service management standards and processes to include change management, problem management, etc. The 2014 staffing level includes 9.0 FTE positions and is unchanged from the 2013 Adopted Budget. An additional 10.0 FTE of contract staff provides front-line PC Support. Expenditures are reduced $74,118 due to various minor reductions in operating costs.

DEPT: DAS-IMSD

UNIT NO. 1160
FUND: Internal Service - 0026

Strategic Program Area 5: Mainframe

Service Provision: **Administrative**

Strategic Outcome: **High-Quality Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Mainframe IDs maintained	2,075	1,962	1,939

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$3,660,521	$3,289,168	$3,275,594	$3,171,167	($104,427)
Revenues	$3,660,521	$3,456,381	$3,275,594	$3,171,167	($104,427)
Tax Levy	$0	($167,214)	$0	$0	$0
FTE Positions	1	1	1	1	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
CJIS Availability	99%	99.99%	100.00%
Advantage Availability	98%	97.70%	98.50%

Strategic Implementation:
The Mainframe Service team oversees the Enterprise Mainframe Server and administers, maintains and supports the Criminal Justice Information System, Advantage Financial System, Juvenile Information Management System and a multitude of programmatic interfaces. Mainframe Services also includes the Operations Center which manages tape backup/recovery services for all County enterprise systems. The 2014 staffing level includes 1.0 FTE position (and 10.0 FTE contracted staff) and is unchanged from the 2013 Adopted Budget. Expenditures decrease $104,427 primarily due to a reduction in depreciation costs.

DEPT: DAS-IMSD

UNIT NO. 1160
FUND: Internal Service - 0026

Strategic Program Area 6: Distribution Services

Service Provision: **Administrative**

Strategic Outcome: **High-Quality Responsive Services**

What We Do: Activity Data
This program area has no activity data

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$344,883	$275,462	$326,177	$0	($326,177)
Revenues	$344,883	$275,458	$326,177	$0	($326,177)
Tax Levy	$0	$4	$0	$0	$0
FTE Positions	3	3	3	0	-3

How Well We Do It: Performance Measures
Performance Measures have not yet been developed for this program area

Strategic Implementation:
In 2014, this service area is transferred out of DAS-IMSD and into DAS-Facilities. Please see the DAS-Facilities section for further information.

DEPT: DAS-IMSD

UNIT NO. 1160
FUND: Internal Service - 0026

Strategic Program Area 7: Radio

Service Provision: **Administrative**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Public Safety Radios in use	4,150	4,175	4,201
Radio Transmissions	18,100,000	18,000,000	18,200,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,624,896	$1,241,647	$1,542,352	$1,471,754	($70,598)
Revenues	$1,624,896	$1,241,647	$1,542,352	$1,471,754	($70,598)
Tax Levy	$0	$0	$0	$0	$0
FTE Positions		1	1	1	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Radio Availability	99.999%	99.999%	99.999%

Strategic Implementation:
The Radio Services team manages the county-wide 800 MHz radio system and network. Founded by MCTS (Milwaukee County Transit System) in 1992 with 1 tower site, currently the system has 9 towers supporting law enforcement, fire departments and EMS (Emergency Medical Services) for 17 municipalities and other county, state and municipal agencies totaling 63 user groups. Existing system topology includes 14 channels of which county agencies make up 55%. Radio Services is governed by intergovernmental agreements and has an advisory board (RAC - Radio Advisory Council) established by County Board ordinance. The 2014 staffing level includes 1.0 FTE position (and 1.0 FTE contracted staff) and is unchanged from the 2013 Adopted Budget. Expenditures decrease $70,598 due to reductions in crosscharges and depreciation costs. The decreases are partially offset by an increase in public safety radio tower space rental costs. DAS-IMSD will work with DAS-Performance, Strategy, and Budget and the Director of Emergency Management to investigate the possible transfer of this service to the newly-created Department of Emergency Preparedness in 2014.

DEPT: DAS-IMSD

UNIT NO. 1160
FUND: Internal Service - 0026

DAS-IMSD Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Sec Graphic Designer	0	1	1	Transfer In
Business Analyst 4	4	4	0	
Business Solutions Mgr	1	1	0	
Clerical Spec IMSD	1	1	0	
Communications Spec 3 NR	1	1	0	
Distribution Assistant	1	0	-1	Transfer Out
Exdir2-Chief Tech Offcr	1	1	0	
Exdir3-Chief Info Offcr	1	1	0	
Fiscal And Budget Manager	1	1	0	
Info Systems Intern	3.5	3.5	0	
IT Client Support Spec 1	1	1	0	
IT Client Support Spec 2	2	2	0	
IT Director - Applications	1	1	0	
IT Director - Governance	1	1	0	
IT Manager - Applications	2	2	0	
IT Manager - Business Develop	1	1	0	
IT Manager - Project Mgmt Offc	1	1	0	
IT Manager - Server	1	1	0	
IT Manager - Service Desk	1	1	0	
IT Operations Mgr	1	1	0	
Network Appls Spec 2-4	14	14	0	
Network Tech Spec 2-4	11	11	0	
Network Tech Spec II - Zoo	1	1	0	
Office Supp Asst 1	1	0	-1	Transfer Out
Office Supp Asst 2	2	1	-1	Transfer Out
Overtime	0.4	0.3	-0.1	
Project Analyst-HRIS	1	1	0	
Project Analyst-HRIS Int	1	1	0	
Technical Architect	1	1	0	
Vacancy & Turnover	0	-1.8	-1.8	
TOTAL	58.9	55	-3.9	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$1,216,206	$1,412,677	$1,263,080	$1,394,282	$131,202

DAS - ECONOMIC DEVELOPMENT (1192) BUDGET

DEPT: DAS - Economic Development

UNIT NO. 1192
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$889,320	$931,936	$902,301	$832,760	($69,541)
Operation Costs	$1,500,174	$1,372,943	$1,507,878	$1,234,406	($273,472)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$20,000	$2,887	$10,000	$1,000	($9,000)
Interdept. Charges	$168,893	$158,615	$163,100	$217,481	$54,381
Total Expenditures	**$2,578,387**	**$2,466,381**	**$2,583,279**	**$2,285,647**	**($297,632)**
Revenues					
Direct Revenue	$2,716,706	$5,110,444	$2,908,580	$2,230,580	($678,000)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$2,716,706**	**$5,110,444**	**$2,908,580**	**$2,230,580**	**($678,000)**
Tax Levy	**($138,319)**	**($2,644,063)**	**($325,301)**	**$55,067**	**$380,368**
Personnel					
Full-Time Pos. (FTE)	7	7	8	8	0
Seas/Hourly/Pool Pos.	1	1	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department Mission: The Economic Development division of the Department of Administrative Services (DAS-Economic Development) will provide high–quality, efficient, and responsive services to enhance economic opportunity and quality of life for all of the people in Milwaukee County.

Department Description: The DAS-Economic Development division is comprised of the Economic Development program area, the Real Estate program area, and the Milwaukee County Automated Mapping and Land Information System (MCAMLIS) program area.

DEPT: DAS - Economic Development

UNIT NO. 1192
FUND: General - 0001

Strategic Program Area 1: Economic Development

Service Provision: **Discretionary**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
TBD*			

*Economic Development staff will work to develop activity data for inclusion in the 2015 Budget.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$370,474	$593,672	$392,011	$351,898	($40,113)
Revenues	$0	$1,000,000	$0	$0	$0
Tax Levy	$370,474	($406,328)	$392,011	$351,898	($40,113)
FTE Positions		2	2	1	-1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
TBD*			

*Economic Development staff will work to develop performance measures for inclusion in the 2015 Budget.

Strategic Implementation:
The Economic Development program area provides management and oversight of the DAS-Economic Development division, development and administration of business and job retention/development activities focused within Milwaukee County; and continuing the County's connection with regional economic development planning efforts.

Overall expenditures for this program area decrease $40,113 mainly due to the abolishment of one Economic Development Coordinator. This is partially offset by an increase in funding for the marketing of excess properties and other economic development opportunities.

DEPT: DAS - Economic Development

UNIT NO. 1192
FUND: General - 0001

Strategic Program Area 2: Real Estate

Service Provision: **Discretionary**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Land Sale Revenue*	$2,573,685	$400,000	$400,000
Lease Revenue	$966,013	$966,500	$502,750

*The 2012 Actual represents actual land sale revenue. The 2013 and 2014 budgets conservatively estimate $400,000 in land sale proceeds (as budgeted in this program area) due to the dynamic nature of real estate negotiations involving multiple stakeholders. This conservative approach is consistent with a past budget practice.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,452,914	$1,435,622	$1,439,188	$859,669	($579,519)
Revenues	$1,961,706	$3,325,520	$2,156,500	$1,156,500	($1,000,000)
Tax Levy	($508,792)	($1,889,898)	($717,312)	($296,831)	$420,481
FTE Positions		3	3	4	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
TBD*			

*Real Estate staff will work to develop performance measures for inclusion in the 2015 Budget.

Strategic Implementation:
The Real Estate program area administers the leasing, acquisition and disposition of a wide variety of buildings and vacant property owned by Milwaukee County. In order to better manage existing project workload and increase efficiency, three 3.0 FTE Project Managers are created and 1.0 FTE Manager of Real Estate Services position and 1.0 FTE Real Estate Agent position are abolished.

Revenue decreases by $1,000,000 in the 2014 Budget due to the impending closure of several parking lots in the I-794 corridor as a result of road construction. These lots are leased through contracts to third parties, with the revenue split between the County and the State of Wisconsin. The expenditure reduction of $579,519 is primarily driven by lower payments to the State for its share of parking lot revenues.

DEPT: DAS - Economic Development

UNIT NO. 1192
FUND: General - 0001

Strategic Program Area 3: MCAMLIS

Service Provision: **Mandated**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
GIS Data Requests Completed	221	240	250
Land Office Website Operations	5,000,000	6,000,000	7,000,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$755,000	$437,093	$752,080	$1,074,080	$322,000
Revenues	$755,000	$784,924	$752,080	$1,074,080	$322,000
Tax Levy	$0	($347,831) [1]	$0	$0	$0
FTE Positions	3	3	3	3	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Website & Data Availability	99.999%	99.999%	99.999%

Strategic Implementation:
The Milwaukee County Automated Mapping and Land Information System (MCAMLIS) program area is the County's Land Information Office. Pursuant to Section 59.72 of the Wisconsin Statutes and County Board Resolution File 90-707(a), 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 suitable for local planning.

Overall expenditures increase $322,000 mainly due to a rise in Interdepartmental Charges of $77,006 and operating costs of $251,483. Interdepartmental Charges increase due mainly to 1.0 FTE Geographic Information Technician (located in the Register of Deeds-Land Modernization) crosscharged to MCAMLIS and operating cost increases primarily related to anticipated MCAMLIS mapping/technology projects and the transfer of Cadastral mapping project from the Register of Deeds-Land Modernization to MCAMLIS. These increases are partially offset by a reduction in Capital Outlay and Personal Services of $6,489. MCAMLIS receives no tax levy as expenditures are offset by revenue generated from document recording fees ($1,072,000 for 2014)[2] and other miscellaneous revenue of $2,080 (for 2014).

The 2013-2015 State Biennial Budget modifies statutory language related to the $2 (Register of Deeds-Land Modernization) and $6 (MCAMLIS) county-retained recording fees. As a result, the $2 fee formerly budgeted in the Register of Deeds-Land Modernization will be budgeted in MCAMLIS beginning in 2014.[3]

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[1] Any Year-End Surplus in MCAMLIS is designated for the MCAMLIS Reserve Account, while any Year-End Deficit in MCAMLIS requires a Fund Transfer from the MCAMLIS Reserve Account.

[2] 134,000 recorded documents are estimated for the 2014 Budget.

[3] The 2013-2015 State Biennial Budget eliminates current statutory language that specifies that of the $8 retained by counties, $6 must be used to develop, implement, and maintain the countywide plan for land records modernization and $2 must be used for the provision of land information on the Internet. Instead, the budget specifies that all $8 retained must first be used to meet the requirements for Internet posting relating to assessment data and other items, and once those are met, the fees must be used to develop, implement, and maintain the countywide plan for land records modernization on the Internet. *Source: Wisconsin Counties Association*

DEPT: DAS - Economic Development

UNIT NO. 1192
FUND: General - 0001

DAS - Economic Development Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Admin Spec - Econ Dev NR	1	1	0	
Director of County Econ Dev	1	1	0	
Econ Dev Coord	1	0	-1	Abolish
Geographic Info Sys Sup	1	1	0	
GIS Specialist	2	2	0	
Mgr Of Real Estate Serv	1	0	-1	Abolish
Project Manager	0	3	3	Create
Real Estate Agent	1	0	-1	Abolish Upon Vacancy
TOTAL	8	8	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$99,958	$116,651	$143,271	$186,087	$42,816

DAS - FACILITIES MANAGEMENT (5700) BUDGET

DEPT: DAS - Facilities Management

UNIT NO. 5700
FUND: General - 0031

Budget Summary[1]

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$15,103,604	$14,352,553	$16,312,594	$17,288,337	$975,743
Operation Costs	$8,351,790	$8,352,283	$8,229,606	$10,214,084	$1,984,478
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$1,335,943	$1,709,243	$939,883	$1,641,419	$701,536
Interdept. Charges	$2,120,373	$2,007,196	$2,908,426	$1,631,447	($1,276,979)
Total Expenditures	**$26,911,710**	**$26,421,275**	**$28,390,509**	**$30,775,287**	**$2,384,778**
Revenues					
Direct Revenue	$3,901,739	$4,527,508	$3,804,622	$5,500,852	$1,696,230
Intergov Revenue	$0	$0	$0	$157,699	$157,699
Indirect Revenue	$24,278,182	$23,904,021	$25,224,113	$24,705,366	($518,747)
Total Revenues	**$28,179,921**	**$28,431,529**	**$29,028,735**	**$30,363,917**	**$1,335,182**
Tax Levy	**($1,268,211)**	**($2,010,254)**	**($638,226)**	**$411,370**	**$1,049,596**
Personnel					
Full-Time Pos. (FTE)	159.5	159.5	167.5	182.5	15
Seas/Hourly/Pool Pos.	1	1	3	1	-2
Overtime $	$80,004	$499,476	$100,000	$92,580	($7,420)

Department Mission: Provide asset management and preservation of County owned assets and 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, in a sustainable and energy efficient manner.

Department Description: The Facilities Management division is comprised of the following Program Areas: Architecture & Engineering, Environmental Services, Facilities Maintenance, and Administration.

[1] The 2012/2013 Budgets and 2012 Actual do not reflect the transfer of DAS-IMSD mail services distribution function or the DHHS facility operations and mail distribution function (for the Marcia P. Coggs building). This transfer is reflected in the 2014 Budget.

DEPT: DAS - Facilities Management UNIT NO. 5700
FUND: General - 0031

Strategic Program Area 1: Architecture & Engineering

Service Provision: **Committed**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual***	**2013 Budget***	**2014 Budget***
# of Capital Projects Managed	N/A	N/A	TBD

*In 2014, staff from the Comptroller Office and Department of Administrative Services (Architecture & Engineering; Performance, Strategy, & Budget program areas) staff will work to develop a joint system to track and monitor capital projects.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$4,512,015	$4,038,020	$4,593,668	$4,547,079	($46,590)
Revenues	$4,692,601	$3,805,020	$4,795,914	$4,878,981	$83,067
Tax Levy	($180,586)	$233,000	($202,246)	($331,902)	($129,657)
FTE Positions[2]	32.5	32.5	29.5	30.5	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual****	**2013 Budget****	**2014 Budget****
At least 80% of Capital Projects Completed within 36 Months [3]	N/A	N/A	80%

** In 2014, staff from the Comptroller Office and Department of Administrative Services (Architecture & Engineering; Performance, Strategy, & Budget program areas) staff will work to develop a joint system to track and monitor capital projects.

Strategic Implementation:
The Architecture & Engineering 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. *Architectural Services* provides technical services in building maintenance, remodeling, additions and new construction for all County departments. *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. *Civil Engineering and Site Development* provides civil engineering and land surveying services.

Revenue increases by $83,067 in the 2014 Budget. Revenue for this program area is primarily derived from charges to capital projects and architectural services provided to other County departments.

Overall expenditures decrease mainly due to reductions in operating costs of $27,134 and Interdepartmental Charges of $144,918. This is partially offset by a net increase in Personal Services costs of $125,462, which includes the creation of 1.0 FTE Managing Engineer-Mechanical position and 1.0 FTE Clerical Specialist Arch/Eng position and abolishing 2.0 FTE Clerical Assistant-2 Hourly positions.

An Architecture & Engineering operations and staffing plan study will be conducted in 2014 to help determine the optimum staffing and operations structure(s) in relation to the County's capital workload. Refer to the Land Sales program area in the Non-Departmental Revenue Section for additional detail.

[2] As part of the July 2013 County Board committee cycle, 1.0 FTE Managing Architect was created. This position is reflected in the 2014 Budget.

[3] IRS regulations require the expenditure of bond proceeds within three years of issuance.

Strategic Program Area 2: Environmental Services

Service Provision: **Committed**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	N/A	N/A	75%

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,249,976	$1,004,369	$1,420,253	$1,467,772	$47,519
Revenues	$449,549	$562,520	$622,247	$609,863	($12,384)
Tax Levy	$800,427	$441,849	$798,006	$857,909	$59,903
FTE Positions	5	5	6	6	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Review 75% of Capital and Major Maintenance Projects with the Objective of Improving Energy Efficiency and Sustainability	N/A	N/A	75%

Strategic Implementation:
Sustainability provides guidance, management, and development of sustainability functions related to the County's building and infrastructure assets, coordinates county-wide sustainability efforts and is responsible for the implementation of the County's Green Print Initiative. *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.). Environmental Services also monitors underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields.

Revenue decreases by $12,384 in the 2014 Budget. Revenue for this program area is generated by charges to capital projects, environmental services provided to other County departments and non-County agencies.

The 2014 Budget reflects a cost-to-continue for this program area. The expenditure increase of $47,519 is due primarily to a rise in Interdepartmental Charges of $33,762 and operating costs of $16,536 (mainly due to sustainably-related purchases of vending monitors and room occupancy monitors that regulate utility use). This is partially offset by a reduction in Personal Services costs of $2,779.

Strategic Program Area 3: Facilities Maintenance

Service Provision: **Committed**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Emergency Work Orders	N/A	N/A	TBD
Number of PM Work Orders	N/A	N/A	TBD

How We Do It: Program Budget Summary[4]					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$21,149,719	$21,378,886	$21,698,466	$24,462,426	$2,763,960
Revenues	$23,037,771	$24,063,989	$22,932,453	$24,577,063	$1,644,610
Tax Levy	($1,888,052)	($2,685,103)	($1,233,987)	($114,637)	$1,119,350
FTE Positions	122	122	121	137	16

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of Emergency Work Orders Responded to within 24 Hours	N/A	90%	90%
Percent of Work Orders Completed	N/A	90%	90%

Strategic Implementation:
Facilities Maintenance provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments (comprised of over 3.9 million square feet). *Maintenance Operations* 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* provides property management and lease administration functions. *Facilities Inspection* provides building review and inspection services related to County-owned facilities.

Revenue increases by $1,644,610 in the 2014 Budget. The large increase is primarily due to the transfer in of the DHHS' facility operations and mail distribution services for the Marcia P. Coggs building and the revenue related to State of Wisconsin lease payments for space in the Marcia P. Coggs building. Revenue for this program area comes mainly from charges to other County departments for facility space rental and building maintenance. Additional major revenue is related to the rental of County building space to non-County agencies and parking.

The 2014 expenditure increase of $2,763,960 includes an increase in Operating costs of $1,992,100, Personal Services of $1,056,995, and Capital Outlay of $701,536. This is offset by a decrease in Interdepartmental Charges of $986,671.

[4] DHHS' facility operations and mail distribution services for the Marcia P. Coggs building and IMSD's mail distribution services are only reflected in the 2014 Budget and are not included in the 2012/2013 Budget and 2012 Actual figures.

Highlights of the major changes are follows:

DHHS/IMSD Facility Management function Transfer-In

In an effort to increase efficiencies by centralizing facility management functions (as recommended in the CBRE report), the Department of Administrative Services-Information Management Services Division (IMSD) mail distribution services and Department of Health & Human Services' (DHHS) facility operations and mail distribution services (related to the Marcia P. Coggs building) are transferred to DAS-Facilities Management in the 2014 Budget.[5] The transfer of services includes operations staff, and related revenues and expenditures. The transfer of these functions to this program area represents approximately $2 million of the $2.76 million increase in total expenditures and approximately $1.8 million of the $1.6 million increase in total revenue.[6] Additionally, this transfer includes 14 additional staff added to the program area.

Facility Inspection, Management & Maintenance

To more effectively plan for county-wide space needs, the 2014 Budget includes funding of $500,000 for consulting services.

In order to successfully implement an overall county-wide strategic facility plan, $200,000 is included in the 2014 Budget to fund a Project and Asset Management consulting services.

The transfer-in of the facility operations for the Coggs building includes $260,419 of major utility costs. This is partially offset by a $244,021 decrease in major utility costs due largely to utility conversions/upgrades at facilities on the County Grounds.[7]

Building repairs and major maintenance appropriations are increased by over $813,000 to help address the day-to-day operating needs of the facilities managed by this program area.

To more accurately reflect work duties and responsibilities, four Facility Assessment Team positions (created in the 2013 Budget) are transferred-in from the Director's Office Strategic Program Area (to more accurately reflect work duties and responsibilities). Additionally, 1.0 FTE Clerical Specialist-DPW is transferred to the Director's Office program area and 1.0 FTE Clerical Assistant-1 is abolished.

[5] IMSD is an internal service fund while DAS-Facilities Management is a general fund. Due to the transfer, the IMSD mail distribution low-org is changed to a general fund. Consequently, OPEB costs are eliminated and liability for compensated absences is no longer accrued for, resulting in a tax levy savings of approximately $13,300.

[6] Excluding the revenue related to the transfer of the specific DHHS and IMSD functions, revenue for this program area decreases approximately $201,000 (less than 1%) from 2013.

[7] Major utilities include electricity, natural gas, sewage, telephone, steam, water, chilled water, heat, and storm water.

DEPT: DAS - Facilities Management

UNIT NO. 5700
FUND: General - 0031

Strategic Program Area 4: Director's Office

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
TBD*			

*Director's Office staff will work to develop activity data for inclusion in the 2015 Budget.

How We Do It: Program Budget Summary					
Category	**2012 Budget[8]**	**2012 Actual**	**2013 Budget**	**2014 Budget****	**2014/2013 Var**
Expenditures	$0	$0	$678,121	$298,010	($380,111)
Revenues	$0	$0	$678,121	$298,010	($380,111)
Tax Levy	$0	$0	$0	$0	$0
FTE Positions	0	0	12	10	-2

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
TBD*			

*Director's Office staff is will work to develop performance measures for inclusion in the 2015 Budget.

Strategic Implementation:
The Director's Office provides centralized budget and support functions as well as overall management and oversight of the Facilities Management division. Functions include development and management of the division's budget, revenue tracking, contract coordination, records retention, and centralized accounting.

Revenue decreases by $380,111 in the 2014 Budget mainly due to the transfer-out of the Facility Assessment Team positions. Revenue for this program area is a result of expenditures being fully crosscharged to other sections of the DAS-Facilities Management division and to the Water Utility (Agency 550).

The 2014 expenditure decrease of $380,111 is due primarily to a reduction in Personal Services of $203,935 (mainly due to the transfer-out of Facility Assessment Team positions) and Interdepartmental Charges of $179,152. This is partially offset by an increase in operating costs of $2,976

The 2014 Budget includes the transfer-in of 1.0 FTE Clerical Specialist-DPW from the Facilities Maintenance program area and the transfer-out of 4.0 FTE Facility Assessment Team positions (created in the 2013 Budget) to the Facilities Maintenance program area (to more accurately reflect work duties and responsibilities).[9] Additionally, 1.0 FTE Administrative Assistant-3 Facilities Management-NR is created to assist in the development and monitoring of division budgets and oversight of general administrative and clerical functions.

[8] 2012 Budget/Actual history is not available as the Director's Office was newly created as part of the 2013 Budget.

[9] Positions transferred out include one Managing Architect, one Electrical Mechanic, and two Heating Equipment Mechanics.

DEPT: DAS - Facilities Management

UNIT NO. 5700
FUND: General - 0031

DAS - Facilities Management Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 2	1	1	0	
Accounting Coord - DPW	1	1	0	
Adm Asst 3- Fac Mgmt NR	0	1	1	Create
Adm Asst 4-Facil Mgmt	1	1	0	
Admin Spec - DHS-NR	0	1	1	Transfer In
Admin Spec - DPW NR	1	1	0	
Airport Engineer	1	1	0	
Architectural Designer	1	1	0	
Asst Airport Engineer	1	1	0	
Bldg Systems Specialist	1	1	0	
Carpenter	6	6	0	
Carpenter Supv	3	3	0	
Clerical Asst 1	2	1	-1	Abolish
Clerical Asst 2 Hrly	2	0	-2	Abolish
Clerical Spec Arch/Eng	1	2	1	Create
Clerical Spec DPW	1	1	0	
Climate Control Lead	1	1	0	
Constr Cost Estimator	1	1	0	
Construction Coordinator	4	4	0	
Contract Payment Spec	1	1	0	
Cost Schedule Analyst	1	1	0	
Disribution Assistant	0	2	2	Transfer In
Electrical Mech	8	8	0	
Electrical Mech Dot	1	1	0	
Electrical Mech Supv	2	2	0	
Elevator Constructor	3	3	0	
Engineer	6.5	6.5	0	
Engnrng Tech Surveyor	2	2	0	
Engnrng Technician	1	1	0	
Environmental Compl Mgr	1	1	0	
Exdir2- Facilities Mgmt Dir	1	1	0	
Exdir2-Dir Arch And Eng	1	1	0	
Executive Assistant CHP	0	1	1	Transfer In
Facilities Assesmnt Coo	1	1	0	
Facilities Grounds Supv	2	2	0	
Facilities Maintenance Mgr	1	1	0	
Facilities Mtce Coord	1	1	0	
Facilities Wkr Dhhs	0	3	3	Transfer In
Facilities Wrkr 2, 3, 4	26	26	0	
Facilities Wrkr 4 - In Charge	3	3	0	
Facilities Wrkr Secur	31	31	0	
Facilities Wrkr Secur Hrly	1	1	0	
Heating Equip Mech	2	2	0	
Machinist	3	3	0	
Machinist Lead	1	1	0	
Managing Architect	1	2	1	2013 Action

Managing Eng Design	1	1	0	
Managing Eng Electrl	2	2	0	
Managing Eng Environ	1	1	0	
Managing Eng Field Oper	1	1	0	
Managing Eng Field Opr Airport	1	1	0	
Managing Eng Site Dev	1	1	0	
Managing Engineer Mech	0	1	1	Create
Mechanical Mtce Supt	0	1	1	Transfer In
Mechanical Serv Mgr	2	2	0	
Office Supp Asst 1	0	1	1	Transfer In
Office Supp Asst 2	0	3	3	Transfer In
Operations Coord Sp	0	1	1	Transfer In
Overtime	2.7	1.8	-0.9	
Painter Bldgs	5	5	0	
Painter Supv	1	1	0	
Park Maint Wrkr Mudmix	1	1	0	
Plumber	4	4	0	
Plumber Supv	2	2	0	
Principal Architect	1	1	0	
Records Center Tech DPW	1	1	0	
Refrigeration Mech	2	2	0	
Sheet Metal Worker	2	2	0	
Site Development and Civil Eng	1	1	0	
Specification Writer	1	1	0	
Steamfitter Supv	1	1	0	
Steamfitter Welder	3	3	0	
Stores And Distrib Asst 1	0	1	1	Transfer In
Support Services Manager	1	1	0	
Sustainability and Environ Eng	1	1	0	
Sustainability Director	1	1	0	
Vacancy & Turnover	-4.6	-6.8	-2.2	
TOTAL	165.6	177.5	11.9	

Legacy Health Care and Pension Expenditures

2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$2,847,034	$3,206,115	$3,056,496	$3,814,590	$758,094

DAS - WATER UTILITY (5500) BUDGET

DEPT: DAS - Water Utility

UNIT NO. 5500
FUND: Internal Service - 0029

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$2,617,488	$2,448,284	$2,541,904	$2,795,594	$253,690
Debt & Depreciation	$224,570	$236,939	$240,855	$310,609	$69,754
Capital Outlay	$450,000	$733,217	$450,000	$450,000	$0
Interdept. Charges	$901,272	$920,839	$854,928	$1,092,303	$237,375
Total Expenditures	**$4,193,330**	**$4,339,279**	**$4,087,687**	**$4,648,506**	**$560,819**
Revenues					
Direct Revenue	$3,937,012	$4,221,790	$3,815,829	$4,375,761	$559,932
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$256,318	$291,126	$271,858	$272,745	$887
Total Revenues	**$4,193,330**	**$4,512,916**	**$4,087,687**	**$4,648,506**	**$560,819**
Tax Levy	**$0**	**($173,637)**	**$0**	**$0**	**$0**
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department 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.

Department Description: The Water Utility consists of the water distribution, sanitary sewer and the storm-water systems located on the County Grounds.

Strategic Program Area 1: Water Utility

Service Provision: **Committed**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity*	**2012 Actual**	**2013 Budget**	**2014 Budget**
Cubic Feet of Water Service	53,374,595	48,483,969	53,360,425
Cubic Feet of Sewer Service	37,423,986	48,483,969	53,360,425
Cubic Feet of Storm Water Service	53,374,595	48,483,969	53,360,425

*Consumption

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$4,193,330	$4,339,279	$4,087,687	$4,648,506	$560,819
Revenues	$4,193,330	$4,512,916	$4,087,687	$4,648,506	$560,819
Tax Levy	$0	($173,637) [1]	$0	$0	$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Operation Cost per 1,000/CF of Water Service	$44.30	$42.00	$46.50
Operation Cost per 1,000/CF of Sewer Service	$16.40	$18.00	$21.00
Operation Cost per 1,000/CF of Storm Water Service	$1.90	$2.90	$3.20

Strategic Implementation:
The systems provide water, sewer, storm and fire services to County and non-County entities located on the grounds. 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.

The 2014 Budget includes a total expenditure increase of $560,819. Operating costs rise $253,690 largely due to utility increases of about $181,821 charged to the Water Utility,[2] while Debt & Depreciation costs rise $69,754. Interdepartmental Charges increase due primarily to the DAS-Facilities Management Director's Office management/oversight increase of approximately $146,751 and an interest allocation cost increase of $119,797. This is partially offset by a decrease of $29,173 in other Interdepartmental Charges. All Expenditures are offset by fees paid by users of the water system.

[1] Any year-end balance is applied to the Water Utility reserve account.

[2] Utilities include water, sewer, electricity, and stormwater charges. These specific utility services are supplied and charged to Milwaukee County's Water Utility system as follows: The City of Wauwatosa charges for sewer and stormwater services; the City of Milwaukee provides water services; WE Energies provides the electrical services.

The fire protection charge will continue to be budgeted in the Water Utility and charged out to all County Grounds users of the water system.[3] Payment from some non-County users of the water system has been challenging. The County will continue to pursue payment for these charges.[4] In light of this, approximately $1.3 million is included in the Appropriations for Contingences Budget (Org Unit 1945) to account for potential non-payment from non-County water system users.

[3] As part of the 2012 Adopted Budget, fire protection charges were transferred from the DAS-Facilities Management Division to the Water Utility in order to more accurately allocate the this charge to all user-tenants located on the County Grounds. Fire protection charges for 2014 are estimated at $1.33 million. Approximately $1.27 million of this cost is charged to non-County water system users with the balance ($66,820) charged to County users.

[4] Prior to the transfer of the fire protection charge to the Water Utility in 2012, DAS-Facilities Management, DAS-Fiscal Affairs, and Corporation Counsel staff reviewed the existing fire protection agreement(s) as well as any applicable state statutes, county ordinance, and/or existing agreements between the non-County water system users and the County.

Courts & Judiciary Function

Agency Budget Narratives

- **Combined Court Related Operations**
- **Department of Courts Pre-Trial Services**
- **Department of Child Support Services**

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$26,636,354	$25,421,576	$26,560,973	$26,815,733	$254,760
Operation Costs	$8,052,740	$8,118,105	$8,043,977	$8,319,003	$275,026
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$15,000	$24,080	$15,750	$15,000	($750)
Interdept. Charges	$4,017,273	$3,767,844	$4,130,327	$6,360,062	$2,229,735
Total Expenditures	**$38,721,367**	**$37,331,605**	**$38,751,027**	**$41,509,798**	**$2,758,771**
Revenues					
Direct Revenue	$4,239,214	$3,498,652	$4,039,252	$3,652,515	($386,737)
Intergov Revenue	$5,005,595	$5,495,166	$5,181,326	$8,015,795	$2,834,469
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$9,244,809**	**$8,993,818**	**$9,220,578**	**$11,668,310**	**$2,447,732**
Tax Levy	**$29,476,558**	**$28,337,787**	**$29,530,449**	**$29,841,488**	**$311,039**
Personnel					
Full-Time Pos. (FTE)	283.5	283.5	288	289	1
Seas/Hourly/Pool Pos.	11	11	9	9	0
Overtime $	$5,076	$1,621	$2,448	$0	($2,448)

Department 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.

Department Description: Combined Court Related Operations (Courts) includes the Chief Judge and what were formerly three separate departments: 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, and as operations and fiscal management of Pretrial Services. Courts are broken into ten program areas.

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 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, Criminal Court 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 Children's Court 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.

The Civil Court 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 Family Court area hears all actions affecting family. Within this area, there are three sections. General office which conducts hearings for the family matters of separation, divorce, domestic abuse, and harassment. Child Support Enforcement (CSE) which conducts paternity hearings and monitors the job search task for those individuals liable for child support. Family Court Mediation Services which provides family mediation services and custody studies.

The 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 Family Drug Treatment Grant Division is responsible for grant oversight in relation to drug treatment.

The Permanency Plan Review Division provides children in out-of-home situation with a review every six months by the court.

The Self Help Services, Milwaukee Justice Center (MJC), was founded as a collaboration and partnership between the Milwaukee Bar Association, Marquette University Law School, and Milwaukee County. It is a volunteer based community service project founded on the premise that everyone deserves meaningful access to the justice system, regardless of their economic situation or access to legal services.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$5,825,177	$5,532,096	$5,650,950	$5,743,401	$92,451
Revenues	$222,058	$301,681	$222,058	$158,620	($63,438)
Tax Levy	$5,603,119	$5,230,415	$5,428,892	$5,584,781	$155,889
FTE Positions	39.5	39.5	38.5	39.5	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area, under direction of the Clerk of Circuit Court/Court Services Director, will continue to plan, direct and coordinate the operations of the other divisions of the Circuit Court. This is the general management and fiscal arm of the Combined Courts operation. This program area is also responsible for the management of grants related to the improvement of Court services. The 2014 Budget largely reflects the cost to continue of existing service levels. Funding is provided for the Intake Court Coordinator position that was added in May of 2013. This position was added to increase efficiencies within the court system and to aid in working towards a reduction in jail population. Tax levy increases by $155,889 due to a reduction of $63,438 in revenues attributed to recent trends in investment revenues and an increase of $92,451 in expenditures overall. Expenditures in Personal Services are increases a total of $64,743 primarily due to the addition of the Intake Court Coordinator position. Operating expenditures remain greatly unchanged and increase overall by $1,441. The overall expenditure increase is mainly attributed to cross charges from other Milwaukee County Departments at a cost of $186,136.

The following contracts are being included in the 2014 Budget in lieu of review and approval by the County Board during the 2014 fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Copy Services	Midwest Medical Records, Inc.	$21,000
Legal Resource Center	State of Wisconsin	$174,829

Strategic Program Area 2: Criminal Court

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$9,831,672	$9,373,102	$9,857,484	$9,503,744	($353,740)
Revenues	$2,883,510	$2,557,125	$2,804,819	$2,420,002	($384,817)
Tax Levy	$6,948,162	$6,815,977	$7,052,665	$7,083,742	$31,077
FTE Positions	86.5	86.5	88	84	-4

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is responsible for the hearing, trying, and determining all matters for pretrial, trial and post-conviction proceedings in felony, misdemeanor and traffic matters. Overall expenditures for the Criminal Court program area are reduced by $353,740 to $9,503,744 for 2014 from the 2013 Adopted Budget of $9,857,484. The Criminal Court program area provides expenditure authority for 24 total court rooms, including 14 felony courtrooms, four misdemeanor, and three domestic violence courtrooms. Staffing for 2014 for the Criminal Court program area is reduced by 4.0 FTE clerical positions, which are moved into the Civil Court program area to better align work volume with staffing levels. Personal Services costs decrease by $148,979 for cost to continue for remaining staff. Total tax levy increases by $31,077 mainly due to a reduction in revenue of $384,817. The revenue reduction is primarily related to loss of State funded grants and reimbursements, and a $100,000 projected decrease in revenue from bail forfeitures due to the success of the Alternatives to Incarceration Program and falling crime rates. Operating costs are decreased by a total of $168,350 over various accounts, while cross charge accounts are decreased by $9,656. The largest reduction in operating costs is related to a decrease of $128,000 in General Legal Fees, while the largest increase in cross charges is the internal charge for Courts Administrative Services, which increases $23,880.

Strategic Program Area 3: Children's Court

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$7,924,143	$7,691,095	$7,904,364	$7,870,726	($33,638)
Revenues	$1,156,526	$1,138,400	$1,134,894	$1,227,981	$93,087
Tax Levy	$6,767,617	$6,552,695	$6,769,470	$6,642,745	($126,725)
FTE Positions	34.5	34.5	35.5	34.5	-1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is responsible for matters involving persons under the age of eighteen. Tax levy for the Children's Court program area is reduced by $126,725 to $6,642,745 in 2014. Overall expenditures are decreased by $33,638; however, this decrease is offset with an increase in revenue of $93,087. Personnel Services budget for 2014 is decreased by $81,243 for cost to continue for remaining staff. The overall staffing level for 2014 is reduced by one Clerical Assistant II position, which is transferred to the Civil Court program area. The operating costs budget for 2014 increases by $52,800, primarily due to the increase in per case costs for the Guardian ad Litem (GAL) fees. The cost per case increases by $7 from $648 in 2013 to $655 in 2014 while the total number of estimated cases remains unchanged at 2,800. Cross charges decrease by $240,936 while corresponding abatements are decreased by $238,616. This is due to a reduction in the internal Administrative Services charge and corresponding abatement. This program area is responsible for 11 total courtrooms.

Strategic Program Area 4: Civil Court

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$8,545,043	$7,557,940	$8,397,387	$9,262,018	$864,631
Revenues	$3,135,081	$2,832,625	$3,023,118	$2,888,850	($134,268)
Tax Levy	$5,409,962	$4,725,315	$5,374,269	$6,373,168	$998,899
FTE Positions	75	75	76	81	5

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is responsible for small claims, large claims, replevin, and eviction actions. The total property tax levy for the Civil Court program area increases $998,899 due to an increase in expenditures of $864,631 and a reduction in revenues of $134,268. The biggest increase in expenditures is attributed to Personal Services accounts, which increases from $7,138,793 to $7,504,922, an increase of $366,129, for 2014. This increase is mainly attributed to the five clerical positions that have been moved into this program area from Children's Court program area and Criminal Court program area. Operating costs and Capital Outlay increase a total of $10,800. The largest decreases in revenue come from the General Action Large Claims and Small Claims Summons for a total of $130,000. This revenue reduction is based on 2013 numbers. There is also a decrease in abatements of $622,407, due to the elimination of the cross charge and corresponding abatement to Child Support Services for 2014. Courts will still provide services to Child Support in 2014, but will no longer charge Child Support Services and instead will directly receive federal reimbursement. This program area provides services in 16 total courtrooms, including nine large claims courtrooms and five small claims courtrooms.

Strategic Program Area 5: Family Court

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$3,225,242	$3,401,483	$3,316,906	$5,065,121	$1,748,215
Revenues	$765,742	$769,029	$785,760	$3,425,232	$2,639,472
Tax Levy	$2,459,500	$2,632,454	$2,531,146	$1,639,889	($891,257)
FTE Positions	33	33	32	32	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is responsible for hearings on family matters such as divorce and domestic abuse, conducting paternity hearings, and provides mediation for families and custody studies. The 2014 tax levy is decreased by $891,257 from the 2013 Adopted Budget. Expenditures increase by $1,748,215, which is offset by an increase of revenues of $2,639,414. The large variance in expenditures and revenues is mainly due to the elimination of the cross charge and corresponding abatement to Child Support Services for 2014. Courts will still provide services to Child Support in 2014, but will no longer charge Child Support Services and instead will directly receive federal reimbursement. Furthermore, this program area also saw an increase in revenue due to the shifting of the offsetting State revenue for Child Support Services costs to the Family Court program area, where the costs are now located. Personal Services decreases by $30,603, due to cost to continue for remaining staff. Also, there is an increase in revenue of $87,820 which is attributed to State grants and reimbursements. This program area contains the Family Court Mediation Services cost of $279,393, which is offset with revenues collected from filling fees in certain family cases, user fees for mediation and custody study services, and from a portion of marriage license. If, during 2014, 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 2014, a contribution of $45,393 from the reserve is budgeted. As of December 31, 2013, the total balance in the reserve account was $303,030. The Family Court program area supports a total of 14.5 courtrooms staffed by Judges and Commissioners.

Strategic Program Area 6: Probate

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$2,624,227	$2,590,356	$2,652,001	$2,731,376	$79,375
Revenues	$446,746	$367,810	$419,656	$366,755	($52,901)
Tax Levy	$2,177,481	$2,222,546	$2,232,345	$2,364,621	$132,276
FTE Positions	20	20	21	21	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is responsible for all probate records filed with the Courts. Tax levy increases by $132,276. Overall expenditures increase a total of $79,375 primarily due to an increase in Personal Services of $92,467 for cost to continue for remaining staff. The overall staffing remains unchanged from the 2013 Adopted Budget. Revenue is reduced by $52,901 for 2014, mainly due to a reducing in funding from Estates, at $40,000.

Strategic Program Area 7: Family Drug Treatment Court

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$149,380	$216,000	$220,953	$4,953
Revenues	$0	$141,479	$216,000	$218,000	$2,000
Tax Levy	$0	$7,901	$0	$2,953	$2,953
FTE Positions		0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is primarily responsible for the Family Drug Treatment Court Grant administration. This area has no staff dedicated to it. The overall tax levy increases by $2,953 due to a total expenditure increase of $4,953, which is offset by a revenue increase of $2,000. The grant runs from October 1, 2011 through September 30, 2014. Included in this grant are four professional service contracts totaling $115,274 (detailed below). Also included in this grant is funding for advertising, travel, testing supplies, and a cross charge from a contract handled by the Behavioral Health Division related to the maintenance and operation of this grant and the family drug treatment court program.

These contracts are included in the 2014 Budget in lieu of separate review and approval from the County Board during the fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Group Moderator	Meta House	$1,050
Evaluator	Planning Council	$41,224
Coordinator	Rebecca Foley	$65,000
Sustainability Consultant	Jan Wilberg	$8,000

Strategic Program Area 8: Permanency Plan Review

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$602,478	$624,214	$614,273	$601,870	($12,403)
Revenues	$635,146	$610,601	$614,273	$601,870	($12,403)
Tax Levy	($32,668)	$13,613	$0	$0	$0
FTE Positions	5	5	5	5	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is responsible for the Permanency Plan Review Grant. The grant has a total expenditure authority of $601,870, which is offset by matching State revenues. Overall grant expenditure authority is decreased by $12,403 from the 2013 Adopted Budget which is offset by matching State revenues; therefore, the tax levy impact is $0. This grant project provides children in an out-of-home situation with reviews every six months by the court. Revenue from the Bureau of Milwaukee Child Welfare funds all of the staff dedicated to this program area. The staffing for 2014 remains the same as the 2013 level.

Strategic Program Area 9: Self Help

Service Provision: **Discretionary**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$143,385	$411,939	$141,662	$510,589	$368,927
Revenues	$0	$275,068	$0	$361,000	$361,000
Tax Levy	$143,385	$136,871	$141,662	$149,589	$7,927
FTE Positions	1	1	1	1	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is responsible for the oversight of the Milwaukee Justice Center (MJC), which is a collaborative partnership between the Milwaukee Bar Association, Marquette University Law School, and Milwaukee County. This program area sees no staffing changes for the 2014 budget. Overall tax levy is increased by $7,927 to $149,589 from $141,662 in the 2013 Adopted Budget for the 2014 budget. Revenues increase from the 2013 Adopted Budget by $361,000 and expenditures increase by $368,927 primarily in operating costs, which increase $370,950. The increase in revenue is attributed to Federal grant money for Foreclosure Mediation, which is offset by expenditures in Professional Services of $361,000.

The following contract is being included in the 2014 Budget in lieu of review and approval by the County Board during the 2014 fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Foreclosure Mediation	Metro Milwaukee Foreclosure	$361,000

DEPT: Courts

UNIT NO. 2000
FUND: General - 0001

Courts Budgeted Positions				
Title Code	2013 Budget	2014 Budget	2014/2013 Variance	Explanation
Accountant 1	3	3	0	
Accountant 2	1	1	0	
Accountant 3	1	1	0	
Accounting Coord - Courts	1	1	0	
Adm Asst 2-FCC	1	1	0	
Adm Asst 3-Courts	1	1	0	
Adm Asst 3-Crt Admin NR	5	5	0	
Adm Asst NR	1	1	0	
Adm Crt Comm	1	1	0	
Admin Spec - Courts NR	5	5	0	
Asst Chief Depclk Civad	1	1	0	
Asst Chief Depclk Divad	1	1	0	
Asst Chief Depclk Sradm	1	1	0	
Asst Chief Dpty Clrk Prob	1	1	0	
Asst Fam Ct Comm	8	8	0	
Audiovisual Technician	1	1	0	
Cert Interpreter Bl Sp	1	1	0	
Chief Dep Clk Circt Crt	1	1	0	
Clerical Asst 1	66.5	66.5	0	
Clerical Asst 1 Bl Sp	1	1	0	
Clerical Asst 2	10	10	0	
Clerical Spec Courts	3	3	0	
Clerical Spec FCC	1	1	0	
Clerk Circuit Crt	1	1	0	
Court Researcher Coord	1	1	0	
Dep Clrk Crt Jud Asst	91	91	0	
Dep Fmly Crt Commissnr	1	1	0	
Dep Register Probate	2	2	0	
Executive Assistant Courts	1	1	0	
Family Court Commissnr	1	1	0	
Felony Court Coord	1	1	0	
Fiscal Asst 1	9	10	1	Retitle
Fiscal Asst 1 Bil Span	1	1	0	
Fiscal Asst 2	9	9	0	
Fiscal Operations Adm - Courts	1	1	0	
Fulltime Court Comm	10.5	10.5	0	
Human Res Mgr Courts	1	1	0	
Intake Court Coord	0	1	1	2013 Action
Interpreter Coordinator	1	1	0	
Judicial Info Systms Mg	1	1	0	
Judicial Rev Coord (Child Ct)	1	1	0	
Jury Services Coord	1	1	0	
Justice Cntr Coord	1	1	0	
Legal Cnsl 1 Adoptions	1	1	0	
Legal Cnsl Courts	1	1	0	
Legal Cnsl Criminal	2	2	0	

Legal Research Intern	9	9	0	
Mgmt Asst - Courts	1	1	0	
Network Tech Spec	1	1	0	
Office Supp Asst 1	5	5	0	
Office Supp Asst 2	15	15	0	
Paralegal	1	1	0	
Paralegal-Courts	1	1	0	
Probat Ct Commissioner	1	1	0	
-RC-Fiscal Asst 1	2	1	-1	Retitle
Secretarial Asst	4	4	0	
Secretarial Asst Nr	1	1	0	
Vacancy & Turnover	-12.8	-9.2	3.6	
TOTAL	284.2	288.8	4.6	

Legacy Health Care and Pension Expenditures

2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$4,856,810	$5,549,765	$5,518,799	$6,386,956	$868,157

PRETRIAL SERVICES (2900) BUDGET

DEPT: Pretrial Services

UNIT NO. 2900
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$113,802	$122,116	$120,104	$124,918	$4,814
Operation Costs	$4,507,568	$4,474,054	$4,765,911	$3,779,498	($986,413)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$366,036	$181,775	$185,649	$373,866	$188,217
Total Expenditures	**$4,987,406**	**$4,777,945**	**$5,071,664**	**$4,278,282**	**($793,382)**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$653,462	$762,377	$598,101	$542,378	($55,723)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$653,462**	**$762,377**	**$598,101**	**$542,378**	**($55,723)**
Tax Levy	**$4,333,944**	**$4,015,568**	**$4,473,563**	**$3,735,904**	**($737,659)**
Personnel					
Full-Time Pos. (FTE)	1	1	1	1	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

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

Department 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 Advisory Board will continue to meet to review program activity, outcomes and recommendations regarding program development and annual budgets.

DEPT: Pretrial Services

UNIT NO. 2900
FUND: General - 0001

Strategic Program Area 1: Pretrial Services

Service Provision: **Discretionary**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Activity Data is in the Process of Being Tracked			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$4,987,406	$4,777,945	$5,071,664	$4,278,282	($793,382)
Revenues	$653,462	$762,377	$598,101	$542,378	($55,723)
Tax Levy	$4,333,944	$4,015,568	$4,473,563	$3,735,904	($737,659)
FTE Positions		1	1	1	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures Have Been Created. Data is in the Process of Being Collected			

Strategic Implementation:
This Division is responsible for Pretrial services and universal screening which are funded in order to reduce unnecessary and costly jail bed utilization, reduce pretrial misconduct, and enhance the efficient operation of the Court System. The goals of the Department are to develop and implement dashboard reporting to demonstrate pretrial services program outcomes and impact of Universal Screening on the jail population and expand pretrial services and drug treatment court capacity by actively seeking state and federal grants, and cooperation with neighboring jurisdictions for program expansion.

Tax levy for 2014 is reduced by $737,659 to $3,735,904 from the $4,473,563 in 2013. Personal Services expenditures are largely unchanged from the 2013 Adopted Budget with an increase of $4,814 related to cost of living increase for the Judicial Review Coordinator position. Operating costs are reduced by $986,413 due to the shifting of the Day Reporting Center administration and management to the House of Correction. All expenses and contracts correlated with the Day Reporting Center will now be in under the House of Correction. Total revenue is reduced by $55,723 primarily due to the expiration of the Bureau of Justice Assistance Drug Grant in the amount of $60,000 for 2014. Cross charges for various County Departments are increased by $191,668, which includes a $52,000 charge for the 2014 maintenance of the new Milwaukee County Pretrial Services Case Management System by IMSD, and an increase of $93,290 for IMSD charges related to mainframe maintenance. The development process for the new Case Management System began in 2013 with surplus funds. This software system will allow for the Department to track activity and Performance Measure data, which they hope to provide in the 2015 budget.

PRETRIAL SERVICES (2900) BUDGET

DEPT: Pretrial Services

UNIT NO. 2900
FUND: General - 0001

The following contracts are included in the 2014 Budget in lieu of separate review and approval from the County Board during the fiscal year.

Contracts		
Description	**Vendor**	**Amount**
Universal Screening	JusticePoint	$1,024,432
TAD Grant Operation	JusticePoint	$371,200
Drug Treatment Court Coordinator	JusticePoint	$91,820
OWI/Scram Program	Wisconsin Community Serivces	$427,574
Pre-Trial Drug Testing	Wisconsin Community Services	$170,491
GPS Monitoring/Release Preperation	JusticePoint	$1,692,256

Pretrial Services Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Judicial Rev Coord (Courts)	1	1	0	
TOTAL	1	1	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$0	$14,497	$7,417	$17,805	$10,388

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services

UNIT NO. 2430
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$12,663,861	$11,444,666	$12,914,407	$13,216,716	$302,309
Operation Costs	$1,852,182	$2,964,988	$3,153,891	$2,975,273	($178,618)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$34,402	$14,009	$28,850	$28,850	$0
Interdept. Charges	$4,488,167	$4,953,164	$4,231,753	$2,116,598	($2,115,156)
Total Expenditures	**$19,038,612**	**$19,376,827**	**$20,328,901**	**$18,337,437**	**($1,991,465)**
Revenues					
Direct Revenue	$1,166,506	$942,864	$911,375	$777,275	($134,100)
Intergov Revenue	$16,521,610	$17,589,849	$18,088,904	$16,397,037	($1,691,867)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$17,688,116**	**$18,532,713**	**$19,000,279**	**$17,174,312**	**($1,825,967)**
Tax Levy	**$1,350,496**	**$844,114**	**$1,328,622**	**$1,163,124**	**($165,498)**
Personnel					
Full-Time Pos. (FTE)	137.5	137.5	140.5	150	9.5
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$9,576	$2,321	$8,928	$24,996	$16,068

Department Mission: The Milwaukee County 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.

Department 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. State-managed public assistance programs 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 internal divisions.

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 distributed 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, expenditure reporting, and budget preparation.

DEPT: Child Support Services

UNIT NO. 2430
FUND: General - 0001

Strategic Program Area 1: Child Support Services

Service Provision: **Mandated**

Strategic Outcome: **Self Sufficiency**

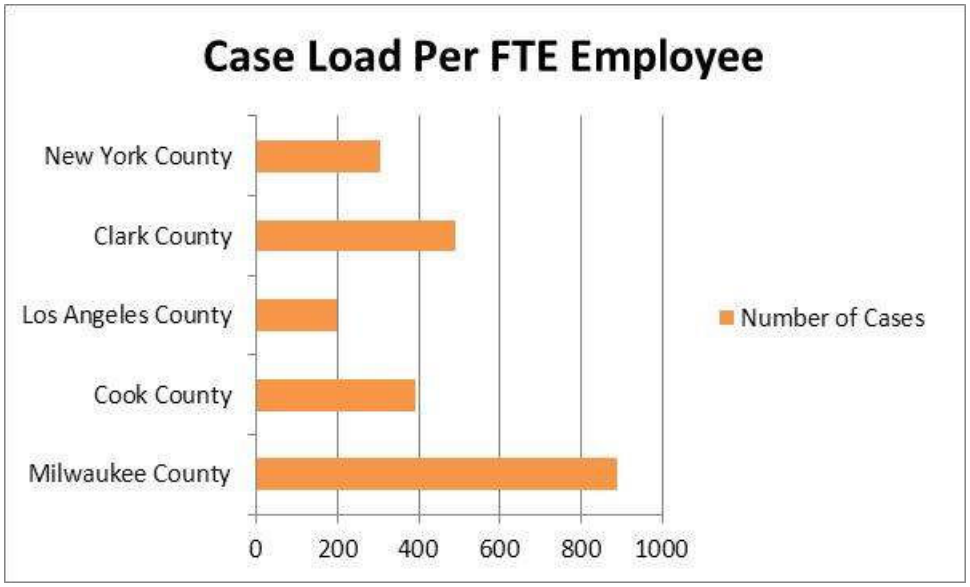
What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Total IV-D Cases	123,578	124,000	125,000
Court Orders Established	10,148	9,100	9,400
Paternities Established	8,812	8,900	9,100
Cost Efficiency Measure*	145	116	140
Call Volume to Call Center	120,135	120,000	135,000
Office Walk-Ins	30,457	31,000	31,500
Case Load Per FTE Employee	879	890	822

* Measures number of paternities and court orders established per FTE.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$19,038,612	$19,376,827	$20,328,901	$18,337,437	($1,991,465)
Revenues	$17,688,116	$18,532,713	$19,000,279	$17,174,312	($1,825,967)
Tax Levy	$1,350,496	$844,114	$1,328,622	$1,163,124	($165,498)
FTE Positions	140.5	140.5	140.5	150	9.5

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Paternity Establishment Rate	93.62%	93.75%	94.00%
Order Establishment Rate**	80.59%	80.75%	81.00%
Support Collection Rate	56.95%	57.00%	57.25%
Arrears Collection Rate	48.50%	49.00%	49.25%

** Measures the percent of cases where child support has been ordered by the Courts. Order establishment is the process of obtaining an order for child support and medical support from a parent who is not living with and not directly supporting his/her child.



Strategic Implementation:
Overall tax levy for 2014 is decreased by $165,498 from the 2013 Adopted Budget of $1,328,622. Total expenditures are decreased by $1,991,465 and revenue is reduced by $1,825,967, mainly due to the elimination of cross charges for service from the Combined Court Operations as part of the countywide effort to reduce the use of internal crosscharges explained in the Expenditure Summary section. Combined Court Operations will now realize state and federal reimbursement directly.

The State of Wisconsin increased General Purpose Revenue support for Child Support Services in the 2013-2015 State Biennial Budget. However, the changes in the allocation of funding formula, which are currently being discussed, may result in a loss of approximately $700,000 for Milwaukee County. This action has enabled Child Support Services to restore 9.5 FTE positions. These positions will allow CSS to increase establishment and collection performance, expand service throughout Milwaukee County with extended hours at additional off-site locations, and improve front desk and case management service

In addition, CSS will fund two District Attorney Investigator positions, including staff costs and equipment and training, the cost of which will be offset by a 66% reimbursement from the State. This partnership between the District Attorney's Office and CSS will increase the Department's enforcement presence outside the Courthouse, to focus on the most egregious non-payers with available assets. Finally, Child Support Services will continue the Pathways to Responsible Fatherhood Grant program, helping to connect parents with jobs and improve parent-child relationship outcomes. The funding for this grant is decreased by $531,973 from $1,896,892 to $1,364,919 due to budgeting on a nine-month basis with the grant ending on September 30. All grant revenue is offset by contract costs with providers and reimbursement for staff time spent on these projects.

CHILD SUPPORT SERVICES (2430) BUDGET

DEPT: Child Support Services

UNIT NO. 2430
FUND: General - 0001

Child Support Services Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Child Supp Asst	10	12	2	Fund
Child Supp Asst Bl Sp	1	1	0	
Child Supp Coord	4	4	0	
Child Supp Specialist	13	14	1	Fund
Child Supp Splst Bl Sp	1	1	0	
Child Supp Supv	5	5	0	
Clerical Asst 1	14	15	1	Fund
Clerical Asst 2	2	2	0	
Comm Programs & Grants Mgr	1	1	0	
Exdir3-Dir Child Sup En	1	1	0	
Executive Assistant Child Supp	1	1	0	
Fiscal & Budget Manager - CSE	1	1	0	
Fiscal Asst 1	1	2	1	Fund
Fiscal Asst 2	11	12	1	Fund
Fiscal Coordinator	1	1	0	
Legal Cnsl Chld Supp 1	12.5	13	0.5	Fund
Legal Counsel Asst - Admin	1	1	0	
LegalCounAdmin-ChildSupSer	1	1	0	
Mgr Operations Chldsppr	1	1	0	
Office Supp Asst 1	2	2	0	
Office Supp Asst 2	22	25	3	Fund
Overtime	0.2	0.5	0.3	
Paralegal-Child Sup	32	32	0	
Paralegal-Child Sup B/L SP	1	1	0	
Paralegal-Spec CSE	1	1	0	
TOTAL	140.7	150.5	9.8	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$2,329,526	$2,635,301	$2,683,105	$3,130,977	$447,872

Public Safety Function

Agency Budget Narratives

- Office of the Sheriff
- House of Correction
- Office of the District Attorney
- Emergency Preparedness
- Medical Examiner

SHERIFF (4000) BUDGET

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Budget Summary

Category	2012 Budget[1]	2012 Actual[1]	2013 Budget[1]	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$61,678,585	$65,732,871	$68,833,306	$62,848,800	($5,984,506)
Operation Costs	$5,495,475	$4,500,177	$4,776,002	$4,252,470	($523,532)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$151,775	$225,387	$96,000	$137,000	$41,000
Interdept. Charges	$6,433.078	$7,233,216	$6,353,179	$5,042,910	($1,310,269)
Total Expenditures	**$73,758,913**	**$77,691,651**	**$80,058,487**	**$72,281,180**	**($7,777,307)**
Revenues					
Direct Revenue	$8,237,728	$6,140,985	$5,975,081	$6,174,386	$199,305
Intergov Revenue	$6,381,578	$6,389,108	$5,722,123	$5,369,073	($353,050)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$14,619,306**	**$12,530,093**	**$11,697,204**	**$11,543,459**	**($153,745)**
Tax Levy	**$59,139,607**	**$65,161,558**	**$68,361,283**	**$60,737,721**	**($7,623,562)[2]**
Personnel					
Full-Time Pos. (FTE)[3]	658.3	658.3	694.8	625.3	-69.5[4]
Seas/Hourly/Pool Pos.[1]	26.7	26.7	23.7	7.2	-16.5
Overtime $	$2,149,518	$4,301,742	$3,238,908	$3,911,328	$672,420

Department Mission: The Office of the Sheriff is law enforcement professionals, representing a variety of criminal justice disciplines, and they exist to serve the public. The Office of the Sheriff is committed to creating a culture of service that views the citizens as customers whose satisfaction is absolutely essential to their success. Public safety is a priority for the protection of citizens.

Department Description: The Office of the Sheriff is comprised of three Bureaus covering various service areas. The three Bureaus are Administration, Police Services, and Detention. The Administration Bureau includes management and support functions, the Internal Affairs Division which investigates all incidents involving the

[1] 2012 Budget, 2012 Actual, and 2013 Budget figures have been restated for comparative purposes to reflect the transfer of Emergency Communications and the Training Academy to other departments. See budget for Department of Emergency Preparedness and House of Correction for the 2012 Budget, 2012 Actual, and 2013 Budget numbers.

[2] The total reduction in tax levy includes $1,729,000 shifted to the House of Correction and $581,363 being transferred to the District Attorney's Office.

[3] The 2012 budget figures have been restated to account for the separation of the Office of the Sheriff and House of Correction as well as the transfer of positions in 2014 to the House of Correction and Department of Emergency Preparedness.

[4] Of the 69.5 FTE full-time positions that are being reduced within the Office of the Sheriff, 2.0 FTE are transferred to the District Attorney's Office via the transfer of the Apprehension Unit, 1.0 FTE is transferred to the Office of the Comptroller via transfer of the payroll function, and 33.0 FTE Deputy Sheriff positions are abolished upon vacancy.

Sheriff's Office personnel, Law Enforcement Analytics Division (LEAD), community interaction and dignitary protection, Civil Process unit which services a portion of state-mandated civil writs, and the Central Records Unit. The Police Service Bureau includes: Airport Security, the Targeted Enforcement Unit, Expressway Patrol, Criminal Investigations Division, special operations units, and the HIDTA program. The Detention Bureau includes the County Jail, Centralized Booking/Court Staging, Inmate Transportation, Bailiff Services in Courts, and the Court Liaison Unit.

2014 Budget Summary

The 2014 budget prioritizes core, mandated services and reflects the role of a Sheriff in a fully-incorporated county, where municipal police departments act as the primary law enforcement agencies and most efficiently deploy patrol and investigative resources in their communities. Historical data and staffing patterns are used to guide this allocation of resources.

Administration & Management

The 2014 Budget refocuses resources on core, mandated services. As noted in the narrative detail below, three service areas (training academy, emergency management, and 911 communications/dispatch) are shifted to other departments and one service will now be performed by municipalities (park security). Due to this refocus of services, the management structure of the Office of the Sheriff is streamlined and reduced in 2014 to a more appropriate level. This will eliminate instances where Captains or Lieutenants are supervising only one or two Deputies.

As of January 1, all Deputy Sheriff Sergeant positions[5] are replaced with an adequate number of Deputy Sheriff Lieutenant positions. In addition, all currently authorized unfunded Deputy Sheriff's Captain and Deputy Sheriff Lieutenant positions are abolished in 2014, so that only the staffing levels indicated for 2014 in the personnel summary table at the end of the narrative are authorized. Further, 1.0 FTE Sheriff's Department Bureau Director (Deputy Inspector) and 1.0 FTE Facility Administrator (Inspector) positions are abolished. Management oversight of the Patrol and Detention Bureaus will be provided by Deputy Inspector positions, and by an Inspector position in the Administration Bureau, with the assistance of Captains, Lieutenants, and other civilian management/supervisory positions.

Emergency Management and Communications

The 2014 budget transfers the emergency management and communications service areas from the Office of the Sheriff to a newly created Department of Emergency Preparedness. This structure is used by Waukesha County, where the Emergency Management Coordinator is responsible for 911 communications, Sheriff's Department and other public safety agency dispatch, and emergency preparedness services.

This transfer achieves three significant goals. First, it will ensure efficient and effective management of the existing facility and equipment, enabling policymakers to base decisions on accurate data that should be but has not been made readily available. The second goal will be to work cooperatively with municipalities and other County public safety agencies to seek shared or consolidated services where opportunities exist to improve efficiency and service quality, and to save taxpayer dollars; and to work more collaboratively with other County departments in coordinating responses to large events. Third, this will achieve the Sheriff's stated goal of eliminating responsibility for 911 communications and dispatch services.

Training Academy

The 2014 budget transfers responsibility for the County-owned Training Academy in Franklin to the House of Correction (HOC). Staff at the HOC presently maintains the building and grounds at the training academy, yet the Sheriff has refused to make the facility available to train HOC staff, wasting time and resources by requiring the HOC to find other less efficient training services. HOC management will ensure reasonable and cooperative operation of the facility, maximizing its utilization and revenue potential by ensuring it is available to all other public safety agencies and other appropriate groups that wish to use the facility.

[5] 18.0 Funded FTE included in the 2013 Adopted Budget, and all unfunded positions are abolished in 2014.

Park Patrol
The 2014 budget reduces the Park Patrol and Tactical Enforcement Unit, recognizing that this service is already being provided by municipal police agencies. These agencies are more closely located to the parks, can include parks in their routine deployments, have more familiarity with neighborhoods in which the parks are located, and their investigative staff already handles the vast majority of incidents.

With regard to the downtown lakefront, the arrangement with the Milwaukee Police Department (MPD), laid out in program area nine, will reduce taxpayer costs by providing a seamless, integrated patrol force in the lakefront parks and in the neighborhoods west of the parks, where MPD must currently keep officers in reserve because the Sheriff often closes the lakefront on extremely short notice and pushes crowds into these areas. In non-lakefront parks, MPD will enhance their routine neighborhood patrols in the parks, which is more efficient than utilizing Sheriff's Deputies that drive from park to park from disparate locations.

In response to concerns expressed over this initiative in 2012, the 2014 budget provides additional funding as an incentive for municipalities to enter into agreements with the County where they will agree to provide comprehensive data on criminal and patrol activity in County Parks. To date, some municipal Police Departments in addition to the City of Milwaukee are willing to sign service agreements with the County to provide security services in the parks, and to provide detailed data on service provided, calls, arrests, etc. at a cost of $10,000 per municipality annually. This expenditure is reflected in the Law Enforcement Grants non-departmental organizational unit (low org 1975), along with an additional $10,000 for each of the other 16 municipalities should they choose to enter into a similar service agreement. The 2014 Budget also maintains 8.0 FTE Deputy Sheriff 1 and 1.0 FTE Deputy Sheriff Lieutenant positions, plus $165,000 in overtime funding, to patrol suburban parks in municipalities that do not choose to participate.

In addition, this unit has typically been assigned to other areas, such as Expressway Patrol and Courts, by the Sheriff's Office. Therefore, in order to align staffing levels with historical actuals, other areas have seen an increase in the number of Deputy Sheriff 1 positions, while this area of the Department has been significantly reduced.

Supply Expenditure Reductions
The 2014 budget reduces appropriations for law enforcement supplies to reflect a reduction in staffing and based on invoices provided by the HOC for supplies and other items that were inappropriately transferred by Office of the Sheriff staff from the facility shortly before its transfer to a Superintendent. Approximately $75,000 in equipment, such as handguns, riot equipment, and three K9 dogs were removed from the facility, and computer hardware was made inoperable and damaged by the Office of the Sheriff staff during the transition. The HOC was left in an unsafe state, which has been rectified at a cost to taxpayers. Therefore, the expenditure budget for law enforcement supplies is reduced by this amount to account for these items, which should not need to be replaced in 2014 in effect reimbursing Milwaukee County taxpayers.

General Investigations
The 2014 Budget reforms the General Investigations Unit. (See the program area six narrative below for additional detail.) The 2014 budget provides 6.0 FTE Deputy Sheriff 1, 1.0 FTE Deputy Sheriff 1 Bilingual/Spanish, and 2.4 FTE Investigator Hourly positions in 2014. Staff is reduced from 2013 based on data that consistently shows the majority of investigations undertaken involves internal misconduct cases against Office of the Sheriff staff, few felony investigations or convictions, and lower than average caseload per officer, as would be expected in a fully incorporated county. Caseload (including staff misconducts) per law enforcement officer remains far below that of investigators in other law enforcement agencies. Last, the 2013 Adopted Budget included 5.0 FTE positions that would be responsible for tracking absconders from the House of Correction. Since the transfer of management of the HOC in 2013 the Sheriff has not provided this service, therefore resources for this service have been transferred to the Office of the District Attorney (see the budget narrative for agency 4500 – District Attorney for additional detail).

Sheriff's Deputies
The 2014 budget provides 223.0 FTE Deputy Sheriff positions, including 2.0 FTE Bi-Lingual/Spanish positions. This is a reduction of 31.0 FTE positions (including 1.0 FTE Bi-Lingual/Spanish) from the 2013 Adopted Budget. These positions are all unfunded and abolished upon vacancy, meaning no layoff of Deputy Sheriffs is required if the Office of the Sheriff identifies savings to offset the cost of these positions.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Open Records Requests	7,052	Not Available	Not Available

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$6,587,075	$6,789,749	$6,494,129	$5,796,947	($697,182)
Revenues	$904,325	$705,672	$748,193	$706,200	($41,993)
Tax Levy	$5,682,750	$6,084,077	$5,745,936	$5,090,747	($655,189)
FTE Positions	35	35	34	32	-2

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The 2014 Budget provides a streamlined management team with 1.0 FTE Inspector and 2.0 FTE Deputy Inspector positions assisting the Sheriff in strategic leadership and day-to-day management. It is anticipated that the Inspector position will manage the Administration Bureau, while the two Deputy Inspector positions will manage the Patrol and Detention Bureaus.

5.0 Deputy Sheriff 1 positions are shifted in from other service areas to form a Community Policing and Open Records unit, with management oversight to be provided by 1.0 FTE Deputy Sheriff's Captain and 2.0 FTE Deputy Sheriff Lieutenant. Funding is provided for 2.0 FTE Public Safety Fiscal Analyst positions in 2014. 1.0 FTE Payroll Assistant is transferred to the Office of the Comptroller as part of the centralization of payroll processing. 1.0 FTE position Clerical Assistant 1 position is transferred into this service area.

No funding for outside legal fees is provided in 2014, as it is expected that the Office of the Sheriff will reduce the number of lawsuits in which it is engaged, and therefore its need for legal counsel, to a reasonable level. When legal counsel is required, it is expected that the Office of the Sheriff will utilize the Office of Corporation Counsel as provided for in Wisconsin State Statutes.

Strategic Program Area 2: County Jail

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Bookings	35,868	40,000	40,000
Daily Population	804	840	920
Inmates Per Budgeted Correctional Officer	3.79	3.18	3.68

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$36,842,373	$39,333,356	$41,495,999	$37,466,242	($4,029,757)
Revenues	$5,796,543	$3,612,904	$3,414,646	$2,765,894	($648,752)
Tax Levy	$31,045,830	$35,720,452	$38,081,353	$34,700,348	($3,381,005)
FTE Positions	296.2	296.2	341.7	335.7	-6

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This Division is responsible for the County Jail, Centralized Booking/Court Staging, Inmate Transportation, and Court Liaison Unit. Funding for 256.0 FTE Corrections Officer positions is provided in 2014, offset by assumed vacancy and turnover of 25.0 FTE. This funding level of 256.0 FTE is based on a two-year historical average of approximately 225 corrections officers on staff per pay period. Management oversight will be provided by 1.0 FTE Deputy Inspector (noted in the Administration Service area above), 6.0 FTE Correction Manager and 13.0 FTE Correction Officer Lieutenant positions. Overtime is budgeted at the two-year historical level of approximately $1.7 million. 60.7 FTE clerical, fiscal and stores clerks positions are provided in 2014, an increase over 2013 of 3.0 FTE, due to the addition of 3.0 FTE Stores Clerks.

It is assumed that managers and staff will engage with the House of Correction in a professional, cooperative manner that emphasizes the safety and well-being of the public and inmates and costs to taxpayers. As required by Adopted Resolution 12-987, the Office of the Sheriff shall continue to provide for transportation of inmates between the Jail and the House of Correction and bail payment and kiosks; while the House of Correction shall continue to provide food and commissary, laundry, and inmate medical and mental health services. Neither the Sheriff nor the House of Correction will crosscharge for these specific services unless approved through the fund transfer process. The two agencies shall also manage inmate trust accounts on a joint basis. No funds shall be used for kitchen improvements in the Jail unless specifically approved by the Department of Administrative Services-Facilities Management Division, which manages the facility on behalf of the County.

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

The following contract is being included in the 2014 Budget in lieu of review and approval by the County Board during the 2014 fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Inmate Transportation	G4S Secure Services (USA), Inc.	$2,006,000

Strategic Program Area 3: Expressway Patrol

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Traffic Citations	35,597	Not Available	Not Available
Auto Accidents Reported/Investigated	3,970	Not Available	Not Available

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$8,851,356	$8,926,795	$9,386,971	$9,977,581	$590,610
Revenues	$5,865,875	$6,107,294	$5,832,865	$6,331,365	$498,500
Tax Levy	$2,985,481	$2,819,501	$3,554,106	$3,646,216	$92,110
FTE Positions	58	58	59	60	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Tax levy support of $3,646,216 is provided for this underfunded State mandate. 2.0 FTE Deputy Sheriff 1 positions are transferred into this service area from other service areas in 2014 to provide a total of 52.0 FTE Deputy positions in 2014, the highest budgeted staffing level for this service since 2004. The positions are funded with State Department of Transportation Bridge Grant funds, bringing the number of grant funded positions in Expressway Patrol from five to seven deputies. Grant funding in the amount of $820,000 is included in 2014 for Enhanced Patrol, Bridge Repair and Zoo Interchange Reconstruction. Funding for overtime is increased 275 percent over 2013 to $808,860, based on recent experience.

Management oversight will be provided by 1.0 FTE Deputy Sheriff's Captain and 6.0 FTE Deputy Sheriff Lieutenants. Clerical staff remains budgeted at 1.0 FTE. Operating expenditures of $715,803 are provided, which represent an increase of $95,355 over the 2012 actuals to account for increased gas prices and costs for the two additional deputies. Capital outlay of $75,000 is provided for necessary equipment.

It is anticipated that the Office of the Sheriff will develop performance measures and activity data related to citations, driving under the influence citations and arrests, etc.

Strategic Program Area 4: Court Security

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Bailiff Posts	84	Not Provided	78

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$10,279,925	$10,907,337	$10,929,058	$11,240,027	$310,969
Revenues	$0	$0	$0	$0	$0
Tax Levy	$10,279,925	$10,907,337	$10,929,058	$11,240,027	$310,969
FTE Positions	107.5	107.5	103.5	101	-2.5

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
9.0 FTE Deputy Sheriff 1 positions are transferred into this service area to provide a total of 94.0 FTE Deputy positions. This staffing level is in line with recommendations from the Combined Court Operations management. Management oversight is provided by 1.0 FTE Deputy Sheriff's Captain and 3.0 FTE Deputy Sheriff Lieutenant positions, an increase of 1.0 FTE over 2013. Overtime funding of $359,832 is provided, essentially unchanged from 2013. The increase is offset by the elimination of 12.5 FTE Bailiff-Hourly positions that were originally requested by the Office of the Sheriff in the 2012 budget but never filled. Bullpen supervision continues to be provided by 3.0 FTE Correction Officer 1 – Sheriff positions. Operating costs of $23,500 represent a 30 percent increase over 2013 based on experience.

Strategic Program Area 5: Airport Security/K9

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$255,699	$215,225	$257,000	$314,344	$57,344
Revenues	$255,700	$215,216	$257,000	$257,000	$0
Tax Levy	($1)	$9	$0	$57,344	$57,344
FTE Positions	62	62	63	54	-9

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
6.0 FTE Deputy Sheriff 1 positions are transferred to the Court Security service area and 1.0 vacant FTE Deputy Sheriff Bi-Lingual/Spanish is abolished in 2014 based on recent actual staffing patterns, as the staff budgeted for this program are not actually working at the airport on a consistent basis. In 2011 and 2012, the Airport was charged $6.7 million for security and K9 services against a budget of $7.7 million, which resulted in a $1 million deficit that had to be absorbed elsewhere in the Office of the Sheriff.

Management oversight will be provided by 1.0 FTE Deputy Sheriff's Captain and 5.0 FTE Deputy Sheriff Lieutenant positions, a reduction of 1.0 FTE management position. Clerical staff continues at 1.0 FTE. Operating costs of $64,113 are provided in 2013, which represents a 21 percent reduction from 2013 based on recent actual expenditures. Capital Outlay of $62,000 is provided for necessary equipment purchases, which are largely tax levy funded because the equipment is not solely dedicated for use at the airport.

Strategic Program Area 6: Criminal Investigations

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Background Checks	698	Not Available	Not Available
Criminal Complaints Issued	1,626	Not Available	Not Available
Crimes Investigated	311	Not Available	Not Available

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$2,703,786	$4,515,675	$3,036,318	$2,069,613	($966,705)
Revenues	$390,500	$581,535	$14,500	$14,500	$0
Tax Levy	$2,313,286	$3,934,140	$3,021,818	$2,055,113	($966,705)
FTE Positions	22.4	22.4	23.4	12.4	-11

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The 2014 budget provides 6.0 FTE Deputy Sheriff 1, 1.0 FTE Deputy Sheriff 1 Bilingual/Spanish, and 2.4 FTE Investigator Hourly positions in 2014. Staff is reduced from 2013 based on data that consistently shows the majority of investigations undertaken involves internal misconduct cases against Office of the Sheriff staff, few felony investigations or convictions, and lower than average caseload per officer, as would be expected in a fully incorporated county. Caseload (including staff misconducts) per law enforcement officer remains far below that of investigators in other law enforcement agencies.

	Office of the Sheriff	West Allis Police Department	Wauwatosa Police Department	District Attorney - Victim Witness
2012 Cases/Referrals	311	1,029	816	274
2012 Positions	34.1	18	16	4
2012 Workload per Position	9.1	57.2	51.0	68.5

Two clerical positions are also provided to support this division. In addition, 5.0 FTE Deputy Sheriff 1 positions that were allocated to the Absconder Unit, which tracked and arrested escapees from the House of Correction, are unfunded and abolished upon vacancy because the Sheriff has refused to continue providing this service, which will now be provided by the Office of the District Attorney.

Strategic Program Area 7: Civil Process/Warrants

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

Activity	2012 Actual	2013 Budget	2014 Budget
Writs of Restitution (Evictions)	3,261	Not Available	Not Available
Writs of Assistance (Foreclosures)	947	Not Available	Not Available
Temporary Restraining Orders Received	4,649	Not Available	Not Available
Civil Process Papers Served	21,437	Not Available	Not Available

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$2,987,783	$2,285,313	$3,049,697	$1,755,969	($1,293,728)
Revenues	$276,412	$268,279	$630,000	$688,000	$58,000
Tax Levy	$2,711,371	$2,017,034	$2,419,697	$1,067,969	($1,351,728)
FTE Positions	36	36	30	8	-22

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The 2014 budget reflects actual workload performed by the program area. The Office of the Sheriff is not the sole entity responsible for clearing warrants in Milwaukee County. In fact, all law enforcement agencies in Milwaukee County, the State of Wisconsin, and across the United States clear warrants as part of their day-to-day responsibilities. The staffing level provided in the 2014 Sheriff's budget reflects this shared work load between law enforcement agencies. 5.0 FTE Deputy Sheriff 1 positions are provided in 2014, with management oversight to be provided by 2.0 FTE Deputy Sheriff Lieutenant position with the support of 1.0 FTE clerical position. 5.0 FTE Deputy Sheriff 1 positions are unfunded and abolished upon vacancy. Overtime is increase by $74,532 to $97,188 based on historical actuals. Revenue is significantly above the 2012 actual totals in the table above because fees for process serving were split between this service area and the Administration service area at that time. The budget for this revenue is combined in 2014. Total actual collections for these fees were $699,248. A total of $200,000 is budgeted for 2014 for a contract with State Process Service, Inc. for civil process service, which is slightly higher than historical actuals.

The following contract is being included in the 2014 Budget in lieu of review and approval by the County Board during the 2014 fiscal year:

Contracts		
Description	**Vendor**	**Amount**
Process Service	State Process Service, Inc.	$200,000

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 8: County Grounds Security

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,203,045	$1,316,975	$1,275,141	$1,232,273	($42,868)
Revenues	$608,000	$602,906	$620,000	$623,000	$3,000
Tax Levy	$595,045	$714,069	$655,141	$609,273	($45,868)
FTE Positions	11.2	11.2	10.2	10.2	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This Division is responsible for security of the County Grounds, including the County Zoo and parking lots at the Vel Phillips Juvenile Justice Center. This Division also provides a 24/7 post at Froedert Hospital. Staffing in this service area remains largely unchanged with 9.0 FTE Deputy Sheriff 1 positions and 1.0 FTE Deputy Sheriff Lieutenant providing management oversight.

Strategic Program Area 9: Park Patrol/TEU

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$3,545,247	$2,259,995	$3,607,960	$1,931,366	($1,676,594)
Revenues	$248,000	$219,701	$92,000	$69,500	($22,500)
Tax Levy	$3,297,247	$2,040,294	$3,515,960	$1,861,866	($1,654,094)
FTE Positions	28	28	28	10	-18

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The 2014 budget reduces the Park Patrol and Tactical Enforcement Unit. This unit has typically been assigned to other areas as needed by the Sheriff's Department, such as, Expressway Patrol and Courts. Based on reports from the Office of the Sheriff, in the last six months a total of 3,800 straight time hours (on average 21.4 hours a day) have been assigned to Park Patrol, even though a total of 25.0 FTE Deputy Sheriff 1 are budgeted in this program area for 2013. In order to align staffing levels with actual needs, other areas have seen an increase in the number of Deputy Sheriff 1 positions, while this area of the Department has been significantly reduced.

Many municipalities in Milwaukee County already provide primary policing in the parks. Recognizing this, Milwaukee County will enter into memoranda of understanding with the City of Milwaukee and interested municipalities to provide comprehensive and proactive policing in County parks and parkways in their respective municipalities in 2014. Through these agreements, municipalities which choose to provide parks policing themselves will provide thorough data reports, including hours patrolled, incident responses, and other information not presently provided by the Office of the Sheriff. Funding of $950,000 is provided in the Law Enforcement Grants non-departmental account (Org 1975) for a service agreement with the Milwaukee Police Department to provide proactive policing at parks within the City of Milwaukee. An additional $180,000 is provided in the same non-departmental account for municipalities other than Milwaukee that choose to enter into service agreements for parks security, including relevant data sharing and annual reports. To date, two municipal police departments have indicated an interest in this incentive program.

The 2014 staffing plan funds a total of 8.0 FTE Deputy Sheriff 1, 1.0 FTE Deputy Sheriff Lieutenant, and 1.0 FTE Parking Checker Hourly positions to cover parks in Milwaukee County municipalities that wish to utilize the Sheriff's Department for park patrol and policing service coverage.

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Strategic Program Area 10: Specialized Units

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$207,772	$841,319	$203,693	$190,003	($13,690)
Revenues	$185,951	$136,685	$0	$0	$0
Tax Levy	$21,821	$704,634	$203,693	$190,003	($13,690)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Tax levy funding of $190,003 is provided for these mandated services including the Bomb Disposal Unit, Dive Unit, and SWAT Unit. Expenditures are mostly for overtime. The newly created Department of Emergency Management will continue to work with staff in the Office of the Sheriff to identify and apply for state and federal grants for these services. Property tax levy increases by $13,899 or 19 percent over 2013 to $90,024 in the Bomb Disposal Unit, decreases by $19,028 or 62 percent in the Dive Unit, and $8,561 or 9 percent in the SWAT unit. These reductions are based on prior year experience.

Strategic Program Area 11: High Intensity Drug Trafficking Area (HIDTA)

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$294,842	$299,871	$322,521	$306,815	($15,706)
Revenues	$88,000	$79,893	$88,000	$88,000	$0
Tax Levy	$206,842	$219,978	$234,521	$218,815	($15,706)
FTE Positions	2	2	2	2	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
Staffing resources in this service area remain unchanged with 1.0 FTE Deputy Sheriff 1 and 1.0 FTE Deputy Sheriff Lieutenant positions in 2014 dedicated to the High Intensity Drug Trafficking Area program. The Sheriff's continued involvement in this federal program ensures access to federal forfeiture funds and represents one of the best performing examples of inter-jurisdictional cooperation.

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Admin Service Bureau Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 2	1	1	0	
Accountant 3	1	1	0	
Accting Manager	0	1	1	Retitle
Accting Manager Sheriffs	1	0	-1	Retitle
Adm Asst	1	1	0	
Adm Asst NR	1	1	0	
Clerical Asst 1	0	1	1	Transfer In
Clerical Asst 2	5	3	-2	Unfund
Comm Relations Coord	1	0	-1	Abolish
Corr Offcr Lt	1	0	-1	Abolish
Dep Sheriff 1	2	5	3	Transfer In
Dep Sheriff Lt	2	2	0	
Exdir1-Sheriffdepburdir	3	2	-1	Abolish
Exdir2-Facility Admnstr	1	0	-1	Abolish
Exdir2-Sherdeptadmnstrt	1	1	0	
Fiscal Asst 1	2	2	0	
Fiscal Asst 2	1	1	0	
Fiscal Spec	2	2	0	
Office Coord Sheriff	1	1	0	
Overtime	1.5	0.7	-0.8	
Payroll Asst	1	0	-1	Transfer Out
Public Safety Fis Admin	1	1	0	
Public Safety Fisc Anls	1	2	1	Fund
Sheriff	1	1	0	
Sheriff Sales Coordinator	1	1	0	
Sheriffs Dept Captain	4	1	-3	Abolish
Shift Differential	0.3	0.1	-0.2	
Special Premium	0.8	3.1	2.3	
Stores Clerk 3	1	1	0	
Vacancy & Turnover	-2	-4	-2	
TOTAL	37.6	31.9	-5.7	

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Police Services Bureau Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst	1	2	1	Retitle
Clerical Asst 1	6	3	-3	Transfer Out
Clerical Asst 2 Nr	1	1	0	
Dep Sheriff 1	162	128	-34	Transfer Out 12.0, Abolish 22.0 Upon Vacancy
Dep Sheriff 1 Bl Sp	2	1	-1	Abolish
Dep Sheriff Lt	4	16	12	2.0 Transfer In, 10.0 Fund
Dep Sheriff Sgt	17	0	-17	Abolish
Investigator Hr	3.4	2.4	-1	Abolish
Overtime	25.2	36.3	11.1	
Parking Checker Hrly	1.2	1.2	0	
Process Server Hr	3	0	-3	Abolish
-RC-Adm Asst	1	0	-1	Retitle
Sheriffs Dept Captain	3	2	-1	Abolish
Special Premium	4.9	5	0.1	
Vacancy & Turnover	-6	-3	3	
TOTAL	228.7	194.9	-33.8	

DEPT: Sheriff

UNIT NO. 4000
FUND: General - 0001

Detention Srvc Bureau Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst NR	4	4	0	
Baliffs-Hourly	12.5	0	-12.5	Abolish
Clerical Asst 1-2	34	34	0	
Clerical Asst 2 Hrly	3.7	3.7	0	
Clerical Spec Sheriff	3	3	0	
Corr Manager	4	6	2	Fund
Corr Offcr 1	49	0	-49	Retitle 37.0, Abolish 12.0
Corr Offcr 1 DOT	2	2	0	
Corr Offcr 1 Sheriff	216	253	37	Retitle
Corr Offcr Lt	21	13	-8	Abolish
Dep Sheriff 1	87	96	9	Transfer In
Dep Sheriff 1 Bl Sp	1	1	0	
Dep Sheriff Lt	1	3	2	Fund
Dep Sheriff Sgt	1	0	-1	Abolish
Fiscal Asst 1	3	4	1	Retitle
Network Appls Spec 4	1	0	-1	Abolish
Overtime	41.5	41.4	-0.1	
-RC-Correction Officer 1	1	1	0	
-RC-Fiscal Asst 1	3	2	-1	Retitle
Sheriffs Dept Captain	2	1	-1	Abolish
Shift Differential	3.4	3.6	0.2	
Special Premium	7.5	9.7	2.2	
Stores Clerk 1 Sheriff	6	9	3	Fund
Stores Clerk 2	1	1	0	
Vacancy & Turnover	-33.5	-25	8.5	
TOTAL	475.1	466.4	-8.7	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$13,334,974	$15,336,901	$14,594,362	$15,418,529	$824,167

HOUSE OF CORRECTION (4300) BUDGET

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Budget Summary

Category	2012 Budget[1]	2012 Actual[1]	2013 Budget[1]	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$42,697,051	$33,922,333	$46,013,331	$41,560,205	($4,453,126)
Operation Costs	$9,767,471	$7,745,819	$11,843,721	$20,025,248	$8,181,527
Debt & Depreciation	$0	$1,779	$0	$0	$0
Capital Outlay	$175,959	$216,313	$233,205	$464,442	$231,237
Interdept. Charges	$7,655,505	$5,159,842	$432,397	$1,811,377	$1,378,980
Total Expenditures	**$60,295,986**	**$47,046,086**	**$58,522,654**	**$63,861,272**	**$5,338,618**
Revenues					
Direct Revenue	$2,469,848	$2,573,463	$3,231,457	$3,409,351	$177,894
Intergov Revenue	$2,092,912	$2,048,499	$2,030,657	$2,045,657	$15,000
Indirect Revenue	$20,000	$20,675	$50,000	$0	($50,000)
Total Revenues	**$4,582,760**	**$4,642,637**	**$5,312,114**	**$5,455,008**	**$142,894**
Tax Levy	**$55,713,226**	**$42,403,449**	**$53,210,540**	**$58,406,264**	**$5,195,724**
Personnel					
Full-Time Pos. (FTE)[2]	513.8	513.8	459.3	428.6	-30.7
Seas/Hourly/Pool Pos. [1]	9.8	9.8	5.8	8.8	3
Overtime $	$578,712	$2,369,012	$1,008,692	$987,156	($21,536)

Department Mission: The Milwaukee County House of Correction is dedicated to providing a safe and secure environment for staff, the community and inmates. The House of Correction is an honorable organization of committed staff with the integrity to adapt, overcome and achieve. The House of Correction will maintain and ensure a safe and secure environment that consists of correctional programs to rehabilitate and reintroduce our citizens back into the community. The Milwaukee House of Correction will meet the daily challenges, assuring that all persons are treated fairly with dignity and respect, while afforded the opportunity and encouragement to reach their full potential.

Department Description: The functions of the House of Correction (HOC) are defined in Chapters 302, 303, 304 and 973 of the Wisconsin Statutes. This institution: receives and maintains custody of all sentenced inmates 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 branch of

[1] The 2012 Budget, 2012 Actual, and 2013 Budget numbers have been restated from the Office of the Sheriff to account for the inclusion of the Training Academy in the House of Correction.

[2] The 2012 figures have been restated to account for the separation of the Office of the Sheriff and House of Correction and to account for the positions in the Training Academy, which has been moved to the House of Correction for 2014. 7.0 FTE positions are transferred from the Office of the Sheriff. 2.0 FTE Deputy Sheriff 1 and 1.0 FTE Deputy Sheriff Lieutenant positions are transferred back to the Office of the Sheriff. 1.0 FTE Sheriff Deputy Captain position is abolished. 1.0 FTE Correctional Officer 1 and 2.0 FTE Correctional Officer Lieutenant positions are created for a net decrease of 1.0 FTE in the Training Academy.

the Sheriff's Department; and releases inmates upon expiration of sentence, upon orders of the courts or other recognized authorities. Section 302.315 of the Wisconsin Statutes permits, but does not require, this institution to receive and maintain custody of pretrial inmates at the request of the Milwaukee County Sheriff. The department also operates a program of home detention using electronic surveillance equipment and other systems of control.

The HOC is comprised of the following program areas: Administration, House of Correction, Inmate Medical and Mental Health, HOC Inmate Programing, and Training Center.

The Administration program area consists of Central Administration and Business Office and is responsible for the day to day functions of the Department and finance, accounting, and budgeting.

The HOC includes the dog handler unit (K9 unit), dormitories, infirmary beds, food service, canteen, warehouse, maintenance, and the power plant. The State of Wisconsin Department of Corrections approved rated inmate capacity for the HOC is 1,810; actual housing or bed capacity is 2,112 – and consists of: 82 segregation beds/cells, 12 infirmary beds and 548 dormitory beds in the North building (ACC-North); 1,170 dormitory beds in the South building (ACC-South); and 300 dormitory beds in the Franklin Lotter building. The 2014 budget request is based on an inmate average daily population (ADP) of 1,700 inmates housed at the HOC Correctional Facilities.

Inmate Medical and Mental Health consists of the Medical Unit and Psychiatric Services. The 2014 budget maintains the partial privatization agreement, including the contract for Inmate Medical under Armor Correctional Services, which serves both the Jail and the HOC.

The HOC Inmate Programming program area includes Industries Administration, Laundry, Graphics Shop, and the Day Reporting Center. Inmate industries provide basic vocational training and meaningful work experience in business and industrial operations for inmates, offsetting expenses with revenues produced by providing useful products and services to public and not-for-profit agencies. The Day Reporting Center has been relocated to the HOC (from the Department of Pretrial Services) in order to give the HOC an expanded role in inmate programming. As the HOC begins to implement new inmate programming, it will begin to track individuals participating in programming, and will eventually be able to report the impact of inmate programming by partnering with the Combined Courts Department and Pretrial Services Department.

The Training Academy program area provides recruit training, firearms training and in-service training for HOC and Sheriff personnel as well as outside agencies. The Training Academy is coming under the direction of the HOC in 2014 due to the close proximity of the academy to the HOC and the fact that HOC staff is already providing maintenance services to the facility, and to seek to minimize training costs for Correctional Officer 1's at the HOC while offering the facility's services to other area law enforcement agencies.

The HOC is still in the transition phase after its split from the Office of the Sheriff in May of 2013; the Department is committed to operating efficiently and is dedicated to community safety, outreach and service.

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Due to take over of facility in May of 2013, Activity Data will be made available in 2015.			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$2,908,832	$2,918,115	$3,229,887	$4,049,273	$819,386
Revenues	$11,448	$98,558	$408,792	$408,792	$0
Tax Levy	$2,897,384	$2,819,555	$2,821,095	$3,640,481	$819,386
FTE Positions	22.8	22.8	28.2	28.2	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Due to take over of facility in May of 2013, Performance Measures will be created for 2015.			

Strategic Implementation:
The Administrative Division of the House of Correction (HOC) is responsible for the day to day operation and management of the facility including the finance, accounting, and budgeting for the HOC. The 2014 tax levy is increased by $819,386, which is attributed to an increase in expenditures. The large increase in expenditure is directly related to charges from other County departments, specifically related to the reallocation of cross charges from the Sheriff's Office to the HOC due to the separation of the two facilities. Previously, the Sheriff's budget had included the entire cross charge. The increases in charges to the HOC are offset by decreases in charges to the Sheriff's Office.

The 2014 budget provides an increase of $150,000 in Capital Outlay for various building and maintenance projects at the HOC campus. Revenues for this division remain flat for 2014 at $408,792. Staffing for 2014 remains mostly unchanged from the 2013 adopted budget. One Payroll Coordinator position is being transferred to the Office of the Comptroller as part of the transition to central payroll in the Office of the Comptroller. Additionally, one Account 4 position is abolished while two Fiscal Assistant II positions are created to better manage the daily workload at the HOC.

Strategic Program Area 2: House of Correction

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
K9 Responses to Non-Compliant/Combative Inmates	843	452	600
K9 Escorts	1,545	1,426	1,500
K9 Crowd Control Responses	35	39	45
K9 Public Demonstrations	69	20	50
Average Daily Population	Not Available	1,600	1,500
Average Inmates Per Budgeted Correctional Officer	Not Available	7.31	6.85

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$44,280,908	$41,875,258	$41,703,668	$34,089,528	($7,614,140)
Revenues	$4,213,907	$4,256,145	$4,563,172	$4,183,066	($380,106)
Tax Levy	$40,067,001	$37,619,110	$37,140,496	$29,906,462	($7,234,034)
FTE Positions	356	356	289	258	-31

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Due to take over of facility in May of 2013, Performance Measures will be created for 2015.			

Strategic Implementation:
This Division is responsible for running the day-to-day operation of the actual House of Correction facility, including, but not limited to dormitories and segregation cells and K9 unit. Overall tax levy is reduced by $7,234,034 in 2014 budget to a total tax levy of $29,906,462. Expenditures are reduced overall by $7,614,140 while revenues are reduced by $380,106. The reduction in expenditures is mainly a result of the elimination of the $5,350,000 cross charge from the Sheriff's Office for Medical Service Fees which was previously charged to this program area. The reduction in revenue is mainly due to shifting Huber revenues of $416,000 from this program area into Inmate Programming. Staffing remains largely unchanged from the 2013 Adopted Budget, with the exception of one Correctional Officer Lieutenant position being transferred from the Administrative program area into the House of Correction program area. This area is further responsible for inmate food service and budgets for the contract for food service. Per County Board file number 12-987, the cross charge to the Sheriff's Office for their portion of the food service contract has been eliminated in the 2014 budget. The Office of the Sheriff and the HOC are to work collaboratively to provide services to inmates, and therefore avoid cross charges to facilitate cooperation. The expenditures, revenues, and HOC staff working with the Electronic Monitoring and Huber have been moved into Inmate Programming. This results in a decrease in expenditure in the House of Correction Division and a proportional increase in expenditure in the Inmate Programming program area.

Strategic Program Area 3: Inmate Medical & Mental Health

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Due to take over of facility in May of 2013, Activity Data will be made available in 2015.			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$11,455,317	$9,504,471	$12,218,372	$20,319,001	$8,100,629
Revenues	$20,000	$45,433	$40,000	$40,000	$0
Tax Levy	$11,435,317	$9,459,038	$12,178,372	$20,279,001	$8,100,629
FTE Positions	115	115	121.1	91.4	-29.7

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Due to take over of facility in May of 2013, Performance Measures will be created for 2015.			

Strategic Implementation:
This Division is responsible for the medical and mental health of the inmates at both the HOC and the County Jail is mandated by State Statutes. Until it is lifted, this program is currently being operated under the Christensen Consent Decree, which outlines specific key personnel that the County is to provide to staff the health and mental health programs. The overall increase of tax levy net of legacy fringe benefit costs is $7,612,025. The primary reason for the increase in expenditure is that the full cost of the Armor Correctional contract is now located in this program area. It was ordered by a court that the County enter into a contract with Armor to provide inmate medical and mental health services in May 2013 in order for the County to fulfill the demands of the Christiansen Consent Decree. The model used in 2013, which provided a mix of Armor and County staff to provide the necessary positions in inmate medical to comply with the Christensen Consent Decree, is being carried forward into 2014. The cost of the Armor contract is expected to rise while Personal Services costs will decline as Armor gains positions through attrition in the continuing years. Oversight of the contract will be provided by the HOC staff. The 2014 budget does not include any cross charges from the HOC to the Office of the Sheriff for the County Jail portion of inmate medical per County Board file number 12-987. The cost of the Armor contract is offset by a reduction of County inmate medical staff positions. The positions that are being unfunded were vacant but funded during the 2013 fiscal year, therefore, this action does not result in any layoffs. These positions are now being staffed by Armor.

DEPT: House of Correction

UNIT NO. 4300
FUND: General - 0001

The following contract is being included in the 2014 Budget in lieu of review and approval by the County Board during the 2014 fiscal year. This funding level includes dental services which Armor will take over on January 1, 2014. This amount may increase based on the model which requires Armor to replace County staff through attrition. Any excess cost over the 2014 contract amount will be offset by savings in Personal Services.

Contracts		
Description	**Vendor**	**Amount**
Inmate Medical	Armor	$9,185,816

Strategic Program Area 4: HOC Inmate Programming

Service Provision: **Discretionary**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Inmates out on EMU	Not Available	200	250
Number of Inmates Reporting to Day Reporting Center	Not Available	25	30

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,147,099	$1,008,648	$1,151,668	$5,187,185	$4,035,517
Revenues	$83,500	$105,149	$83,500	$605,500	$522,000
Tax Levy	$1,063,599	$903,500	$1,068,168	$4,581,685	$3,513,517
FTE Positions	14	14	14	45	31

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Due to take over of facility in May of 2013, Performance Measures will be created for 2015.			

Strategic Implementation:
This program area is responsible for providing basic vocational training and meaningful work experience in business and industrial operations for inmates, offsetting expenses with revenues earned by providing useful products and services to public and not-for-profit private agencies, and by charging the inmates as allowed in State Statutes. Inmate programming is used to help reduce recidivism. The 2014 tax levy is increased by $3,513,517, from $1,068,168 to $4,581,685.

The Day Reporting Center, which was previously under the Department of Pretrial Services, was transferred to the HOC in July 2013. The increase in tax levy in this program area is offset by a decrease in tax levy under the Department of Pretrial Services and the HOC program area in this Department. The budget for the Day Reporting Center remains flat for 2014. The main oversight of the contracts for the Day Reporting Center will be handled by the Assistant Superintendent – Programming.

Additionally, thirty-one Correctional Officer I positions, that work directly with Electronic Monitoring and Huber inmates, have been transferred to this program area from the HOC program area. The full cost of equipment rental for the Electronic Monitoring Units (EMU), in the amount of $870,000, as well as the offsetting revenue, a total of $522,000, has been transferred into this program area. This transfer is made in an effort to better monitor all inmate programming.

This program area also houses the HOC Graphics Shop and laundry. The graphics shop provides services to both internal and external parties. Internal charges for service in 2014 are based on 2012 actual expenditures for the graphics shop. The budget for the graphics shop remains relatively flat for 2014. The 2014 budget for the laundry facility remains flat for 2014. The laundry facility continues to charge both the Behavioral Health Division and the Department of Health and Human Services for laundry services provided to its facilities. However, the

laundry facility will no longer charge the Office of the Sheriff for its share of inmate laundry per County Board file number 12-987.

The following contracts are being included in the 2014 Budget in lieu of review and approval by the County Board during the 2014 fiscal year to be utilized to support electronic monitoring:

Contracts		
Description	**Vendor**	**Amount**
Scram Program	Wisconsin Community Services	$153,000
Electronic Monitoring Unit	JusticePoint	$870,000

Strategic Program Area 5: Training Academy

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Due to take over of facility in May of 2013, Activity Data will be made available in 2015.			

How We Do It: Program Budget Summary					
Category	**2012 Budget[3]**	**2012 Actual[1]**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$259,291	$622,774	$219,059	$216,285	($2,774)
Revenues	$253,905	$182,785	$216,650	$217,650	$1,000
Tax Levy	$5,386	$439,988	$2,409	($1,365)	($3,774)
FTE Positions	6	6	7	6	-1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Due to take over of facility in May of 2013, Performance Measures will be created for 2015.			

Strategic Implementation:
This program area is responsible for providing recruit training, firearms training and in-service training for HOC and Sheriff Personnel as well as outside agencies. The 2014 Budget transfers the Training Academy from the Office of the Sheriff to the HOC to minimize HOC training costs, as well as take advantage of the proximity of the facility to the HOC. The HOC will provide more service at the Training Academy by working cooperatively with local and regional law enforcement agencies. The facility will be used for training for all County departments that wish to use the facility including the HOC, Office of the Sheriff, District Attorney's Office, and will be aggressively marketed to outside agencies and municipal police departments for use. The 2014 budget costs for the facility are based on the assumption that the Office of the Sheriff will allow for the equipment currently at the Training Academy to remain at the Training Academy for the use of all parties. If any equipment is moved or damaged, the Sheriff's 2015 budget will be reduced by the replacement or repair costs. This program area cross charges all expenditures for 2014 to various low orgs. The overall savings from the transfer of management from the Office of the Sheriff to the House of Correction is $549,540; which is reflected in the reduced charges to other departments. The 2014 staffing plan for the Training Academy calls for one Clerical Assistant II, three Correctional Officer I, and two Correctional Officer Lieutenant positions. In an effort to create additional cost savings, instead of creating an additional Correctional Officer Manager position for the Training Academy, it is the intent of the HOC to use one of the existing Correctional Officer Manager positions at the HOC to oversee the Training Academy. This position will take on the additional responsibility at no cost to the County.

[3] The 2012 Budget and 2012 Actual numbers are located in the Office of the Sherriff and have not been restated in the HOC.

House of Correction Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 3	1	1	0	
Accountant 4-NR	1	0	-1	Abolish
Adm Asst	2	1	-1	Unfund
Adm Asst NR	2	2	0	
Admin Spec - HOC	1	1	0	
Admin Spec - Sheriff	1	0	-1	Unfund
Adv Prac Nurse Prescriber	8.5	5	-3.5	Unfund
Asst Nursing Dir Sheriff	1	0	-1	Unfund
Auto and Eq Mech	1	1	0	
Case Mngt Spec Sheriff	2	0	-2	Unfund
Clerical Asst 1	1	1	0	
Clerical Asst 2	6	7	1	Transfer In
Clerical Spec HOC	0	3	3	Retitle
Clerical Spec Sheriff	3	0	-3	Retitle
Corr Manager	6	6	0	
Corr Offcr 1	177	209	32	Retitle 31.0, Create 1.0
Corr Offcr 1 Bl Span	1	1	0	
Corr Offcr 1 DOT	23	23	0	
Corr Offcr 1 Sheriff	33	0	-33	Retitle
Corr Offcr Lt	23	25	2	Create
Corr Offcr Lt - Prog Facl	1	1	0	
Corr Offcr Truck Driver	1	1	0	
Dep Sheriff 1	2	0	-2	Transfer Out
Dep Sheriff Lt	1	0	-1	Transfer Out
Disribution Assistant	1	1	0	
Exdir1-Nursingdirsherif	1	0	-1	Unfund
Exdir2-Asstsuptd Hoc	2	2	0	
Exdir2-Med And Mh Prg Admns	1	0	-1	Unfund
ExDir3-HOC Supt	1	1	0	
Executive Assistant HOC	1	1	0	
Facilities Mtce Wrkr-Ho	8	8	0	
Fire Safety Inspect Hr	0.2	0.2	0	
Fiscal Asst 1	1	1	0	
Fiscal Asst 2	1	3	2	Create
Fiscal Operations Mgr HOC	1	1	0	
Graphic Services Coord	1	1	0	
Graphics Asst	1	1	0	
Graphics Supervisor	1	1	0	
Health Care Plan Spec 2	1	1	0	
House Physician 3	1	0	-1	Unfund
House Physician 3 Hrly	0.5	0.5	0	
Laundry Cloth Prod Asst Sup	6	6	0	
Laundry Cloth Prod Sup	2	2	0	
Laundry Supv	1	1	0	
LPN Sheriff	21.5	19	-2.5	Unfund

Mechanical Mtce Supt HOC	1	1	0	
Med Asst	6	6	0	
Med Director Detent Serv	1	0	-1	Unfund
Med Director MH	1	0	-1	Unfund
Nurse Practitioner Pool	1	1	0	
Overtime	20.9	20.7	-0.2	
Payroll Asst	1	0	-1	Transfer Out
Plumber	1	1	0	
Power Plant Oper In Charge	1	1	0	
Power Plant Operator	6	6	0	
Print Shop Tech HOC	1	1	0	
Psych Soc Wkr Sheriff	12	9	-3	Unfund
Psych Soc Wkr Coord Sh	1	0	-1	Unfund
-RC-Correction Officer 1	6	8	2	Retitle
-RC-Fiscal Asst 1	1	1	0	
RN 1	37.5	32.3	-5.2	Unfund
RN 2	0	1	1	Retitle
RN 2 - MH	2	2	0	
RN 2 - Staff Development	2	0	-2	Unfund
RN Pool	2.5	2.5	0	
Salary Adjustment	3.6	4	0.4	
Sheriffs Dept Captain	1	0	-1	Abolish
Shift Differential	7.3	7.5	0.2	
Shift Supv	6	4.5	-1.5	Unfund
Shift Supv Hr	0.6	0.6	0	
Special Premium	9.8	9.8	0	
Staff Psychiatrist	1	0	-1	Unfund
Staff Psychiatrist Hrly	1	1	0	
Staff Psychiatrist-Sheriff	0	1	1	Retitle
Stores Clerk 1	6	6	0	
Stores Clerk 3	1	1	0	
Unit Clerk	5	3	-2	Unfund
Vacancy & Turnover	-9.9	-11.5	-1.6	
TOTAL	490	459.1	-30.9	

Legacy Health Care and Pension Expenditures

2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$9,834,517	$8,752,184	$10,487,585	$11,265,360	$777,775

DISTRICT ATTORNEY (4500) BUDGET

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$13,034,887	$12,368,706	$13,187,341	$13,972,528	$785,187
Operation Costs	$3,683,393	$3,311,582	$3,338,969	$2,676,280	($662,689)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$55,098	$44,723	$53,475	$54,180	$705
Interdept. Charges	$1,770,045	$1,759,033	$1,802,452	$1,603,085	($199,368)
Total Expenditures	**$18,543,423**	**$17,484,044**	**$18,382,237**	**$18,306,072**	**($76,164)**
Revenues					
Direct Revenue	$63,300	$78,172	$73,750	$75,750	$2,000
Intergov Revenue	$6,869,383	$6,524,568	$6,245,923	$5,745,561	($500,362)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$6,932,683**	**$6,602,740**	**$6,319,673**	**$5,821,311**	**($498,362)**
Tax Levy	**$11,610,740**	**$10,881,304**	**$12,062,564**	**$12,484,761**	**$422,198**
Personnel					
Full-Time Pos. (FTE)	144.5	144.5	144.5	157	12.5
Seas/Hourly/Pool Pos.	5.9	5.9	5.4	8.5	3.1
Overtime $	$132,384	$123,116	$145,224	$160,272	$15,048

Department 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.

Department Description: 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.

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.

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 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.

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. One investigator is assigned to work on the US Marshal's Fugitive Task Force. The division is divided into witness protection unit and a special investigations unit that are each supervised directly by a Deputy Chief Investigator. The Chief Investigator also assists the Deputy District Attorney in charge of administration with long range planning, all phases of internal management including the administration of discipline, and the preparation of the county budget.

The Administrative Division administers the department's state and county budgets and fiscal systems, develops and coordinates grants and revenues, and controls the expenditure of funds. The division 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.

The Violent Crimes Division staffs the specialized criminal courts for homicide, sexual assault, felony drug, and firearms cases, and presents evidence, argues motions, negotiates cases, and conducts jury and court trials for all felony violations in the specialized Milwaukee County felony courts. The division, which consists of the homicide, sensitive crimes, sensitive crimes victim witness services, violent crimes – drug, and violent crimes – firearms units, staffs seven specialized felony courts in Milwaukee County circuit court and strives to ensure application of uniform negotiation policies in violent crimes' cases, and to develop and maintain systems to ensure the highest quality of prosecution and speedy disposition of violent crimes' cases. The sensitive crimes division includes the domestic violence unit, sensitive crimes unit, and child abuse and protection unit.

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.

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 coverts 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.

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.

The following table depicts all of the personnel in the District Attorney's Office, including State positions.

Personnel	
District Attorney and Chief Deputy District Attorney	
Position Title/Type	*Number of Positions*
District Attorney	1
Chief Deputy District Attorney	1
Assistant District Attorney	8
County Staff	3
Community Prosecution and General Crimes Division	
Position Title/Type	*Number of Positions*
Deputy District Attorney	1
Assistant District Attorney	36
County Staff	7
Administrative Division	
Position Title/Type	*Number of Positions*
Deputy District Attorney	1
County Staff	23.84
Investigator Division	
Position Title/Type	*Number of Positions*
Chief Investigator	1
County Staff	19
Violent and Sensitive Crimes Division	
Position Title/Type	*Number of Positions*
Deputy District Attorney	1
Assistant District Attorney	43
County Staff	26.5
Juvenile Division	
Position Title/Type	*Number of Positions*
Deputy District Attorney	1
Assistant District Attorney	30.5
County Staff	27
Information Technology	
Position Title/Type	*Number of Positions*
IT Director	1
County Staff	2
Victim/Witness	
Position Title/Type	*Number of Positions*
Victim/Witness Coordinator	1
County Staff	42

Strategic Program Area 1: Investigations & Criminal Prosecutions

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$18,543,423	$17,484,044	$18,382,237	$18,306,072	($76,164)
Revenues	$6,932,683	$6,602,740	$6,319,673	$5,821,311	($498,362)
Tax Levy	$11,610,740	$10,881,304	$12,062,564	$12,484,761	$422,198
FTE Positions	150.4	150.4	149.9	165.5	15.6

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
The Office of the District Attorney is responsible for targeting, investigating, successfully prosecuting and incarcerating shooters, other illegal gun offenders, and other violent criminals through the coordinated efforts of the community prosecution, general crimes, and violent crimes units. The 2014 budget continues to prioritize the reduction of crime by coordinating efforts of the community prosecution, general crimes, and violent crimes units by 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. The District Attorney's Office is committed to maintaining at least the current service levels in both quantity and quality.

Tax levy for the 2014 budget is increased by $422,197 from $12,062,564 in the 2013 Adopted Budget to $12,484,761 in 2014. Revenues are decreased overall by $498,362, mainly due to a reduction in federal revenues related to the elimination of Violence Against Women Act funding, which ended on or about June 30, 2013.

State grant funding increased a total of $392,050 primarily in the Victim/Witness Program, where the reimbursement rate is increased from 46.7% in 2013 to 50% based on past experience. As a result of this increase, the 2014 budget provides 1.0 FTE additional Victim Witness Supervisor and 2.5 FTE additional Victim Witness Advocate Exempt positions, which will expand the Victim/Witness Program

This increase is offset by a reduction of $296,898 due to a change in methodology in how the State reimburses the County for remaining County-employed District Attorneys and the retirement of one of these positions.

The 2014 Budget provides 7.0 FTE additional Investigator – District Attorney positions. Of these newly created positions, five will be responsible for apprehension of inmates at the House of Correction, and two would be responsible for the expansion of the Child Support Services role in allowing the increasing of the Department's enforcement capacity to target egregious non-payers with available assets. The total cost of the seven positions including training and equipment is absorbed in part by Child Support Services through offsetting State and Federal revenue and in part by elimination of the Sheriff's Office Apprehension Unit (see the Office of the Sheriff budget for additional detail).

In addition, 2.0 FTE Clerical Assistant I positions are transferred from the Office of the Sheriff to the Office of the District Attorney in order to provide administrative support for the newly created Investigator positions. The overall role of the District Attorney's Office Law Enforcement Unit remains the same, while at the same time expanding the duties of the office. The 2014 Budget also provides 1.0 FTE additional Secretary (NR) position, due to increased work load. The position will be shared between the Chief Investigator and Deputy District Attorney. The rest of the clerical staff at the District Attorney's Office is responsible for supporting the 119.5 Assistant District Attorneys in the office.

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

District Attorney Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 3 - EX	2	1	-1	Unfund
Accountant 4-NR	0	1	1	Fund
Adm Asst 2-DA Ex	1	1	0	
Adm Intern	0.7	3.8	3.1	Fund
Asst Sen Crimes Vit Adv	5	5	0	
Chief Investigator	1	1	0	
Clerical Asst 1	31	33	2	Transfer In
Clerical Asst 2	3	3	0	
Clerical Spec DA	1	1	0	
Deputy Chief Investigator	0	2	2	2013 Action
Deputy Dist Attorney	2	2	0	
Fiscal Asst 2	1	1	0	
Intelligence Analyst	0	1	1	2013 Action
Investigator Dist Atty	11	16	5	Fund
Legal Secretary	1	1	0	
Mgmt Asst - DA	2	2	0	
Network Manager	1	1	0	
Network Tech Spec DA	2	2	0	
Office Supp Asst 1	3	3	0	
Office Supp Asst 2	3	3	0	
Overtime	3.4	3.8	0.4	
Paralegal-Exempt	19	19	0	
Process Server Hr	4.7	4.7	0	
-RC-Adm Ast 2-DA and Child Crt	1	1	0	
Salary Adjustment	1.2	0	-1.2	
Secretarial Asst	19.5	18.5	-1	Retitle
Secretary Nr	1	2	1	Retitle
Senior Asst DA	5	4	-1	Unfund
Senior Exec Asst DA	1	1	0	
Sensitive Crimes Vic Ad	1	1	0	
Shift Differential	0	0.1	0.1	
Special Premium	1	0.9	-0.1	
Transcriptionist Hr	0.5	0.5	0	
Vacancy & Turnover	-5.6	-4.6	1	
Vict Wit Advocate	6	5	-1	Unfund
Vict Wit Advocate Bl Sp	1	1	0	
Vict Wit Advocate Exempt	16.5	19	2.5	Fund
Vict Wit Prog Coord	1	1	0	
Vict Wit Supv	2	3	1	Fund
Witness Protection Analyst	0	1	1	2013 Action
TOTAL	149.9	165.7	15.8	

DEPT: District Attorney

UNIT NO. 4500
FUND: General - 0001

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$2,527,621	$2,876,584	$2,811,979	$3,193,968	$381,989

EMERGENCY PREPAREDNESS (4800) BUDGET

DEPT: Emergency Preparedness

UNIT NO. 4800
FUND: General - 0001

Budget Summary

Category	2012 Budget[1]	2012 Actual[1]	2013 Budget[1]	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$3,020,412	$3,164,912	$2,849,368	$2,756,619	$92,749
Operation Costs	$589,881	$568,662	$615,976	$621,938	($5,962)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$1,229,042	$1,051,638	$1,126,259	$990,493	$135,761
Total Expenditures	**$4,839,335**	**$4,785,212**	**$4,591,603**	**$4,369,050**	**$222,548**
Revenues					
Direct Revenue	$0	$3,881	$0	$0	$0
Intergov Revenue	$458,393	$527,618	$536,687	$507,591	$29,096
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$458,393**	**$531,499**	**$536,687**	**$507,591**	**$29,096**
Tax Levy	**$4,380,942**	**$4,253,713**	**$4,054,916**	**$3,861,459**	**$193,452**
Personnel					
Full-Time Pos. (FTE)[2]	34	34	30	30	30
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$75,648	$125,946	$54,948	$58,812	$3,864

Department Mission: The mission of the Department of Emergency Preparedness is to provide a comprehensive and integrated emergency management system that coordinates County and municipal resources to ensure preparedness and proper response in natural and man-made disasters. This Department will coordinate and assist the municipalities and various County departments in preparation of emergency plans, as well as the management of public safety communications for Milwaukee County.

[1] The 2012 Budget, 2012 Actual, and 2013 Budget fiscal and position data have been restated for comparative purposes.

[2] The Full-Time Positions have been restated for comparative purposes. In the 2014 Budget, 30.0 FTE positions are transferred from the Office of the Sheriff. 1.0 FTE position of Deputy Sheriff Lieutenant is transferred back to the Office of the Sheriff in 2014 f and 1.0 FTE position of Program Director is created in the Department of Emergency Preparedness.

DEPT: Emergency Preparedness UNIT NO. 4800
FUND: General - 0001

Department Description: The Department of Emergency Preparedness is broken into two service areas: Emergency Management and Communications. Emergency Management provides direction and guidance to all County and municipal agencies, as well as the private sector, in the development of individual emergency plans. This Department also coordinates efforts during any natural or man-made disaster in the County. They are responsible for monitoring of severe weather watches, warnings and special statements issued by the National Weather Service and provide this information to other local government departments including public safety and public works agencies. Communications handles cellular 911 phone calls except for calls originating in the City of Milwaukee. This area also is responsible for dispatch services for the Sheriff's Department, House of Correction, and District Attorney's Law Enforcement Unit.

The 2014 budget transfers the emergency management and communications service areas from the Office of the Sheriff to a newly created Department of Emergency Preparedness. This transfer achieves three significant goals. First, it will ensure efficient and effective management of the existing facility and equipment, enabling policymakers to base decisions on accurate data that should be but has not been made readily available. The second goal will be to work cooperatively with municipalities and other County public safety agencies to seek shared or consolidated services where opportunities exist to improve efficiency and service quality, and to save taxpayer dollars; and to work more collaboratively with other County departments in coordinating responses to large events. Third, this will achieve the Sheriff's stated goal of eliminating responsibility for 911 communications and dispatch services.

Strategic Program Area 1: Communications

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
911 Phone Calls	323,754	Not Available	Not Available

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$4,007,031	$3,889,711	$3,646,613	$3,422,419	($224,194)
Revenues	$0	$3,881	$0	$0	$0
Tax Levy	$4,007,031	$3,885,830	$3,646,613	$3,422,419	($224,194)
FTE Positions	29	29	24	24	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is responsible for handling cellular 911 phone calls except for calls originating in the City of Milwaukee and provides dispatch services for the Office of the Sheriff, House of Correction, and District Attorney's Law Enforcement Unit. This service area is moved into the newly created Department of Emergency Management from the Office of the Sheriff.

This service area will focus on updating outdated equipment and software over the next few years. Funding has been provided for this focus in past budgets, but has been moved. It is the goal of the Communications program area to market their dispatch services to local municipalities in Milwaukee County. More effective and efficient services for communications in Milwaukee County will be offered through potential expansion of their services into local municipalities via a contract for service.

The 2014 budget includes a tax levy reduction of $224,194 to $3,422,419 from the 2013 Adopted Budget level of $3,646,613 (when it was located in the Office of the Sheriff). This reduction is mostly associated with a reduction of $150,982 for cross charges related to Radio Communications Service, due to an overall County reduction in cost per radio. Other various charges from county departments show a slight variance from the 2013 Adopted Budget level. This service area also sees a slight decrease in Personal Services and operating costs. Staffing in 2014 varies slightly from the 2013 Adopted Budget by creating 1.0 FTE of a Program Director to oversee the day-to-day operation of the Communications program area and manage the long term goals of this service area.

DEPT: Emergency Preparedness

UNIT NO. 4800
FUND: General - 0001

Strategic Program Area 2: Emergency Management

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$832,304	$895,501	$944,990	$946,636	$1,646
Revenues	$458,393	$527,618	$536,687	$507,591	$29,096
Tax Levy	$373,911	$367,883	$408,303	$439,045	$30,742
FTE Positions	5	5	6	6	6

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation:
This program area is responsible for providing direction and guidance to all County and municipal agencies, and the private sector, in the development of individual emergency plans. This service area has been moved from the Office of the Sheriff to the newly created Department of Emergency Management in an effort to broaden and expand the roles of Emergency Management in the County. This program area will work towards a cooperative relationship across County departments, other local government entities and private entities to be the main contact in any emergency situation, especially those situations where there is a need for shared resources and collaboration.

Overall tax levy is $439,045, an increase of $30,742 from the 2013 cost of $408,303 (when it was under the Office of the Sheriff). Expenditures are increased by $1,646 while revenue is reduced by $29,096. The decrease in revenue is attributed to a decrease of $20,000 in State grant funding and $9,096 in Civil Defense Grants. Staffing levels for 2014 remain unchanged from the 2013 Adopted Budget.

EMERGENCY PREPAREDNESS (4800) BUDGET

DEPT: Emergency Preparedness

UNIT NO. 4800
FUND: General - 0001

Emergency Preparedness Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Asst Dir Emerg Mgmnt	1	1	0	
Clerical Asst 2	1	1	0	
Comms And Hiway Saf Dispa	19	19	0	
Comms And Hiwaysftydisp-Lea	3	3	0	
Dep Sheriff Lt	1	0	-1	Transfer
Emer Govrmnt Coord SARA	1	1	0	
EMS Program Director	0	1	1	Fund
Mapping System Splst	1	1	0	
Municp Emerg Serv Coord	3	3	0	
Overtime	1.1	1.2	0.1	
Shift Differential	0.2	0.3	0.1	
Special Premium	0.2	0.3	0.1	
TOTAL	31.5	31.8	0.3	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$663,377	$748,795	$714,403	$738,037	$23,634

MEDICAL EXAMINER (4900) BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$3,390,102	$3,336,621	$3,470,072	$3,523,405	$53,333
Operation Costs	$781,441	$653,787	$755,557	$850,626	$95,068
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$36,281	$13,985	$2,600	$0	($2,600)
Interdept. Charges	$443,512	$455,890	$436,048	$442,216	$6,168
Total Expenditures	**$4,651,336**	**$4,460,283**	**$4,664,277**	**$4,816,247**	**$151,969**
Revenues					
Direct Revenue	$1,930,750	$1,918,083	$1,771,535	$2,051,211	$279,676
Intergov Revenue	$22,672	$9,979	$8,500	$7,257	($1,243)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$1,953,422**	**$1,928,062**	**$1,780,035**	**$2,058,468**	**$278,433**
Tax Levy	**$2,697,914**	**$2,532,221**	**$2,884,242**	**$2,757,779**	**($126,464)**
Personnel					
Full-Time Pos. (FTE)	28	28	28	28.1	0.1
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$92,552	$92,126	$89,892	$50,232	($39,660)

Department 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.

Department 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, including, 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 forensics toxicology laboratory for testing blood and body fluid specimens for the presence of drugs, poisons or other toxic agents, and hosting an annual two-day seminar designed to educate pathologists, coroners, attorneys, law enforcement officers, and other health professionals on a variety of topics relating to forensics science.

Strategic Program Area 1: Medical Examiner

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Autopsies	1,280	1,150	1,200
Referral Autopsies	312	260	300
Death Certificates	1,639	1,800	1,800
Cremations Permits	3,834	4,000	4,000
Deaths Investigated	5,698	6,000	6,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$4,651,337	$4,460,285	$4,664,277	$4,816,247	$151,969
Revenues	$1,953,422	$1,928,063	$1,780,035	$2,058,468	$278,433
Tax Levy	$2,697,915	$2,532,222	$2,884,242	$2,757,779	($126,464)
FTE Positions	28	28	28	28.1	0.1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Pass Rate for Forensics Board	100%	100%	100%
Accreditation by the National Association of Medical Examiners	Achieved	Achieved	Achieved
Accreditation by the Accreditation Council for Graduate Medical Education	Achieved	Achieved	Achieved

Strategic Implementation:
The Milwaukee County Medical Examiner's Office strives to meet and exceed the public's expectations with respect to accurate, timely, comprehensive, and compassionate death investigations and ensure full and effective cooperation with law enforcement, District Attorney, and other interested parties while maintaining the role of impartial participant in the criminal justice process.

The 2014 staffing level decreases slightly from the 2013 adopted budget. Changes for 2014 include the abolishment of a Clerical Assistant I position due to advances in State death certificate reporting, which through new software are now available for issuance online, and subsequent reduction in clerical work, the creation of a Forensics Investigator Hourly position to reduce fatigue and overtime in the Department, and funding of an Assistant Medical Examiner position to better manage referral revenue generating contracts and to reduce the autopsy work load to maintain the proper number of autopsies per Medical Examiner per year as required to

maintain the Departments National Association of Medical Examiners (NAME) accreditation. Tax levy is decreased by $126,464. The tax levy decrease is mainly due to an increase of $278,433 in revenue, mainly from the increase in cremation permit fees from $325 to $350. The budget for services is increased by $87,469 primarily due to the reintroduction of the annual Forensics Science Seminar and licensing costs associated with new software upgrades which were instituted in 2013. Commodity costs are increased by $7,599 to provide uniforms to Forensic Investigator staff to reduce the spread of bio-hazardous contaminants. Cross charge costs rise from $436,048 to $442,216 for a total increase of $6,168, mainly due to various charges from IMSD.

MEDICAL EXAMINER (4900) BUDGET

DEPT: Medical Examiner

UNIT NO. 4900
FUND: General - 0001

Medical Examiner Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Clerical Asst 1	1	0	-1	Abolish
Forensic Asst-Med Examr	3	3	0	
Forensic Chemist (18N)	3	3	0	
Forensic Investigator	11	11.6	0.6	Fund
Forensic Investigatr In Charge	1	1	0	
Forensic Supervisor	1	1	0	
Forensic Tech Supv	1	1	0	
Medexdir-Asstmedexam	2	2.5	0.5	Fund
Medexdir-Deputy Chief Med Exam	1	1	0	
Medexdir-Med Examiner	1	1	0	
Medical Records Coord-ME	1	1	0	
Mgmt Asst - ME	1	1	0	
Operations Mgr Med Examiner	1	1	0	
Overtime	1.3	0.7	-0.6	
Salary Adjustment	0.5	0	-0.5	
Vacancy & Turnover	-1.4	-0.6	0.8	
TOTAL	28.4	28.2	-0.2	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$521,166	$620,732	$612,682	$718,286	$105,604

Transportation Function

Agency Budget Narratives

- **Airport**
- **Highway Maintenance**
- **Fleet Management**
- **Transit System**
- **Director's Office**

DOT-AIRPORT (5040) BUDGET

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$24,868,570	$24,117,704	$26,090,206	$26,298,127	$207,921
Operation Costs	$26,846,218	$24,420,577	$25,728,710	$26,851,541	$1,122,832
Debt & Depreciation	$22,358,745	$21,258,396	$23,703,500	$20,013,072	($3,690,428)
Capital Outlay	$997,000	$649,262	$536,000	$655,325	$119,325
Interdept. Charges	$10,477,294	$9,366,228	$10,939,400	$10,150,952	($788,448)
Total Expenditures	**$85,547,827**	**$79,812,167**	**$86,997,816**	**$83,969,017**	**($3,028,798)**
Revenues					
Direct Revenue	$85,065,433	$83,138,092	$86,475,596	$83,394,617	($3,080,979)
Intergov Revenue	$75,000	$579,422	$125,000	$175,000	$50,000
Indirect Revenue	$407,400	$386,542	$397,220	$399,400	$2,180
Total Revenues	**$85,547,833**	**$84,104,056**	**$86,997,816**	**$83,969,017**	**($3,028,799)**
Tax Levy	**($0)**	**($4,291,889)**	**$0**	**$0**	**$0**
Personnel					
Full-Time Pos. (FTE)	273.6	272.3	274.3	273.6	-0.7
Seas/Hourly/Pool Pos.	5.7	5.7	5.7	5.7	0
Overtime $	$678,924	$1,009,654	$819,432	$823,752	$936

Department 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.

Department 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 service areas of responsibility: GMIA, MKE Regional Business Park (the former 440th Air Force Base), and Lawrence J. Timmerman Airport.

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Strategic Program Area 1: General Mitchell International Airport

Service Provision: **Committed**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Enplanements	3,780,315	3,850,200	3,156,000
Total Passengers	7,515,070	7,700,400	6,312,000
Landed Weight (total, in thousands of pounds)	5,024,172	5,215,000	4,320,863

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$83,600,178	$77,877,165	$84,750,440	$82,054,987	($2,695,452)
Revenues	$84,624,355	$83,156,516	$85,982,066	$82,897,939	($3,084,127)
Tax Levy*	($1,024,177)	($5,279,351)	($1,231,626)	($842,952)	$388,675
FTE Positions	275	275	277	276.3	-0.7

Although tax levy is shown in this service area, no tax levy is actually received. This amount reflects the subsidy paid by airport customers to operate the Lawrence J. Timmerman Airport and the South 440th. Any surplus or deficit is settled annually with the airlines per the terms of the airline lease agreements resulting in an overall $0 property tax levy for the County's airport system.

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Airport Cost Per Enplanement	$22.25	$23.24	$27.79
Customer Satisfaction Survey*	N/A	N/A	N/A*
Indirect revenue as a % of Total Revenue	63.3%	61.9%	62.5%

*The department will begin collecting performance data in 2014 and will record it in future budgets.

Strategic Implementation:

The amounts in the various revenue and expenditure accounts fully reflect airline reduced operations as a result of airline mergers and consolidations. In addition, the 2014 Budget fully reflects the closure of Frontier Airline's Milwaukee Hub. This service continues to maintain operations with 275.2 FTE, a net decrease of 1.8 FTE.
Parking revenues from county owned parking lots and structures increase $900,000 from $26,500,000 to $27,400,000. This change is a combination of changes in passenger traffic and a $0.50 per day rate increase in all parking lots and structures.

New five year agreements for car rental concessions will be implemented in 2014, resulting in increased revenue of $540,500 from $8,600,000 to $9,140,500.

Revenue from Airport Parking Operators is a new revenue source in 2014 and is budgeted at $101,435. This privilege fee was approved by the Milwaukee County Board of Supervisors in April 2013, which amended the

code of General Ordinances to allow the airport to assess each of the off-airport Parking Operators an annual per space fee, effective January 1, 2014. The amount budgeted is based on a projected 2,634 spaces assessed a fee of $38.51 per space per year.

Capital Outlay expenditures decrease $717,355 from $4,174,530 to $3,457,175. Significant Capital Outlay projects are shown below:

$350,000	Creation of a new Telecom Closet at new switchgear facility.
$325,000	Additional speaker coverage for areas on the C concourse and the central Concession Mall areas for the emergency notification system.
$300,000	Replacement of the old paging system equipment to finalize the conversion to Globalcom (full IP based paging system).
$375,000	Parking structure annual repairs to floor surfaces; resurface lot B, and construction of additional parking lot shelters.
$180,000	Flight Display Monitor replacements.
$125,000	Security cameras and storage allocation (approximately 100 cameras).
$ 67,000	Safety compliance, fuel tank integrity, aircraft deicing pad infrastructure and sanitary sewer capacity management operation and maintenance.

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Strategic Program Area 2: GMIA South 440th

Service Provision: **Committed**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,490,436	$1,479,569	$1,792,703	$1,429,574	($363,129)
Revenues	$687,700	$529,296	$800,000	$825,000	$25,000
Tax Levy*	$802,736	$950,273	$992,703	$604,574	($388,129)
FTE Positions	1	1	1	1	0

*Although tax levy is shown in this service area, no tax levy is actually received. The costs for this service area net direct revenue received are subsidized by GMIA.

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance measures have not yet been created for this program area			

Strategic Implementation: The GMIA South 440th service area is responsible for the rental of existing buildings for aviation and business purposes and maintains the buildings and property to that purpose. Overall tax levy in this service area is reduced $388,129 due to a reduction in costs of $363,129 from $1,792,703 to $1,429,574 related to the repair, maintenance, and operation of MKE Regional Business Park facilities. The operating costs in this budget are for the oversight and management of the Business Park and one-time costs of bringing older vacant buildings up to standards so they are rentable. The expenditures are partially offset by an increase in building rental revenue of $25,000 from $800,000 to $825,000. This revenue is expected to continue to increase over the next several years as more buildings become occupied.

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Strategic Program Area 3: LJ Timmerman General Aviation

Service Provision: **Committed**

Strategic Outcome: **Economic Opportunity**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$457,220	$455,462	$454,673	$484,456	$29,783
Revenues	$235,778	$418,247	$215,750	$246,078	$30,328
Tax Levy*	$221,442	$37,215	$238,923	$238,378	($545)
FTE Positions		2	2	2	0

*Although tax levy is shown in this service area, no tax levy is actually received. The costs for this service area net direct revenue received are subsidized by GMIA.

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance measures have not yet been created for this program area			

Strategic Implementation: The Lawrence J. Timmerman Airport is located on the northwest side of Milwaukee and 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 airline lease agreements. Revenue is increased $30,328 from $215,750 to $246,078 and can be attributed to an increase in Fixed Base Operator revenue.

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

DOT-Airport Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 2	2	2	0	
Accountant 3	3	3	0	
Accountant 4-NR	2	2	0	
Accting Manager Airport	1	1	0	
Airport Business Mgr	1	1	0	
Airport Cont Ctr Op	9	9	0	
Airport Emerg Mgmt Coord	1	1	0	
Airport Enviro Compl Mg	1	1	0	
Airport Ground Wrkr Sea	1.4	1.4	0	
Airport Intern	3.4	3.4	0	
Airport Marketing & PR Coord	1	1	0	
Airport Marketing Manager	0	1	1	Create
Airport Mktg & Pub Rel Mgr	1	1	0	
Airport Mrkting Resrch Analyst	1	1	0	
Airport Mtce Asst Supt	1	1	0	
Airport Mtce Mgr	1	1	0	
Airport Mtce Wkr	63.1	62	-1.1	Abolish
Airport Mtce Wkr Asst	37	37	0	
Airport Mtce Wkr Asst IC	3	3	0	
Airport Mtce Wkr IC	5	5	0	
Airport Oper Coord	5	5	0	
Airport Oper Coord 2	12	12	0	
Airport Oper Mgr	1	1	0	
Airport Opers Mgr Landside	1	1	0	
Airport Planner	1	1	0	
Airport Properties Mgr	1	1	0	
Airport Properties Mgr NR	1	1	0	
Airport Pub Saf & Sec Coord 2	2	2	0	
Airport Pub Saf & Secur Manage	1	1	0	
Airport Security Operator	2	2	0	
Airport Worker - Seasonal	0.3	0.3	0	
Asst Airport Noise Prog Mgr	1	1	0	
Asst Airport Oper Mgr Landside	1	1	0	
Asst Airport Pub Safe/Sec Mgr	1	1	0	
Asst Airpt Maint Supv	4	6	2	Create
Asst Airpt Oper Mgr	2	2	0	
Asst Chief of Air Res & Firefg	7	6.6	-0.4	Abolish
Asst Facilities Supv	3	3	0	
Auto And Eq Parts Tech	1	1	0	
Auto And Eq Serv Supv DOT	1	1	0	
Auto And Eq Serv Tech DOT	8	8	0	
Auto And Eq Svs Tech I-C DOT	1	1	0	
Chief of Airpt Res & Fire Figh	1	1	0	
Clerical Asst 1	1	1	0	

Clerical Asst 1 Nr	1	1	0	
Clerical Asst 2	1	1	0	
Clerical Spec Airport	1	0	-1	Transfer Out
Contract Payment Spec	1	1	0	
Contract Spec Airport	1	1	0	
Electrical Mech	1	2	1	Fund
Electrical Mech Dot	8	7	-1	Unfund
Electrical Mech Supv	2	2	0	
Electronic Mechanic	1	1	0	
Exdir2-Dep Airport Dir	1	1	0	
Exdir2-Deparptdir-Finad	1	1	0	
Exdir2-Deparptdir-Oprmn	1	1	0	
Exdir3-Airport Director	1	1	0	
Executive Assistant Airport	1	1	0	
Facilities Supv	1	1	0	
Firefighter Equip Oper [1]	25.2	25.9	0.7	Fund
Fiscal Asst 2	1	1	0	
Geographic Info Sys Coord	1	1	0	
GIS Specialist	1	1	0	
Heating And Vent Mech 1	8	8	0	
Heating And Vent Mech 2	2	2	0	
Maintenance Supv Airport	1	1	0	
Manager- IT Airport	0	1	1	Create
Market Pubrelcoord Airport	1	1	0	
Mgmt Asst - TPW	0	1	1	Transfer In
Network Tech Spec Airpt	2	0	-2	Abolish Upon Vacancy
Network Tech Spec IV Airport	2	3	1	Create
Noise Program Coord	1	1	0	
Noise Program Coordinator	1	0	-1	Abolish
Operatting And Mtce Supv	1	1	0	
Overtime	17.9	17.9	0	
Payroll Asst	1	0	-1	Transfer Out
Payroll Asst [2]	0	0	0	Abolish
Plumber	2	2	0	
Public Relats Coord	1	0	-1	Abolish
Safety Train Spec Airport	1	1	0	
Secretarial Asst	1	1	0	
Secretarial Asst Nr	2	1	-1	Transfer Out
Secretary Nr	1	1	0	
Senior Exec Asst DPW NR	0	1	1	Transfer In
Steamfitter Temp Contrl	2	2	0	
Stores Clerk 1	1	1	0	
Student Intern	0.6	0.6	0	
Vacancy & Turnover	-8.9	-8.7	0.2	
TOTAL	289	288.4	-0.6	

[1] Includes 1.44 FTE –RC- Firefighter Equipment Operator
[2] Position was previously unfunded

DEPT: DOT-Airport

UNIT NO. 5040
FUND: Enterprise - 0076

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$4,288,418	$4,741,401	$4,989,000	$5,874,336	$885,336

DOT-HIGHWAY MAINTENANCE (5100) BUDGET

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$11,095,283	$10,913,550	$12,202,743	$11,948,691	($254,052)
Operation Costs	$2,037,691	$1,985,385	$2,171,023	$2,367,559	$196,536
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$26,962	$218,161	$47,064	$20,900	($26,164)
Interdept. Charges	$6,552,673	$6,236,104	$6,543,016	$6,276,527	($266,489)
Total Expenditures	**$19,712,609**	**$19,353,200**	**$20,963,846**	**$20,613,677**	**($350,169)**
Revenues					
Direct Revenue	$257,600	$201,027	$207,600	$247,600	$40,000
Intergov Revenue	$17,309,318	$18,128,868	$17,924,831	$17,477,513	($447,318)
Indirect Revenue	$1,256,477	$886,229	$1,746,388	$1,684,569	($61,819)
Total Revenues	**$18,823,395**	**$19,216,124**	**$19,878,819**	**$19,409,682**	**($469,137)**
Tax Levy	**$889,214**	**$137,076**	**$1,085,027**	**$1,203,995**	**$118,968**
Personnel					
Full-Time Pos. (FTE)	121.8	121.8	126.8	128	1.2
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0.5	0
Overtime $	$303,180	$347,344	$412,008	$412,368	$360

Department 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.

Department Description: As part of the Department of Transportation, the Highway Division is comprised of the Highway Maintenance and Transportation Services sections.

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Strategic Program Area 1: Highway Maintenance

Service Provision: **Mandated**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$17,914,525	$17,835,538	$18,876,711	$18,647,478	($229,233)
Revenues	$17,278,509	$18,086,948	$18,044,022	$17,636,791	($447,231)
Tax Levy	$636,016	($251,411)	$832,689	$1,010,687	$177,998
FTE Positions	112.3	112.3	114.3	116.5	2.2

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Cost per Lane Mile of Maintaining County Trunk Highways	N/A	N/A	N/A*
Cost per Lane Mile of Maintaining State Trunk Highways	N/A	N/A	N/A*

*The department will begin tracking performance measure data in 2014 and will record it in future budgets.

Strategic Implementation:
The Highway Maintenance service area is responsible for providing State and County Highway maintenance. State Highway maintenance provides general and winter maintenance on the expressways and state trunk highways within Milwaukee County. All costs related to state highway maintenance are 100 percent offset by state reimbursement revenue. The reimbursement 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. County Highway Maintenance provides general and winter maintenance on the 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. The division is provided 116.5 FTE to provide these services. This is an increase over 2013 of 2.2 FTE which is a result of the transfer of 1.0 FTE Highway Maintenance Worker IC from the Director's Office and the funding of 1.28 FTE Highway Maintenance Worker 1.

Operating Costs are increased $189,066 primarily due to increased expenditures for labor and materials needed for maintenance on county trunk highways.

Interdepartmental Charges are reduced by $303,844 primarily due to a reduction in direct charges from Fleet Services of $273,352 and decreased Risk charges of $47,882.

General Transportation Aids (GTA) is budgeted at $1,887,920, the same level as the 2013 actual GTA payment. The Wisconsin Department of Transportation will issue the 2014 GTA Estimate in October 2013.

DEPT: DOT-Highway Maintenance UNIT NO. 5100
FUND: General - 0001

State funding for maintenance is decreased $447,231 primarily due to changes in employee benefits. The 2014 Routine Maintenance Agreement (RMA) from the State will be released in November 2013, 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.

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

Strategic Program Area 2: Transportation Engineering

Service Provision: **Administrative**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,798,091	$1,517,678	$2,087,135	$1,966,199	($120,936)
Revenues	$1,544,886	$1,129,178	$1,834,797	$1,772,891	($61,906)
Tax Levy	$253,205	$388,501	$252,338	$193,308	($59,030)
FTE Positions	10	10	13	12	-1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Pavement Sufficiency Ratings	N/A	N/A	N/A
Bridge Sufficiency Ratings	N/A	N/A	N/A

*The department will begin tracking performance measure data in 2014 and will record it in future budgets.

Strategic Implementation:
The Transportation services area provides planning, design, and construction management for capital projects on County Trunk Highways (CTH) and County-owned bridges. 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 Highway Safety Improvement Program. Traffic Engineering is also 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.

This service is maintained with 12.0 FTE, a decrease of 1.0 FTE from 2013 which is the result of abolishing 1.0 FTE vacant Engineer. In addition, 1.0 FTE Management Assistant TPW is transferred to the Director's Office and 1.0 FTE Secretarial Assistant NR is transferred in from the Airport. Capital Outlay expenditures are reduced $14,052 primarily due to the elimination of funds budgeted for major maintenance in 2013.

Interdepartmental charges are increased $37,355 primarily due to a decrease in negative expense abatements for professional services of $30,913 from ($115,615) to ($84,702). 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.

DEPT: DOT-Highway Maintenance

UNIT NO. 5100
FUND: General - 0001

DOT-Highway Maintenance Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 4	1	1	0	
Asst Hiway Maint Mgr	1	1	0	
Asst Hiway Mtce Supv	4	4	0	
Cement Mason	3	3	0	
Clerical Asst 2 Nr	1	1	0	
Construction Coordinator	2	2	0	
Dir of Highway Operations	1	1	0	
Dispatch Clerk Seas	0.5	0.5	0	
Electrical Mech Dot	3	3	0	
Electrical Mech Suphiwa DOT	1	1	0	
Engineer	4	3	-1	Abolish
Engnrng Technician	1	1	0	
Fiscal Analyst	1	1	0	
Fiscal And Budget Mgr Hiw	1	1	0	
Fiscal Asst 2	1	1	0	
Highway Mtce Mgr	1	1	0	
Highway Mtce Supv	5	5	0	
Highway Mtce Wkr - IC	0	1	1	Transfer In
Highway Mtce Wkr 1	36.4	42.6	6.2	Fund
Highway Mtce Wkr 2	30	27	-3	Unfund
Highway Mtce Wkr 3	18	16	-2	Unfund
Managing Eng Constr	1	1	0	
Managing Eng Traf Des & Const	1	1	0	
Mgmt Asst - TPW	1	0	-1	Transfer Out
Overtime	9	8.5	-0.5	
Parks/Highway Maint Worker	5.4	5.4	0	
Res Cont Mgr Highway	1	1	0	
Secretarial Asst Nr	0	1	1	Transfer In
Shift Differential	0.7	0.6	-0.1	
Special Premium	3.6	1.9	-1.7	
Transpor & Hiway Maint Supv	1	1	0	
Transpor Design & Cons Eng Mgr	1	1	0	
Vacancy & Turnover	-3.8	-4.5	-0.7	
TOTAL	136.8	135	-1.8	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$2,113,357	$2,403,018	$2,394,308	$2,741,008	$346,700

DOT-FLEET MANAGEMEMNT (5300) BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0030

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$2,959,840	$2,883,511	$2,850,317	$2,816,375	($33,942)
Operation Costs	$1,874,670	$1,844,352	$2,053,953	$1,900,994	($152,959)
Debt & Depreciation	$3,200,000	$3,200,000	$2,875,000	$3,615,000	$740,000
Capital Outlay	$0	$773,911	$143,631	$151,003	$7,372
Interdept. Charges	$883,695	$891,115	$1,615,837	$1,388,955	($226,882)
Total Expenditures	**$8,918,205**	**$9,592,889**	**$9,538,738**	**$9,872,327**	**$333,589**
Revenues					
Direct Revenue	$305,500	$901,701	$211,067	$195,662	($15,405)
Intergov Revenue	$17,000	$15,835	$17,000	$15,500	($1,500)
Indirect Revenue	$10,589,999	$10,409,231	$10,547,498	$10,638,149	$90,651
Total Revenues	**$10,912,499**	**$11,326,767**	**$10,775,565**	**$10,849,311**	**$73,746**
Tax Levy	**($1,994,294)**	**($1,733,878)**	**($1,236,827)**	**($976,984)**	**$259,843**
Personnel					
Full-Time Pos. (FTE)	34	34	34	34	0
Seas/Hourly/Pool Pos.	0.5	0.5	0.5	0.5	0
Overtime $	$70,272	$9,035	$70,284	$69,828	($456)

Department 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.

Department 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. This department consists of three functions: Equipment Repairs, Inventory Management, and Equipment Coordination.

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 $515,000 in inventory of repair parts for all Milwaukee County vehicles. Inventory Management also manages and operates four conveniently located fueling sites supplying 700,000 plus gallons of fuel annually.

Equipment Coordination researches and develops the specifications for purchasing new vehicles and equipment. Equipment Coordination also works with user departments to ensure the correct piece of equipment is purchased. Equipment Coordination also hosts and coordinates a semi-annual Public Auction of used equipment for Milwaukee County and also other municipalities in the area.

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0030

Strategic Program Area 1: County Fleet Maintenance

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have activity data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$8,918,205	$9,592,889	$9,538,738	$9,872,327	$333,589
Revenues	$10,912,499	$11,326,767	$10,775,565	$10,849,311	$73,746
Tax Levy	($1,994,294)	($1,733,878)	($1,236,827)	($976,984)	$259,843
FTE Positions	34.5	34.5	34.5	34.5	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Vehicles Underutilized[1]	N/A	N/A	N/A*
Vehicles Exceeding Replacement Criteria	N/A	N/A	N/A*
Cost per hour/ per mile of equipment used by department.	N/A	N/A	N/A*
Average Annual Maintenance Cost/Vehicle	N/A	N/A	N/A*

*The department will begin to track performance measure data in 2014 and record it in future budgets.

Strategic Implementation:
This service continues to be maintained with 34.5 FTE. Operating costs decrease $152,959 from $2,053,953 to $1,900,994 which can be attributed to a decrease in estimated utility costs of $64,000 as a result of replacing steam heat with natural gas; a reduction in outside service repair costs of $50,000 from $300,000 to $250,000. Other miscellaneous service accounts are reduced by a total of $11,860. Commodities are decreased $27,099 from $1,252,899 to $1,225,800 to reflect a slight decrease in fleet equipment repair parts. Debt service on vehicles is increased by $740,000 from $2,875,000 to $3,615,000. This amount reflects the debt repayment for equipment previously purchased. Interdepartmental charges are decreased by $226,882 due to a reduction of $331,522 in depreciation on equipment that was purchased prior to the purchase program initiated during 2010; a decrease in the interest allocation of $303,923, and a combined increase in other charges of $40,489. In addition, negative expenditure abatements decrease $368,074 to reflect the decreasing depreciation on equipment that was purchased prior to the purchase program initiated during 2010. Auction revenue decreased $25,000 from $200,000 to $175,000. As older vehicles are replaced, they are sold at auction to receive the highest return on investment. In 2014, the House of Correction will participate in the County's Fleet Replacement Program.

[1] Criteria for the use of Fleet vehicles can be found in the Milwaukee County Ordinance Chapter 56.22.

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0030

2014 VEHICLE & ROLLING STOCK ALLOTMENT PER DEPARTMENT	
DEPARTMENT	TOTAL
Parks Department*	860
Sheriff	184
DOT- Directors Office	2
Highways Division	146
Facilities Management Division**	43
Zoo	26
Fleet Management Division***	19
Department of Health and Human Services	12
Behavioral Health Division	10
District Attorney	11
Information Management Services Division	2
Medical Examiner	4
Transportation Services	3
Office for Persons with Disabilities	1
House of Correction	49
County Board	1
TOTAL	1373

* These numbers include all mowing equipment

** Includes vehicles for the Architectural & Engineering section

*** Fleet Management also maintains motor pool vehicles.

DOT-FLEET MANAGEMEMNT (5300) BUDGET

DEPT: DOT-Fleet Management

UNIT NO. 5300
FUND: General - 0030

DOT-Fleet Maintenance Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 3	1	1	0	
Admin Spec - Fleet	1	1	0	
Auto And Eq Parts Tech	3	3	0	
Auto And Eq Parts Tech I-C	1	1	0	
Auto And Eq Serv Supv DOT	2	2	0	
Auto And Eq Serv Tech	0	4	4	Fund
Auto And Eq Serv Tech Asst	2	2	0	
Auto And Eq Serv Tech DOT	15	11	-4	Unfund
Auto And Eq Svs Tech I-C DOT	4	4	0	
Clerical Asst 1	1	1	0	
Exdir2-Dir Fleet	1	1	0	
Facilities MtcWkr Fleet	1	1	0	
Ironworker DPW	2	2	0	
Ironworker Seasonal	0.5	0.5	0	
Overtime	1.5	1.5	0	
Shift Differential	0.1	0.1	0	
Vacancy & Turnover	-2	-2	0	
TOTAL	34.1	34.1	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$621,269	$686,123	$657,484	$738,303	$80,819

DOT-TRANSIT (5600) BUDGET

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$164,244,208	$151,422,456	$158,520,001	$153,980,814	($4,539,187)
Debt & Depreciation	$1,789,000	$2,357,235	$2,424,376	$2,424,376	$0
Capital Outlay	$277,500	$803,151	$487,500	$460,000	($27,500)
Interdept. Charges	$2,765,958	$2,752,359	$2,478,091	$2,192,165	($285,926)
Total Expenditures	**$169,076,666**	**$157,335,201**	**$163,909,968**	**$159,057,355**	**($4,852,613)**
Revenues					
Direct Revenue	$55,896,762	$50,560,106	$50,131,508	$50,633,860	($502,352)
Intergov Revenue	$94,078,246	$91,738,560	$94,899,600	$90,242,846	($4,656,754)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$149,975,008**	**$142,298,666**	**$145,031,108**	**$140,876,706**	**($4,154,402)**
Tax Levy	**$19,101,658**	**$15,036,535**	**$18,878,860**	**$18,180,649**	**($698,211)**
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department Mission: The Milwaukee County Transit/ Paratransit System (MCTS) 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.

Department Description: The Milwaukee County Department of Transportation (McDOT) provides public transit services through a contract with another agency. Direct management and operation of the transit system, including paratransit services, is provided by an outside entity under contract to the County. On April 29, 2013 McDOT issued a competitive Request for Proposal (RFP) for interested vendors to provide comprehensive transit management services necessary for the efficient daily operation of the fixed route bus and ADA paratransit system under the policy direction of Milwaukee County beginning January 1, 2014. In responding to the RFP, prospective transit management service providers were to provide implementable recommendations toward provision of sustainable and efficient mass transit and paratransit services for Milwaukee County. The entity that manages the operation of the transit system uses transit facilities and equipment owned and provided by Milwaukee County for fixed route services and its own vehicles for paratransit services.

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, and provide design and construction services for capital facilities.

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Strategic Program Area 1: Paratransit

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Van Trips per Hour	1.97	2.00	1.98
Ridership	572,146	679,429	569,400
Cost Per Ride	$27.63	$27.77	$29.19

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$26,502,036	$15,874,061	$18,958,132	$16,113,275	($2,844,857)
Revenues	$24,464,045	$18,796,037	$17,618,932	$14,900,760	($2,718,172)
Tax Levy	$2,037,991	($2,921,976)	$1,339,200	$1,212,515	($126,685)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Cost per Trip by Mode	N/A	N/A	N/A*

*The department will begin collecting performance data in 2014 and will record it in future budgets.

Strategic Implementation:
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. Paratransit will continue to maintain Milwaukee County border-to-border service. The paratransit cash fare is reduced by $1.00 from $4.00 to $3.00 per one-way trip. The trip subsidy paid by Managed Care Organizations (MCO) remains at $12.55; the actual cost per ride is $28.80 for van service and $17.25 for taxi service. Overall tax levy in this area is reduced $126,685 and can be attributed to a decrease in operation costs of $2,844,857 from $18,958,132 to $16,113,275 and a reduction in program revenue of $2,718,172 from $17,618,932 to $14,900,760. The decrease in expenditures and revenues is the result of the $1 reduction in paratransit cash fare and fewer trips budgeted in 2014 compared to 2013. Estimated trips decrease 110,329 from 679,729 trips to 569,400 trips primarily due to human services agencies utilizing alternate transportation services. In addition, funds provided by the State for operation of paratransit services are reduced by $2,285,700 from $10,802,600 to $8,516,900.

In 2014, 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.

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

Strategic Program Area 2: Fixed Route

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Buses in Fleet	415	415	391
Buses Operated in Peak Service	333	333	341
Annual Bus Miles	17,369,736	17,257,347	17,277,703
Annual Bus Hours	1,331,217	1,309,315	1,324,206
Revenue Passengers	37,372,333	37,500,000	38,550,000
Cost per Mile	$7.69	$7.91	$7.81
Cost per Revenue Passenger	$3.57	$3.64	$3.50
Revenue per Revenue Passenger	$1.10	$1.11	$1.10

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$142,574,630	$141,461,140	$144,951,836	$142,944,080	($2,007,756)
Revenues	$125,510,963	$123,502,629	$127,412,176	$125,975,946	($1,436,230)
Tax Levy	$17,063,667	$17,958,511	$17,539,660	$16,968,134	($571,526)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Fare box Recovery Ratio	30.76%	30.50%	31.41%
Passengers per Bus Hour Operated	N/A	N/A	N/A*
Cost per Bus Hour Operated	N/A	N/A	N/A*

*The department will begin tracking performance measure data in 2014 and will report it in future budgets.

Strategic Implementation:
The Fixed-Route service area maintains current service levels with service increasing by 20,356 miles (0.1%) and 14,891 hours (1.1%). This service also continues the Metro Express service on the Green, Red, and Blue lines. In 2014, fixed routes are fully funded. Overall tax levy in this service is decreased by $571,526. Operations costs decrease $2,752,143 from $94,627,600 to $91,875,457. Passenger revenues (passenger abatement) increase $785,000 from $41,625,000 to $42,410,000. In addition, passenger revenue is expected to increase due to the mitigation of fraud and fare evasion as a result of the phased implementation of the electronic fare collection system. Congestion Mitigation and Air Quality (CMAQ) funds in the amount of $4.3 million are available to cover the costs of the Metro Express routes through the middle of 2014. A new CMAQ grant application has been submitted to the State of Wisconsin requesting a third and final year of funding to support the Red, Green, and Blue Express routes. This revenue is not budgeted in 2014. Fixed route fares remain at the 2013 budgeted level; however, additional fare options will be available after installation of the new electronic fare collection system (see table on page 5).

Implementation of the new electronic fare collection system has involved extensive planning, marketing, and community outreach. MCTS is planning a phased approach to introducing new fare products. Upon installation, new fare boxes will immediately accept cash. For a limited time, smart cards will be distributed free to the public. After the initial distribution is complete, a fee of $2.00 will be charged for each smart card. Paper fare products (tickets, transfers and passes) will continue to be used for a period of time while MCTS introduces value deduction as fare payment and various periods passes on smart cards. Smart Card fare products will be available for purchase at many retail outlets and on-line. Period passes become activated upon first use, and remain valid for the duration of the period (7-day pass valid for 7 consecutive days). This differs from the current calendar based pass that is valid for a specific week or month. The goal is to have smart card pass options introduced by the end of the first quarter 2014. Other special fares, such as U-Pass and school pass, will be introduced later in 2014 to coincide with the start of a new school year.

DEPT: DOT-Transit

UNIT NO. 5600
FUND: Enterprise - 0083

PROPOSED FARE NAME	CURRENT FARE	PROPOSED FARE	COMMENT
Cash Fares			
Adult	$2.25	$2.25	No change from current fare
Premium	$3.25	$3.25	No change from current fare
Concession (Half-Fare)	$1.10	$1.10	No change from current fare
Advance Purchase Fares			
Adult Tickets	10/$17.50	$1.75	Value deduction smart card replaces paper tickets
Premium Tickets	10/$23.50	$2.35	Value deduction smart card replaces paper tickets
Concession (Half-Fare) Tickets	10/$11.00	$1.10	Value deduction smart card replaces paper tickets
Pass Fares			
1-Day Adult Pass	New Product	$4.00	Purchased in advance at ready fare outlet
1-Day Adult Pass	New Product	$5.00	Loaded on existing smartcard at fare box
1-Day Premium Pass	New Product	$6.00	Purchased in advance at ready fare outlet or loaded
1-Day Concession Pass	New Product	$2.00	Purchased in advance at ready fare outlet
1-Day Concession Pass	New Product	$3.00	Loaded on existing smartcard at fare box
3-Day Adult Pass	New Product	$12.00	Purchased at ready fare outlet
3-Day Premium Pass	New Product	$18.00	Purchased at ready fare outlet
3-Day Concession Pass	New Product	$6.00	Purchased at ready fare outlet
3-Day Concession Premium Pass	New Product	$9.00	Purchased at ready fare outlet
7-Day Adult Pass	$17.50	$17.50	Replaces paper calendar based pass. Purchased at ready fare outlet or on-line
7-Day Premium Pass	New Product	$24.00	Purchased at ready fare outlet or on-line
7-Day Concession Pass	New Product	$11.00	Purchased at ready fare outlet or on-line
31-Day Adult Pass	$64.00	$64.00	Replaces paper calendar based pass. Purchased at
31-Day Premium Pass	New Product	$85.00	Purchased at ready fare outlet or on-line
31-Day Concession Pass	New Product	$32.00	Purchased at ready fare outlet or on-line
Other Special Fares			
Student Pass	$16.50	$16.50	Valid weekdays, available to schools only
U-PASS	$45.00	$45.00	Per semester
Commuter Value Pass	$201.00	$201.00	Per quarter
New Freedom Pass	Free	Free	Free to eligible paratransit clients
Transfer	Free	Free	When paying cash, transfer encoded on passenger's smartcard
Paratransit Fare	$4.00	$3.00	Per one way trip

DOT-DIRECTOR'S OFFICE (5800) BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$970,129	$991,855	$993,352	$1,092,168	$98,816
Operation Costs	$33,662	$19,490	$33,662	$38,517	$4,855
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$10,800	$10,800
Interdept. Charges	($885,965)	($1,031,241)	($886,795)	($891,485)	($4,690)
Total Expenditures	**$117,826**	**($19,896)**	**$140,219**	**$250,000**	**$109,781**
Revenues					
Direct Revenue	$250,000	$246,270	$269,180	$250,000	($19,180)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$250,000**	**$246,270**	**$269,180**	**$250,000**	**($19,180)**
Tax Levy	**($132,174)**	**($266,166)**	**($128,961)**	**$0**	**$128,961**
Personnel					
Full-Time Pos. (FTE)	7	7	7	7	0
Seas/Hourly/Pool Pos.	0	0	0	1	1
Overtime $	$0	$253	$0	$0	$0

Department 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.

Department Description: The DOT- 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 DOT consists of the following divisions: Transit/Paratransit, Fleet Management, Airport, and Highway Maintenance.

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.

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

Strategic Program Area 1: Director of Transp. & Pub Works

Service Provision: **Mandated**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Total DOT FTEs	460.5	466.8	465.8
Total DOT Expenditures	$234,229,030	$236,525,587	$227,687,376

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$117,826	($19,896)	$140,219	$250,000	$109,781
Revenues	$250,000	$246,270	$269,180	$250,000	($19,180)
Tax Levy	($132,174)	($266,166)	($128,961)	$0	$128,961
FTE Positions	7	7	7	8	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this service			

Strategic Implementation:
In 2014, the Director's Office will begin efforts to create a coordinated Safety and Emergency Management Program across all DOT divisions. The goal of this program is to provide a uniform approach to safety and emergency management across the divisions within the department. 1.0 FTE Safety and Emergency Program Manager is created to coordinate the functions of this program. To better reflect where positions are actually performing work, the department is transferring in 1.0 FTE Clerical Specialist Airport, transferring to the Airport 1.0 FTE Senior Executive Asst DPW NR, and transferring to the Highways Division 1.0 FTE Highway Maintenance Worker. In addition, 1.0 FTE Transportation Analyst is created.

In 2013, the budget for the Director's Office including legacy health and pension benefit costs ($128,961) in property tax levy. In the 2014 budget, the property tax levy is $0. This change represents the best practice of charging the DOT divisions for the net cost of operating the Director's Office after applying non-county revenue received for administration of the towing program. In addition, this change has a $0 overall effect on property tax levy across the DOT as the increase in tax levy to the Director's Office is fully offset by decreased crosscharges to the DOT divisions overseen by the Director's Office.

DOT-DIRECTOR'S OFFICE (5800) BUDGET

DEPT: DOT-Director's Office

UNIT NO. 5800
FUND: General - 0001

DOT-Director's Office Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Asst Dir Public Wks And Dev	1	0	-1	2013 Action
Clerical Spec Airport	0	1	1	Transfer In
Dir of Operations	1	1	0	
Exdir3-Dir Trans Public Wrks	1	1	0	
Fiscal & Budget Adm	0	1	1	2013 Action
Highway Mtce Wkr - IC	1	0	-1	Transfer Out
Safety & Emerg Prog Mgr	0	1	1	Create
Senior Exec Asst DPW NR	1	0	-1	Transfer Out
Transp Grant Dev Mgr	1	1	0	
Transportation Analyst	0	1	1	Create
Transportation Bus Mgr	1	1	0	
TOTAL	7	8	1	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$166,436	$197,723	$182,166	$202,043	$19,877

Health & Human Services Function

Agency Budget Narratives

- **Department of Health & Human Services (DHHS)**
- **DHHS - Behavioral Health Division**
- **Department on Aging**
- **Department of Family Care**

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Budget Summary

Category	2012 Budget[1]	2012 Actual[1]	2013 Budget[1]	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$48,771,485	$41,745,006	$44,213,680	$40,574,844	($3,638,836)
Operation Costs	$152,849,698	$127,843,250	$122,409,217	$138,738,697	$16,329,480
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$368,936	$221,896	$400,456	$165,120	($235,336)
Interdept. Charges	$4,607,897	$11,423,721	$10,525,285	$10,047,844	($477,441)
Total Expenditures	**$206,598,016**	**$181,233,873**	**$177,548,638**	**$189,526,505**	**$11,977,867**
Revenues					
Direct Revenue	$35,496,206	$36,772,541	$35,931,850	$45,545,592	$9,613,742
Intergov Revenue	$124,176,422	$104,232,430	$105,277,964	$107,071,624	$1,793,660
Indirect Revenue	$10,460,590	$11,006,255	$0	$0	$0
Total Revenues	**$170,133,218**	**$152,011,226**	**$141,209,814**	**$152,617,216**	**$11,407,402**
Tax Levy	**$36,464,798**	**$29,222,647**	**$36,338,824**	**$36,909,289**	**$570,465**
Personnel					
Full-Time Pos. (FTE)	467.3	467.3	469.6	419.4	-50.2
Seas/Hourly/Pool Pos.	8.2	8.2	8.2	7.2	-1.0
Overtime $	$589,176	$1,189,314	$622,392	$621,684	($708)

Department 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.

Department Description:
The Department of Health and Human Services (DHHS) includes the following program areas: Director's Office & Management Services, Delinquency and Court Services, Disabilities Services, and Housing.

For 2014, the Community Services Branch, Wraparound Milwaukee, and Emergency Medical Services are separated to DHHS. This change will provide the opportunity to define roles and priorities within a complex mental health system with the idea of raising standards of care for all areas within a well-defined framework. All Milwaukee County behavioral health programming will move forward with a person-centered, recovery-oriented, trauma-informed and culturally sensitive approach to the people we serve with strong communication and coordination of services among the divisions.

[1] 2012 Budget, 2012 Actual, and 2013 Budget figures have been restated to reflect to the transfer of Community Service Branch, Wraparound Milwaukee, and Emergency Medical Services.

Strategic Program Area 1: Director's Office & Management Services

Service Provision:

Director's Office:	**Mandated**
Home Energy:	**Committed**
211 Impact:	**Discretionary**

Strategic Outcome:

Director's Office:	**High Quality, Responsive Services**
Home Energy:	**Personal Safety**
211 Impact:	**Self-Sufficiency**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Home Energy			
Households Applied	61,363	60,000	62,000
211-Impact			
Customer Contacts	181,567	192,000	210,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$5,736,971	$5,489,811	$5,680,424	$3,243,304	($2,464,064)
Revenues	$5,393,545	$5,309,739	$5,422,348	$2,915,523	($2,533,769)
Tax Levy	$343,426	$180,072	$258,076	$327,781	$69,705
FTE Positions	35	35	36	22	-14

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Fiscal & Budget Staff/FTE	4.1%	3.8%	3.9%
Revenue dollars/fiscal staff	$5,163,095	$5,150,050	$5,180,304
Contract dollars spent/ contract management staff (DHHS and BHD combined)	$5,274,332	$4,988,622	$5,768,687

Strategic Implementation:
The Director's Office and Management Services provide administrative guidance, accounting support, and contract oversight to all DHHS program areas with 20.0 FTE related to these services. 2.0 FTE are devoted to managing service contracts related to Home Energy and 211-IMPACT.

The Comptroller's Office will assume all countywide payroll duties in 2014. As part of this initiative, DHHS will transfer two positions to the Comptroller's Office. In an effort to create efficiencies, 1.0 FTE Contract Services Coordinator is transferred from BHD to DHHS and 1.0 FTE vacant Account 2 is abolished.

DHHS operations staff, mail staff, and related revenues and expenditures responsible for the management of the Coggs Center have been transferred to The Department of Administrative Services - Facilities Management Division based on the recommendations in the CBRE report to consolidate facility management functions.

The State decided to relocate its files and terminated record services provided by DHHS in June 2013. This results in a loss of revenue of $75,286.

The 211-IMPACT contract is levy funded at $380,000 by DHHS and $100,000 from BHD for a total of $480,000. The Wisconsin Home Energy Assistance Program (WHEAP) is funded by the State Department of Administration. It is administered through Community Advocates, Social Development Commission and two county employees managed by Contract Administration. WHEAP funding is reduced by $434,572 from $2,934,572 to $2,500,000 which reflects anticipated State revenue. A corresponding reduction is made to expenditures for a net zero tax levy impact.

Strategic Program Area 2: Delinquency & Court Services

Service Provision: **Mandated / Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of new referrals received	2,490	2,500	2,500
Number of youth committed to DOC	150	140	140
Average Daily Population for JCI	148.7	154.8	146.2
Average Daily Population for CCI	11.3	10.3	11.0
Community-Based Alternative Programming Enrollees	3,781	4,077	4,147
Number of youth brought to Juvenile Detention Center	3,329	3,092[2]	3,211
Number admissions to Juvenile Detention Center	2,867	2,680[2]	2,774

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$41,742,357	$39,421,436	$40,092,338	$40,180,739	$88,401
Revenues	$25,905,977	$26,407,587	$24,633,146	$25,850,826	$1,217,680
Tax Levy	$15,836,380	$13,013,849	$15,459,192	$14,329,913	($1,129,279)
FTE Positions	180.6	180.6	178.6	172.6	-6

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Youth successfully completing the First Time Juvenile Offender Program	82%	75%+	75%+
Youth with no subsequent referral during the First Time Juvenile Offender Program	92%	85%+	85%+
Youth successfully completing pre-dispositional programs without reoffense	67%	70%+	70%+
Youth successfully completing post-dispositional programs	68%	65%+	65%+
Collect Demographic Data on all admissions	Yes	Yes	Yes
Average length of stay (days)	12.3	12.0	12.0
Pass annual DOC inspection	Yes	Yes	Yes

[2] Projections based on 6 months of data.

Strategic Implementation:
DCSD Administration
Delinquency & Court Services (DCSD) Administration provides administrative oversight, clerical support, grant coordination and quality assurance to all DCSD program areas with 21.5 FTE. Expenditures are increased by $37,900 for the eTime Reporting system, which supports DCSD's inter-agency cooperation efforts, enabling DCSD to share accurate information regarding juvenile supervision status with local law enforcement and criminal justice agencies. Grant revenues are increased and Title 19 revenue is decreased for a net revenue increase of $56,200.

DCSD was selected to serve as a demonstration program for the Juvenile Justice Reform and Reinvestment Initiative. This initiative will implement a set of evidence-based and cost-measurement tools for assessing juvenile justice programs and use the results to improve services with the ultimate goal of achieving better outcomes for youth. This has no tax levy impact.

DCSD will continue to participate in the Juvenile Accountability Block Grant which supports the Targeted Monitoring program to provide an alternative to traditional correctional placement for higher risk youth referred on firearm offenses or other chronic offending behavior. There is a 10% ($6,289) local funding match associated with this grant revenue.

Community-based Alternative Programming
59.0 FTE are provided to administer a variety of services and programs intended to divert youth from court and provide them the opportunity to become more productive citizens. In an effort to improve operational efficiency and provide more oversight, a Section Manager is being created in the Probation Supervision program area. This is offset by the abolishment of 2.0 vacant FTE Human Service Worker-Juvenile Justice for a total savings of $28,790.

Youth Aids revenue is increased by $1,161,480 based on rates included in the 2013-2015 State Budget and an Average Daily Population (ADP) of 146.2 for the Juvenile Correctional Institution and 11.0 for the Child Caring Institution.

DCSD is expanding new community alternatives to safely reduce the incarcerated population and out of home placements. This is related to Milwaukee County's participation as a demonstration site in the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). In addition, DCSD will invest in increased support for the availability of pre-dispositional monitoring programs for youth pending court and GPS monitoring technology. DCSD will fund an expanded Alternative Sanction Program, to serve as an alternative to detention for youth who violate the conditions of their probation and a rate increase for group homes based on actual costs of operation and service utilization. DCSD will explore decreasing the use of shelter care in favor of more evidence-based alternatives. $100,000 is redirected from Youth Sports Authority. Overall, there is a $500,000 increase in tax levy related to these programs.

Juvenile Detention Center
DCSD operates a 120-bed Juvenile Detention Center with 98.0 FTE employees including Juvenile Corrections Officers, nursing staff, clerical staff, and a Superintendent. For 2014, a Deputy Superintendent is created to provide additional oversight to the Juvenile Detention Center, a RN 1 Pool position is created to provide more flexibility in the nursing staff and overtime is increased based on experience. These personnel changes result in increased costs of $182,884.

4.0 FTE vacant Human Service Workers-Juvenile Justice and 2.0 FTE vacant Juvenile Corrections Officer positions are unfunded. Vacancy and Turnover adjustments are reduced by the same amount for no effect on tax levy.

Milwaukee County Accountability Program (MCAP) continues in 2014. This program provides an opportunity for high-risk youth to remain close to home instead of being sent to a Juvenile Correctional Institution located in Irma, WI, a four-hour drive from Milwaukee. This has no levy impact in the 2014 budget.

Strategic Program Area 3: Disabilities Services Division

Service Provision: **Mandated / Committed**

Strategic Outcome: **Self-Sufficiency**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Projection**	**2014 Budget**
Children's Long Term Support Waiver Enrollees	709	921	795
Birth-3 Early Intervention Enrollees	3,956	3,200	3,778
Family Support Enrollees	578	480	539
Clients in Community Living Support Services	252	189	358
Clients in Work, Day and Employment Services (Adult)	33	32	37.5
Information and Assistance Phone Calls	27,767	23,169	25,416
Referrals Processed	3,946	3,366	5,364
Family Care Enrollments Completed	2,153	1,552	1,833
Number of IDAP cases processed	1,165	1,200	1,200
Number of Burials processed	299	338	280

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$26,511,017	$16,716,610	$17,478,659	$17,327,437	($151,222)
Revenues	$23,541,009	$14,816,732	$14,235,750	$14,431,761	$196,011
Tax Levy	$2,970,008	$1,899,878	$3,242,909	$2,895,676	($347,233)
FTE Positions	68	68	70.5	70	-0.5

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Average Monthly Clients - CLTS Autism	431	420	450
Average Monthly Clients - CLTS Non- Autism	202	225	250
DHS FSP Allocation Expenditure	$780,192	$786,000	$786,000
MA Match Rate Disability Resource Center	48%	48%	50%
Respite Home Average Length of Stay (Days)	N/A	70	60

Strategic Implementation:
Children's Services
17.3 FTE are provided to administer children's services that include early intervention, Birth to Three, Family Support and Children's Long-Term Support (CLTS) Waiver programs including the intensive autism benefit. These programs support children and their families who have developmental delays and significant disabilities.

Based on prior year experience, case management and CLTS administration revenue is increased by $237,699. DSD has expanded this program over the last few years and this adjustment brings the budget in line with actual revenues.

Adult Services
41.4 FTE provide Disability Resource Center services such as information and assistance, service access and prevention, disability and Family Care benefits counseling. A Quality Assurance Technician is abolished and a Program Coordinator is created to coordinate financial eligibility for the DRC with the State; this results in a net tax levy increase of $12,178.

In 2013, a fund transfer was executed from BHD to DSD to fund four additional crisis respite home beds for a total of eight. 2014 expenditures are increased by $250,000 to reflect this change. Additionally, Medicaid revenue related to Respite Homes is increased by $50,000 in 2014.

A new Crisis Resource Center (CRC) will be available to individuals with Intellectual/Developmental Disabilities (ID/DD) and a co-occurring mental illness in 2014. The primary goal of this program is to provide intensive support to assist an individual in acquiring the necessary skills to maintain or return to community living following behavioral or symptom changes leading to crisis destabilization. The CRC will help individuals relocating from BHD long-term care units succeed in the community and reduce reliance on the Psychiatric Crisis Services Emergency Room. To complement this initiative, an evening and weekend on-call Crisis Response Team (CRT) for individuals with co-occurring ID/DD and MH clients is created through a partnership with the agency selected to run the CRC. The main responsibilities of the on-call workers will be to answer crisis calls, provide support and guidance, and on-site assessment and intervention if needed. The CRC and CRT include expenditures of $404,544.

Purchase of service contract funds are reduced by $303,000 based on experience.

DSD Administration
11.0 FTE in DSD Administration and Support provide management, fiscal, and clerical support to all DSD programs.

Furthering an initiative that started in 2011, BHD will close the Center for Independence and Development (CID) in 2014 through a reduction of all remaining 48 beds. DSD will work closely with BHD to secure community placements for 24 clients by May 1, 2014 and an additional 24 clients by November 1, 2014. Additional detail can be found in the BHD (org 6300) narrative.

General Assistance (GA) Burials and Interim Disability Assistance Program (IDAP) are managed by DSD with 1.0 FTE. In 2012, DHHS implemented a number of cost control measures and also worked to reduce the overall cases for the GA Burial program. This change is reflected in the 2014 Budget and results in an overall tax levy savings of $23,000.

Strategic Program Area 4: Housing Division

Service Provision: **Committed / Discretionary**

Strategic Outcome: **Self-Sufficiency / Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number Supportive Units Placed in Service	395	467	491
Number of families receiving rent assistance	1,715	1,741	1,760
Number of CDBG projects to administer	68	49	40
Number of households assisted with HOME Funds	11	11	11
Number of households assisted with CDBG Funds	4	15	20
Number of HOME Rental Units	33	32	43
Number of Architectural Barrier Grants awarded	4	6	10
Number of households served by construction services	22	45	55

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$21,673,054	$21,478,668	$22,102,263	$22,858,335	$756,072
Revenues	$19,254,229	$16,981,983	$19,297,202	$18,962,585	($334,617)
Tax Levy	$2,418,825	$4,496,685	$2,805,061	$3,895,750	$1,090,689
FTE Positions	32	32	33	30.2	-2.8

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Occupancy rate of Pathways to Permanent Housing	N/A	N/A	90%
Individuals maintaining permanent housing in Pathways program	88%	88%	88%
Individuals exiting to permanent housing in Pathways program	70%	70%	70%
Families on Housing Voucher Waitlist	6,000	600	540
Monthly cost per Housing Choice Voucher rental unit	$576	$547	$547
Amount of CDBG payback to HUD	$229,420	$99,738	$0
Home Repair Loan Repayment Rate	96.6%	95.0%	95.0%

Strategic Implementation:
The Housing Division strives to provide Milwaukee County residents in need with a safety net, decent and safe affordable housing, and a connection to opportunities to improve their quality of life using available funding sources in a targeted, efficient manner.

30.2 FTE administer Special Needs Housing, Housing Voucher Plus, Community Development Block Grant (CDBG), and HOME/Home Repair loans. 1.0 FTE Housing Program Assistant-Rent Assistance and 1.0 FTE Economic Development Coordinator are abolished on January 1, 2014. 1.0 FTE Fiscal Assistant 2 is abolished March 1, 2014 to realign duties and create efficiencies.

Tax levy is increased by $1,090,689. This is partially related to an effort to reducing the structural deficit. The Housing Division, in partnership with DHHS budget and accounting teams, reviewed all the various HUD program revenue amounts and related service allocations for all Housing programs in an effort to reconcile the budget with actual experience.

Additionally, The Housing Division will create 40 permanent supportive housing scattered site housing units to complement the BHD redesign effort, serving individuals with behavioral health needs. This service model accompanies Community Based Residential Facilities (CBRF) placements for behavioral health consumers. It includes peer specialists to supplement the work of case managers. This new investment is consistent with the Mental Health Redesign recommendations. A $400,000 increase in expenditures covers the cost of services and rental assistance.

The Pathways to Permanent Housing program, created in January 2013 through County Board Resolution (File No. 13-83), continues in 2014. This program provides transitional housing including intensive care management and the presence of a robust level of peer specialist resources in order to transition residents to safe, affordable and permanent housing. $276,250 from BHCS is transferred to this program and an additional $70,000 in tax levy is allocated to provide support for a full year for this program.

A HUD requirement for the federally-subsidized Shelter Plus Care program is that the individual must have permanent case management. This is a major barrier for many homeless and disabled veterans in Milwaukee County to access these services. To address this issue, the Housing Division will fund two contracted case managers to provide services to approximately 50 veterans who are disabled and homeless. This initiative is funded with $100,000 in Potawatomi revenue and has no levy impact.

The CDBG program is now operating in 100% compliance with CDBG guidelines and anticipates no fund repayments in 2014.

Strategic Program Area 5: Behavioral Health Community Services

Service Provision: **Mandated**

Strategic Outcome: **Self-sufficiency / Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Adult Day Treatment			
Number of Visits	3,888	3,888	3,888
AODA – clients seen for:			
Detoxification – All Levels	5,925	5,939	6,334
Outpatient Treatment	1,959	2,384	2,574
Medication Assisted Treatment	250	171	175
Family Intervention Support Services			
Patients Served	453	550	550
CATC Wraparound			
Patients Served	1,097	1,155	1,205
Wraparound, Non-court ordered			
Patients Served	495	446	475
Mobile Urgent Treatment			
Patients Seen	1,201	1,785	1,785

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$95,029,673	$92,152,754	$85,071,067	$99,570,473	$13,699,406
Revenues	$89,140,522	$87,610,190	$77,050,672	$90,062,769	$12,212,097
Tax Levy	$5,889,151	$4,542,564	$8,020,395	$9,507,704	$1,487,309
FTE Positions	130.8	130.8	130.5	100.8	-29.7

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Provider agencies completed a NIATx[3] change project	50%	55%	60%
Average Satisfaction Survey Score	75%	70%+	70%+
Percent of outpatient clients screened for Medicaid and placed with a Medicaid certified agency	14%	22%	23%
Average Dollars expended per Community Support Program slot			
County-run (2013 Capacity of 337)	$9,822	$11,911	$0[4]
Non-County-run (2013 Capacity of 963)	$3,832	$3,832	$3,832
Wraparound			
Average Daily Number of REACH enrollees	293	320	350
Consumer Satisfaction (5.0 Scale)	4.05	4.15	4.20
Percent of total youth in Wraparound Programming using Residential Treatment Care	20.6%	17.5%	15.0%

Strategic Implementation:
In the past, the Behavioral Health Division consisted of two major divisions - one that focused on inpatient, institutional services (ie. the hospital) and the other focuses on community-based services (ie. Community Services Branch). Both are critical aspects of Milwaukee County's mental health system.

The 2014 Budget creates two distinct divisions under DHHS: Behavioral Health Community Services Division (BHCS), including Wraparound Milwaukee and the Community Services Branch, and the Behavioral Health Division, including Psychiatric Hospital, Emergency Room and Long Term Care units, each with its own leadership. The goal is to raise the standards of care for both areas, while clearly defining the roles of each. This separation will create a more manageable workload for the leaders of each Division.

The Community Services Branch and Wraparound Milwaukee will focus on providing community based mental health and substance use disorder services with a focus on aiding mental health consumers in leading healthy, productive lives in the community. They will develop and manage a comprehensive, coordinated, community-based system that serves children, adolescents, and adults to provide the necessary continuum of care across the lifespan. Wraparound Milwaukee's well established and award-winning processes for quality assurance and quality improvement will expand to the rest of the community services the County provides.

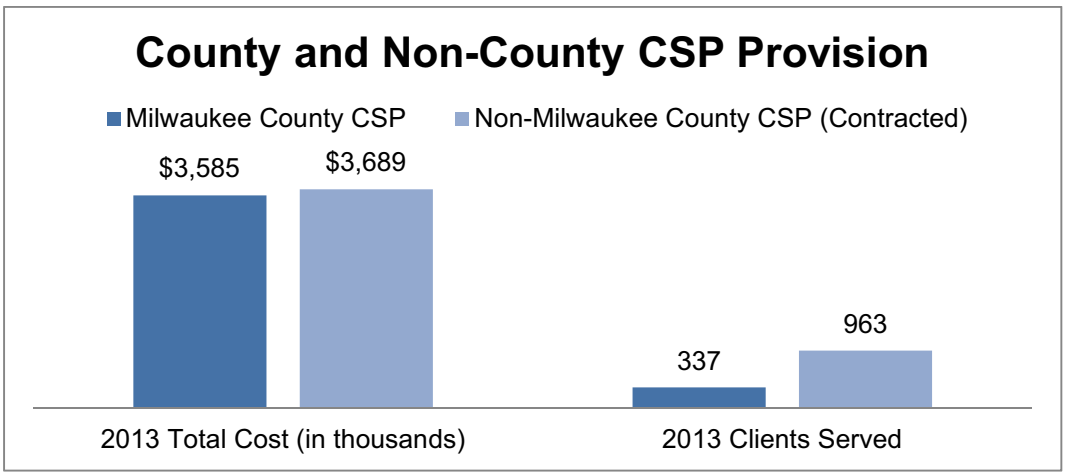
The Psychiatric Inpatient Hospital, Emergency Room and Long Term care units will focus on providing safe, high quality and effective services, meeting all regulatory requirements for each service area and continue to transition clients to community placements through person- centered individualized plans.

Each of these areas will have a dedicated leader who will focus on that specific division. Although each division will have its own identity to show its importance, focus and strategy; communication, continuity of care, coordination and operational efficiencies will continue and also be enhanced whenever possible. Both divisions will move forward with a person-centered, recovery oriented, trauma informed and culturally sensitive approach to the people they serve with strong communication and coordination of services among the divisions.

[3] NIATx is a nationally-recognized model of process improvement designed specifically for behavioral health care settings to improve access to and retention in treatment.
[4] County-run Community Support Programs are outsourced in 2014.

Community Services Branch

As of March 1, 2014, BHCS will outsource the caseload currently covered by BHCS's Community Support Program (CSP) – Downtown and Southside locations and have all 337 cases assumed by community providers through a competitively bid purchase of service contract. The initiative will produce tax levy savings of $689,031 with no decrease in services. This overall savings includes $1,187,126 for the purchase of community slots. 45.0 FTE will be abolished April 1, 2014.



$416,800 will be invested to add pilot locations of Assertive Community Treatment (ACT) and Integrated Dual Disorder Treatment (IDDT) models to four CSP programs to improve and expand services for clients enrolled in that program. Both ACT and IDDT are evidence-based treatment approaches, and are effective with individuals with a serious mental illness and a co-occurring substance use disorder. In addition, due to CSP providers being level funded since 2000, a cost of living adjustment of $738,731 is included to align services with actual costs. BHD will continue to review and consider COLA increases for other service areas in future years. The total cost of these initiatives is $1,155,531 in 2014.

Funding for the two Crisis Resource Centers is reduced by $350,000 to a total of $750,000 to account for the billable per diem rate allowable under Medicaid and to more closely align the funding for both of the two Crisis Resource Centers. This will not result in decreased services or number of beds.

A peer run drop-in center will be created to operate in the evenings and on weekends starting April 2014. This center will provide support to individuals with mental illness and/or co-occurring substance use disorders. BHCS also plans to increase the existing peer services contracts by $143,000 to better align services with actual costs. The increased funding will result in expanded service provision to peers and is a result of input from community stakeholders. The total cost of these two programs is $278,000.

In 2013, BHCS developed a plan to implement CRS, a co-participation benefit for individuals with a severe and persistent mental illness that connects clients to necessary recovery services to promote independence. Services include supported employment, housing and the utilization of peers as providers. In 2014, BHCS will continue to grow CRS with the creation of 3.0 FTE to administer the program. Expenditures for this program are increased by $1,870,682. This is off-set by $1,595,682 in anticipated revenue. $275,000 in start-up costs are dedicated to this program from tax levy.

A component of the State's 2013-2015 Mental Health Initiative is the statewide expansion of the Comprehensive Community Services (CCS) Medicaid psychosocial rehabilitation benefit. The Medical Assistance (MA) program will reimburse a county for both the non-federal and the federal share of the MA allowable CCS costs if the county agrees to provide the benefit on a regional basis according to criteria (yet to be) established by the State Department of Health Services. BHCS plans to apply for this benefit, which would begin in July 2014. This initiative has no tax levy impact.

In 2013, BHD (now BHCS), expanded case management services through the use of one-time funds by adding slots to the Targeted Case Management (TCM) program. In 2014, this investment is maintained with a $125,000 increase to tax levy.

For some individuals seeking behavioral health services, the quality of the services they receive may be negatively impacted by the lack of cultural competence in service delivery. To specifically address the needs of African American and Latino consumers, $195,000 is added to providing various behavioral health preventative strategies through community partners with expertise in culturally specific treatment approaches.

BHCS will work closely with BHD's Rehab Centers Central team to assist in moving clients from Rehab Center Central into appropriate community placements. To achieve this, BHCS has included $88,356 for 20 additional contracted CSP slots, $276,250 for group home beds, and $428,568 for additional supports such as adult family homes and other needed services for a total investment of $793,174.

In 2013, BHCS began billing Medicaid for various crisis services. As a result, $225,000 in additional revenue is included in the 2014 budget which is based on actual experience.

The cost for the expanded crisis respite was included in the 2013 BHD Budget as part of the $3 million Mental Health Redesign Initiative. Of the total budget for this initiative, $250,000 was earmarked for the Mental Health Pilot Respite program component. In 2013, a fund transfer was executed from BHD to DSD to fund four additional crisis respite home beds for a total of eight. The 2014 Budget is adjusted to reflect this change.

Based on the 2013-2015 State budget BadgerCare expansion, BHCS reduces outpatient contracts by $250,000 based in 2014. The BadgerCare expansion will allow more individuals who were previously uninsured to have access to Medicaid health insurance coverage. In addition, BHCS will explore transitioning the existing outpatient providers to a fee-for service-network in order to give clients greater choice among provider coverage.

In 2013, the Housing Division developed a new initiative called the Pathways to Permanent Housing program. This program provides transitional housing including intensive care management and the presence of a robust level of peer specialist resources and expertise. In the 2014 Budget, $276,250 is transferred from BHCS to Housing to reflect the support provided by BHCS for this program.

To assist BHD clients moving into the community, BHCS will provide prescriber availability as a part of the Day Treatment program. This service will help provide continuity and outpatient services for individuals who are relocated from Hilltop and Rehab Central in order to avoid more intensive services and ensure clients receive the medications they need. This will be a short-term initiative to help clients move to the community and allow time for a prescriber base to be developed. Tax levy is increased $65,578.

$45,000 is provided for improvements to the 16th street Day Treatment facility.

In the past, Milwaukee County has received a federal discretionary grant called Access to Recovery (ATR) that has served as the financial structural support for the WIser Choice voucher network for treatment and recovery support services for individuals with a substance use disorder. This grant funding is scheduled to end in September 2014, which could result in a loss of $3.2 million annually. In 2014, BHCS will develop a long-term funding strategy to address the anticipated loss of funding. The 2014 Budget includes decreased revenue and the related expenditures for the last quarter of 2014 which result in no levy change but will significantly impact services. This program enrolls an average of 300 clients per month.

In partnership with the Housing Division, BHCS plans to offer a new housing pilot program specifically aimed at AODA clients. The program is expected to provide a safe living environment coupled with Targeted Case Management (TCM) services for approximately 50 individuals who are in the early stages of recovery from a substance use disorder. The $100,000 cost of this program is funded through $100,000 in reductions to the HIV prevention services for the AIDS Resource Center of Wisconsin.

Wraparound Milwaukee
The Wraparound Milwaukee Program, as a special managed care or HMO model, delivers behavioral health and supportive services to children with severe emotional and mental health needs and their families. By the end of 2014, daily enrollment in Wraparound Milwaukee is projected to increase by approximately 150 youth. The continual increase in enrollments is primarily due to the increases in the voluntary REACH program and also due to the removal of the Medicaid enrollment cap in the Wraparound HMO.

The increase in enrollment results in over $12.2 million in additional client expenditures, which is offset by revenues for behavioral health services provided by Wraparound. In addition, overall expenditures are increased to reflect actual experience and to cover the cost of maintenance and equipment for the program. This increase in expenditures is completely off-set by a corresponding increase in the capitation and crisis payments from Medicaid, along with additional increases in State Child Welfare payments.

1.0 FTE Clinical Program Manager is created to provide clinical oversight of the growing number of high risk juvenile sex offenders and other delinquent youth with serious emotional needs (now over 200). The position will also assist in the design and implementation of more evidence-based practices among provider agencies and develop additional evaluation studies monitoring reduction in recidivism and improved clinical functioning. This position is 100% offset with Medicaid revenue.

Strategic Program Area 6: Emergency Medical Services

Service Provision: **Committed**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Total Communications Events	72,908	76,556	80,205
Requests for Radio Communications	57,217	60,511	63,805
Requests for Physician Consults	1,368	1,510	1,652
Students Enrolled in Training Courses	22	28	29

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$6,648,309	$5,537,532	$7,096,943	$6,346,216	($750,727)
Revenues	$737,645	$486,852	$543,752	$393,752	($150,000)
Tax Levy	$5,910,664	$5,050,680	$6,553,191	$5,952,464	($600,727)
FTE Positions	28.1	28.1	29.1	30.4	1.3

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Appropriate Transport Used	99.10%	100%	100%
ASA Standards Met	85%	86%	87%
Audits Performed	1	4	4

Strategic Implementation:
30.4 FTE provide education, communications, and operations of pre-hospital emergency medical care.

Revenues and expenditures are reconciled with actuals and adjusted accordingly for a cost of $103,037, including various contract and commodity reductions that result in savings of $137,580 offset by a decrease in refund and fee revenue of $150,000.

There are two changes to the American Heart Association (AHA) and EMS course fees to the public: a $50 increase to a total fee of $350 for the National Registry Exam – Practical portion and a $10 increase to a total fee of $50 for the Practical Retakes. In addition, the Paramedic Refresher Course will cost $19 per hour and the Observational Ride Along will no longer be offered.

$1.5 million EMS subsidy is budgeted for the Milwaukee County municipalities in 2014 as a part the four-year EMS agreement.

0.5 FTE Paramedic Trainer Hourly is abolished and 0.8 FTE EMS Instructor Hourly and 1.0 FTE QA Specialist EMS are created to properly review patient care records, analyze patient outcomes and provide expanded EMS classes for contracting municipalities.

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Administration Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Comm Relations Coord	1	1	0	
Exdir1-Bureauadmin Fcmb	1	1	0	
Exdir2-Assocdirsocser O	0	1	1	Transfer In
Exdir3-Dir Of Human Ser	1	1	0	
Salary Adjustment	0	-0.5	-0.5	
Senior Exec Asst DHHS	1	1	0	
Vacancy & Turnover	-0.2	-0.3	-0.1	
TOTAL	3.8	4.2	0.4	

Management Services Division Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 2	1	0	-1	Abolish
Accountant 3	1	1	0	
Accounting Coord - DHHS	1	1	0	
Adm Asst NR	1	0	-1	Abolish
Admin Spec - DHS-NR	1	0	-1	Transfer Out
Contract Serv Coord	4	5	1	Transfer In
Distribution Assistant	1	0	-1	Transfer Out
ExDir1- Budget & Policy Admin	1	1	0	
Exdir1-Contract Admin	1	1	0	
Exdir2-Assocdirsocser O	1	0	-1	Transfer Out
Executive Assistant CHP	1	0	-1	Transfer Out
Facilities Wkr Dhhs	3	0	-3	Transfer Out
Fiscal Asst 2	2	2	0	
Fiscal Mgt Analyst 2	1	1	0	
Fiscal Mgt Analyst 3	1	1	0	
Mechanical Mtce Supt	1	0	-1	Transfer Out
Office Supp Asst 2	3	1	-2	Transfer Out
Operations Coord Sp	1	0	-1	Transfer Out
Overtime	1	0	-1	
Payroll Asst	2	0	-2	Transfer Out
Qual Assur Coord - DHHS	1	1	0	
Stores And Distrib Asst 1	1	0	-1	Transfer Out
Vacancy & Turnover	-1.1	-0.8	0.3	
TOTAL	29.9	14.2	-15.7	

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Disabilities Services Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Clerical Asst 1	3	3	0	
Disabilities Benefits Spec	4	4	0	
Disabilities Services Coord	4	4	0	
Exdir2-Commresadminstrt	1	1	0	
Exdir2-Depprogdircommse	1	1	0	
Fiscal Asst 2	2	2	0	
Fiscal Coord DSD	1	1	0	
Human Ser Wkr	37	37	0	
Human Ser Wkr Bl Sp	5	5	0	
Mgmt Asst - DHHS	1	1	0	
Office Supp Asst 2	1	1	0	
Office Supp Asst 2 Bl	1	1	0	
Overtime	1.2	1.4	0.2	
Planning Analyst DSD	0.5	0	-0.5	2013 Action
Prog Coord - ASD	1	1	0	
Prog Coord - Res Center	0	1	1	Create
Prog Manager Childrens Servs	1	1	0	
Qual Assur Tech	1	0	-1	Unfund
Resource Center Mgr-Disab	1	1	0	
RN 3 - DSD	1	1	0	
Salary Adjustment	1.1	1.2	0.1	
Serv Supp Spec	1	1	0	
Unit Supervisor - LTS	3	3	0	
Vacancy & Turnover	-2.1	-2.2	-0.1	
TOTAL	70.7	70.4	-0.3	

Economic Support Division Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Energy Asst Prog Int	1	1	0	
Energy Asst Prog Spec	1	1	0	
TOTAL	2	2	0	

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Delinquency and Court Services Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst 2-Chldrns Crt	1	1	0	
Adm Coord Alco Drug Prog	1	1	0	
Admin Coord	1	2	1	2013 Action
Clerical Asst 1	1	1	0	
Clerical Asst 2	5	5	0	
Clerical Spec (CCC DE)	1	1	0	
Clerical Spec DHS	2	2	0	
Control Center Asst	8	8	0	
Custody Placemt Spec	4	4	0	
Deputy Detntn Home SuprIndnt	0	1	1	Create
Detent Home Supt	1	1	0	
Exdir2-Divadmndelq Ctse	1	1	0	
Grant Coordinator	1	1	0	
Hum Ser Wkr-Juvenile Justice	54	48	-6	Unfund 4.0 / Abolish 2.0
Hum Ser Wrk Juv Just - BLSpan	2	2	0	
Human Ser Wkr Bl Sp	2	2	0	
Human Services Supv	6	6	0	
Info Systm Appl Spec Cc	1	1	0	
Juvenile Corr Offic	65	63	-2	Unfund
Juvenile Corr Offic Bl S	3	3	0	
Juvenile Corr Wrkr Supv	6	6	0	
Office Supp Asst 1	2	2	0	
Office Supp Asst 2	1	1	0	
Overtime	9.4	11.1	1.7	
Qual Assur Spec	0	1	1	2013 Action
-RC-Child Prob Officer	1	1	0	
-RC-Social Worker	1	0	-1	2013 Action
RN Pool	0	0.1	0.1	Create
RN 1	3	3	0	
RN 2	1	1	0	
Secretary	1	1	0	
Secretary Nr	1	1	0	
Sect Mgr	1	2	1	Create
Stores And Distrib Asst 1	0.6	0.6	0	
Vacancy & Turnover	-11.1	-6	5.1	
TOTAL	176.9	178.7	1.8	

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Housing Division Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 4	1	1	0	
Adm Asst 2-Accts Rec	1	1	0	
Asst Housg Prg Coord Sn	1	1	0	
Asst Housing And Dev Coord	1	1	0	
Clerical Asst 2	1	1	0	
Community Inter Spec-Housing	1	1	0	
Econ Dev Coord	1	0	-1	Abolish
Exdir2-DHHS Housing	1	1	0	
Fiscal Asst 2	1	0.2	-0.8	Abolish[5]
Housing And Com Dev Spnee	1	0	-1	2013 Action
Housing And Dev Prog Coor	2	0	-2	2013 Action
Housing Inspec Rent Asst	2	2	0	
Housing Inspector	0	2	2	2013 Action
Housing Prog Analyst	1	1	0	
Housing Prog Asst Rehab	1	0	-1	2013 Action
Housing Prog Asst Rent Asst	7	6	-1	Abolish
Housing Prog Asst Spec Needs	4	4	0	
Housing Prog Manager BH	1	1	0	
Housing Program-Mgr	0	3	3	2013 Action
Housing Rehab Analyst	1	0	-1	2013 Action
Office Supp Asst 2	2	2	0	
Overtime	0.2	0.2	0	
Psych Soc Wkr	1	1	0	
Secretary	1	1	0	
Vacancy & Turnover	-1.3	-2.2	-0.9	
TOTAL	31.9	28.2	-3.7	

[5] Action taken March 1, 2014

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Emergency Medical Services Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst NR	1	1	0	
EMS Communicator	7	7	0	
EMS Communicator Hr	0.8	0.8	0	
EMS Informatics	1	1	0	
EMS Instructor	5	5	0	
EMS Instructor- Hourly	1.3	2.1	0.8	Create
EMS Lead Communitcator	1	1	0	
EMS Program Coord	1	1	0	
EMS Program Director	1	1	0	
Ems Supv Hr	0.2	0.2	0	
Med Rec Adm 2	1	1	0	
Med Rec Tech 2	2	2	0	
Overtime	0.4	0.4	0	
Paramed Train & Paramed (Hrly)	3.8	3.3	-0.5	Abolish
Paramedic And Trainparamed	0.5	0.5	0	
Qual Assur Coord - EMS	1	1	0	
Qual Assur Spec EMS	1	2	1	Create
Secretarial Asst	0.5	0.5	0	
Shift Differential	0.1	0.1	0	
Vacancy & Turnover	-3	-2.2	0.8	
TOTAL	26.6	28.7	2.1	

DEPT: DHHS

UNIT NO. 8000
FUND: General - 0001

Community Services Branch Budgeted Positions				
Title Code	2013 Budget	2014 Budget	2014/2013 Variance	Explanation
Adm Coord BH	11	12	1	Create
Adm Coord CATC	1	1	0	
Adm Coord SSI	1	1	0	
Adv Prac Nurse Presciber-Pool	1	0.2	-0.8	Abolish[6]
Adv Prac Nurse Prescriber	2	1.2	-0.8	Abolish
Asst Prog Administrator	0	2	2	Create
BH Clinical ProgDir Psychology	3	4	1	Create
BH Clinical Psychologist III	4.3	4.3	0	
BH Med Prog Director - CATC	0.5	0.5	0	
BH Staff Psychiatrist	1.2	0.6	-0.6	Abolish[6]
Care Coordinator Wraparound	2	2	0	
Cert Occ Therapy Asst	9	2.2	-6.8	Abolish[6]
Clerical Asst 1	5	4.2	-0.8	Abolish[6]
Clerical Asst 1 Hr	0	0.2	0.2	Create
Clerical Asst 2	2	2	0	
Clerical Spec MHD	4	4	0	
Clinical Program Mgr	0	1	1	Create
Comm Service Nurse (PR 18N)	6	3	-3	Abolish[6]
Comm Supp Prog Coord	2	0.4	-1.6	Abolish[6]
Community Services Mgr	1	1	0	
Contract Serv Coord	1	1	0	
Exdir1-Dep Prog Admin CATC	1	1	0	
Exdir1-SAIL-Oper Coord	1	1	0	
Exdir2-Assthospadm2-Mhc	1	1	0	
Exdir2-Prog Admntr Catc	1	1	0	
Fiscal Asst 2	1	1	0	
Fiscal Spec	1	2	1	Create
Health Prevention Coord	1	1	0	
Human Ser Wkr Child Welfare	1	1	0	
Integrated Service Coor	3	4	1	Create
Integrated Service Coor NR	3	1	-2	Abolish[6]
Music Therapist	1	1	0	
Occupational Therapist	17	6.5	-11	Abolish[6]
Office Supp Asst 2	4	2.4	-1.6	Abolish[6]
Overtime	0.9	0.2	-0.7	
Placemt Resources Mgr	1	1	0	
Prog Anlayst MH	1	1	0	
Prog Coord - AODA	1	1	0	
Prog Coord - CATC	2	2	0	
Prog Coord - Safety Svs	2	2	0	
Program Evaluator	1	1	0	
Psych Soc Wkr	13	7.8	-5.2	Abolish[6]
Psych Soc Wkr CSP	2	0.4	-1.6	Abolish[6]
Qual Assur Coord	1	1	0	
Qual Assur Spec	1	1	0	
Qual Assur Spec AODA	3	3	0	

[6] Action taken April 1, 2014

Qual Assur Tech Wrap Around	1	1	0	
Qual Imprvt Coord	1	1	0	
Rehabilitation Coordinator	1	0.5	-1	Abolish[6]
RN 1	0.5	0.2	0	
RN 2 - MH	1	1	0	
RN 2 - Wraparound	2	2	0	
RN Pool	1	0.2	-0.8	Abolish[6]
Secretarial Asst	1	1	0	
Secretary	1	1	0	
Vacancy & Turnover	-12.5	-8.8	3.7	
TOTAL	118.9	92.2	-27	

Legacy Health Care and Pension Expenditures

2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$8,532,675	$9,492,070	$9,449,916	$10,330,694	$880,778

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General - 0077

Budget Summary

Category	2012 Budget[1]	2012 Actual[1]	2013 Budget[1]	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$62,731,585	$62,727,525	$62,522,938	$57,034,766	($5,488,172)
Operation Costs	$23,291,923	$23,346,150	$22,320,838	$20,498,441	($1,822,397)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$410,000	$621,575	$421,875	$595,026	$173,151
Interdept. Charges	($325,874)	$274,876	($430,260)	($274,508)	$155,752
Total Expenditures	**$86,107,634**	**$86,970,126**	**$84,835,391**	**$77,853,725**	**($6,981,666)**
Revenues					
Direct Revenue	$27,160,615	$28,891,103	$27,312,381	$21,628,721	($5,683,660)
Intergov Revenue	$9,583,722	$9,333,150	$9,014,326	$8,793,978	($220,348)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$36,744,337**	**$38,224,253**	**$36,326,707**	**$30,422,699**	**($5,904,008)**
Tax Levy	**$49,363,297**	**$48,745,873**	**$48,508,684**	**$47,431,026**	**($1,077,658)**
Personnel					
Full-Time Pos. (FTE)	655.9	655.9	610.4	525	-85.4
Seas/Hourly/Pool Pos.	19.9	19.9	24.5	24.8	0.3
Overtime $	$3,038,028	$3,299,474	$3,065,508	$2,518,872	($546,636)

Department Mission: The Milwaukee County Department of Health and Human Services – Behavioral Health Division will be a Center of Excellence for person-centered, high quality best practices in collaboration with community partners.

Department Description: The Milwaukee County Department of Health and Human Services (DHHS) – Behavioral Health Division (BHD) consists of Psychiatric Crisis Services, Acute Inpatient Services and two Nursing Facilities.

For 2014, the Community Services Branch, Wraparound Milwaukee, and Emergency Medical Services are separated from BHD. This change will provide the opportunity to define roles and priorities within a complex mental health system with the idea of raising standards of care for all areas within a well-defined framework. All Milwaukee County behavioral health programming will move forward with a person-centered, recovery-oriented, trauma-informed and culturally sensitive approach to the people we serve with strong communication and coordination of services among the divisions.

Overview: A multi-year behavioral health redesign effort, began in 2011, seeks to transfer more inpatient services to a community care setting in order to provide the maximum amount of freedom and the highest quality

[1] 2012 Budget, 2012 Actual, and 2013 Budget figures have been restated to reflect to the transfer of Community Service Branch, Wraparound Milwaukee, and Emergency Medical Services.

of life for individuals utilizing behavioral health services. This initiative was affirmed by County Board resolution 11-516:

"BE IT RESOLVED, that the County Board adopts the following as County policy:

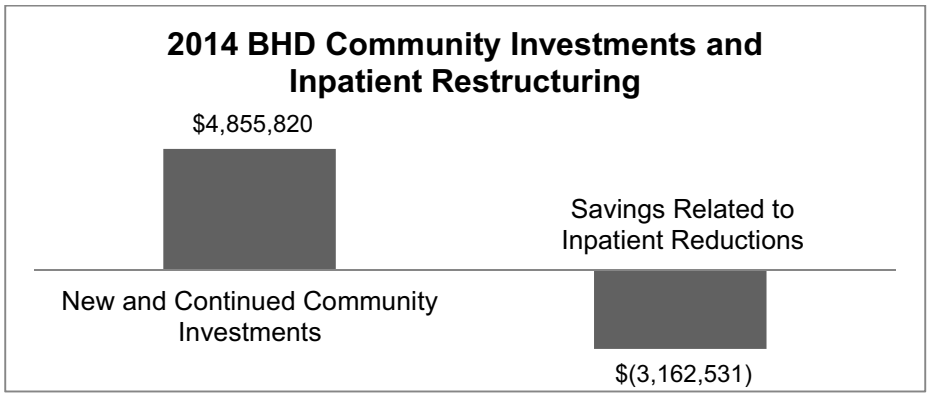
- *The current BHD facility is too large and reflects an inpatient focused model of care that is financially unsustainable in both the short and long term; if Milwaukee County continues to utilize an inpatient centered approach to delivering mental health services, our ability to maintain current service levels will be eroded by rising health care costs and client outcomes will deteriorate even further.*

- *Milwaukee County needs to reallocate how it spends its mental health dollars by transferring the majority of our system dollars into community-based services; these services can be provided by the private sector or a mix of private and publicly run options; the current inpatient focused system uses almost two-thirds of Milwaukee County's available system funds, leaving approximately one-third of the county's funds for community services; successful community-based care systems are most cost-effective and achieve better client outcomes than inpatient focused systems; in these systems, more than half to two-thirds of system funds are spent in the community; achieving this resource shift is more crucial to the future of mental health care in our community than the decision of whether Milwaukee County should build a new mental health facility on the County Grounds.*

- *A further delay of system improvements cannot be tolerated.*

- *The county must commit to continued funding of mental health care services at current levels with any savings produced as a result of the transition to a community-based service delivery model reinvested into the program to allow for expanded community services."*

With the adopted policy in mind, the 2014 budget continues reductions to Acute Inpatient, starts reductions to Rehab Center Central, and closes The Center for Independence and Development (formerly Hilltop). These initiatives are complemented with aggressive investments in community behavioral health services totaling $4.8 million detailed in this and DHHS' narrative. BHD and DHHS are making a significant investment in expanding and enhancing community based services, which will bring increased state and federal revenue into the system. Additionally, Family Care Managed Care Organizations will invest millions of dollars to provide high quality services to BHD clients to ensure a successful transition to the community. Overall, the investments made by the County with additional resources from State and Federal sources and Family Care will enhance services and increase the investment made in community based mental health services.



Milwaukee County remains committed to providing person-centered, trauma informed, and culturally competent inpatient services. To maintain staff experience and expertise during the restructuring, $1,022,000 will be used for a retention package for employees remaining at BHD until their employment status is affected by the redesign process.

Strategic Program Area 1: Management & Support Services

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have activity data.			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$24,830	$1,852,500	$1,292,227	$2,892,238	$1,600,012
Revenues	$1,769,607	$1,243,717	$3,998,629	$3,245,324	($753,305)
Tax Levy	($1,744,777)	$608,783	($2,706,402)	($353,086)	$2,353,317
FTE Positions	181	181	175.3	151.7	-23.6

How Well We Do It: Performance Measures			
Performance Measure[2]	**2012 Actual**	**2013 Budget**	**2014 Budget**
Overtime Costs / Personal Services Costs	4.4%	4.0%	3.6%
Overhead cost / BHD FTE	$33,311	$34,283	$34,657
Overhead cost / Revenue	14.5%	16.4%	19.6%
Utility Costs / Occupied Sqft	$3.74	$3.88	$3.88
Facilities Cost / Occupied Sqft	$17.47	$15.66	$14.14
Revenue dollars / fiscal staff	$6,194,934	$5,941,168	$4,172,217
Patient revenue collected / Billed revenue	30.1%	31.0%	39.5%

Strategic Implementation:
150.7 FTE's are provided for fiscal management, patient accounts and admissions, management information systems, dietary and medical records, and environment of care for the entire facility.

In 2014, BHD continues to work toward Joint Commission (JC) accreditation to ensure a focus on the provision of quality services. 1.0 FTE Physician Quality Officer (PQO) is created to lead quality improvement programs throughout the hospital. 2.0 FTE positions related to quality assurance are abolished to partially offset the costs of this position. This position would serve as a physician leader to hospital quality improvement programs. The PQO will work closely with infection control, pharmacy, nursing, and other projects, peer review issues, and development of plans of correction. A contractual relationship may be pursued with the Medical College of Wisconsin in the event that an external review is indicated to be necessary.

[2] Management and Support Services performance measures include oversight of BHCS and EMS as well as BHD inpatient and crisis programs.

Due to the recent redesign efforts at BHD, including the 2013 closure of 24 beds in the Center for Independence and Development and 24 beds on the Acute Adult units, and continued inpatient reductions in 2014, 15.0 FTE Management and Support Services positions will be abolished on January 1, 2014. Additionally, 1.0 FTE Pharmacy Services Director will be unfunded on January 1, 2014. 1.0 FTE Staffing Assistant will be abolished July 1, 2014 as need for support positions continues to decrease. BHD will transfer the 2.0 FTE Payroll Assistant to the Comptroller's Office and 1.0 FTE Contract Services Coordinator to DHHS as a part of efforts to increase efficiencies through centralized services.

Nursing Program Coordinators will be responsible for unit-based supervision in 2014, which eliminates the need for RN 3 – MH as a unit supervisor. This results in the abolishment of 6.5 FTE RN 3 positions and the creation of 5.0 FTE Nursing Program Coordinators for a total savings of $97,026. Additionally, 1.0 FTE Advanced Practice Nurse Prescriber is created to provide clinical support to inpatient units.

The implementation of the Electronic Medical Records (EMR) system is targeted for completion by the end of 2014. EMR funding is decreased by $180,103 to a total of $1,857,397. This 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 costs related to the new EMR.

Based on actual spending and projections, contract amounts for pharmacy, food, security, x-ray, dental and laboratory work are adjusted for an overall decrease of $323,680 in tax levy. This decrease is primarily in the pharmacy area where BHD and the Comptroller's Office reviewed costs and made changes to achieve savings in this contract.

Wisconsin Medicaid Cost Reporting (WIMCR) revenues are reduced by $700,000 to $1,950,000 to reflect actual experience.

$45,000 is reduced from funds for architectural consulting, key cards and security cameras based on prior year investments to get successful systems in place.

During the period of restructuring, the quality of patient care remains the top priority of BHD. Therefore, $1,022,000 in 2012 departmental surplus funds will be used to fund a retention package for employees who remain at BHD until their employment status is affected by the redesign process. This will help maintain staff and provide continuity of care during the transition to community care.

$245,378 is provided to install 45 security cameras at BHD to maintain a safe and therapeutic environment for patients and staff.

Strategic Program Area 2: Adult Crisis Services

Service Provision: **Mandated/ Discretionary (Crisis Mobile Team)**

Strategic Outcome: **Self-sufficiency**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Psychiatric Crisis Services			
Admissions	12,672	11,650	11,068
Access Clinic			
Number of Patients Served	6,536	6,576	6,576
Crisis Respite			
Number of Admissions	390	425	425
Crisis Mobile			
Number of Mobiles Completed	1,475	1,564	1,642
Number of Mobiles Involving Law Enforcement	180	185	370
Number of Crisis Plans	136	404	500
Number Crisis Calls Answered	32,638	33,166	33,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$20,792,456	$18,757,072	$20,200,965	$21,107,269	$906,304
Revenues	$12,002,522	$12,525,506	$11,340,126	$10,711,680	($628,446)
Tax Levy	$8,789,934	$6,231,566	$8,860,839	$10,395,589	$1,534,750
FTE Positions	91	91	106.2	109.5	3.3

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of clients returning to PCS within 90 days	32%	29%	27%
Percent of Time on Waitlist Status	6%	5%	5%
Clients transferred to private facilities from PCS	16%	20%	23%
Stabilization House Occupancy Rate	78%	80%	80%

Strategic Implementation:
109.5 FTE's are provided to operate the Psychiatric Crisis Service Emergency Room, Access Clinic, Crisis Line, Crisis Mobile Team, and Crisis Stabilization Centers. In 2014, BHD will establish a new Community Consultation Team (CCT) to provide support to individuals who are transitioning from the Center for Independence and Development (CID) (formerly Hilltop) to the community, support to their providers, staff consultation services and development for providers, and crisis services. Once the CID closure is complete, the team will focus on crisis services and continued educational programming for service providers to successfully support these individuals in

their placements and address the needs of the developmentally disabled (DD) population. 1.0 FTE RN 2 – MH is funded and 1.0 FTE Clinical Psychologist III is created to start this project. A Developmental Disability Specialist, BH Clinical Psychologist I, and BH Clinical Program Director of Psychology are transferred to this program upon closure of the CID on November 1, 2014.

A Crisis Service Coordinator and a Quality Assurance Coordinator are created in Crisis Services related to managing, supervising, and maintaining quality of various new initiatives and expanded services. A Psychiatric Social Worker – Pool is created to provide greater staff flexibility among clinical staff. 3.5 vacant FTE's are abolished based on departmental needs.

A MPD Crisis Mobile Team was created in 2013. This collaboration allows clinicians to work directly with law enforcement in serving as first responders to Emergency Detention (ED) calls. The goal of this team is to find alternative ways to help individuals in crisis stabilize in the community, ultimately reducing involuntary treatment ED's. In 2014, this team is expanded with the creation of 1.0 FTE Behavioral Health Emergency Service Clinician and a contract with MPD for two dedicated police officers for a total cost of $115,327.

$200,000 is invested to expand the capacity of the Crisis Mobile Team to provide assessments to individuals in the community 24-hours-a-day. If any call is deemed to be emergent, requiring immediate assessment, the BHD staff will then dispatch two contracted on-call clinicians. This model has been successfully implemented in Dane County. The vendors' clinical staff will receive the full BHD clinician training. Each member of the Mobile Crisis Team will also receive additional training related to addressing the behavioral health, medical and cognitive needs of elderly individuals in Milwaukee County.

In accordance with the goals of the Mental Health Redesign efforts, BHD will invest $250,000 in July 2014 to create a second Access Clinic on the Southside of Milwaukee to help meet increased demand and address community needs in an accessible location.

A new rate methodology applied by the State of Wisconsin for Medicaid reimbursement of emergency room services results in a reduction of $628,446 for Medicaid reimbursement for Psychiatric Crisis Services (PCS) in 2014. Starting in the first quarter of 2013, the State converted to an Enhanced Ambulatory Patient Grouping (EAPG) rate system. The new EAPG rate is calculated off of a base rate which is adjusted according to the patient's diagnosis.

Strategic Program Area 3: Inpatient Services (Adult and Children)

Service Provision: **Mandated**

Strategic Outcome: **Self-sufficiency**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Acute Adult Inpatient			
Average Daily Census	69	62	54
Number of Admissions	1,638	1,463	1,200
Number of Patient Days	24,912	22,721	20,000
Average Length of Stay (Days)	14	14	14
Child and Adolescent Inpatient Services			
Average Daily Census	7	8	6
Number of Admissions	1,350	1,347	1,250
Number of Patient Days	2,349	2,713	2,500
Average length of Stay (Days)	2	2	2

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$37,681,850	$36,339,573	$36,746,719	$32,348,838	($4,397,881)
Revenues	$12,534,373	$14,068,113	$10,718,143	$10,182,118	($536,025)
Tax Levy	$25,147,477	$22,271,460	$26,028,576	$22,166,720	($3,861,856)
FTE Positions	220.7	220.7	186.9	172.2	-14.7

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Acute Adult Inpatient			
Percent of clients returning to Acute Adult within 90 days	24%	20%	19%
Staff Completed De-escalation (Mandt) Training	69%	72%	100%
Patients Responding Positively to Satisfaction Survey	68%	70%	72%
Child and Adolescent Inpatient Services			
Percent of children who return to CAIS within 90 days	21%	17%	17%
Staff Completed De-escalation (Mandt) Training	57%	74%	100%
Patients Responding Positively to Satisfaction Survey	72%	75%	75%

Strategic Implementation:
In response to declining census, success of community-based crisis services, partnerships with other community hospital providers, and recommendations from the Mental Health Redesign Task Force, BHD will downsize 12 beds effective April 1, 2014. This follows several recent successful bed reductions on Acute Adult units in 2012. Three beds on an Acute Treatment Unit were reduced in August 2012, and another 18 beds were reduced in December 2012, to close one of the four Acute Adult Inpatient units. The configuration of the remaining three Acute Adult Inpatient Units includes one 21-bed Women's Treatment Unit, one 15-bed Intensive Treatment Unit, and one 21-bed Acute Treatment Unit. This initiative will result in a 2014 savings of $462,676 including the abolishment of 15 FTE's, adjustments to dietary, pharmacy, other expenditures and reduced patient revenue.

Based on continued need to provide therapeutic resources, and maintain compliance with state and federal regulations, 1.0 FTE Occupational Therapist Pool, 0.5 FTE Music Therapist, 0.5 FTE Advanced Practice Nurse Prescriber and 0.5 FTE Advanced Practice Nurse Prescriber-Pool are created.

BHD will also conduct a review of the fiscal and programmatic impacts of outsourcing the Child and Adolescent Inpatient Unit in 2015. If appropriate, BHD will develop a request for proposal to obtain information regarding community capacity for these services.

Based on the success of the EMR and changes within the billing area of BHD, overall patient revenues are increased by $750,000. This reflects a renewed emphasis on cost recovery and increased use of technology to maximize revenues at BHD.

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General - 0077

Strategic Program Area 4: Inpatient Services - Nursing Facility Central

Service Provision: **Discretionary**

Strategic Outcome: **Self-sufficiency**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Average Daily Census	65	66	56
Number of Admissions	14	16	0
Number of Patient Days	23,736	24,171	20,440

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$13,089,851	$13,466,651	$13,170,490	$11,742,821	($1,427,669)
Revenues	$3,590,335	$3,736,089	$3,638,335	$3,200,613	($437,722)
Tax Levy	$9,499,516	$9,730,562	$9,532,155	$8,542,208	($989,947)
FTE Positions	86.5	86.5	83.5	75.5	-8

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Projection**	**2014 Budget**
Number of elopements from locked unit	0	0	0
Number of resident-to-resident altercations	44	30	0
Total discharges	18	18	30
Total admissions	18	3	0
Staff completed de-escalation (Mandt) training	80%	80%	100%
Staff completed fall prevention training	48%	67%	100%

Strategic Implementation:
BHD will reduce the number of licensed beds in Rehabilitation Center-Central to a total of 48. The Division will work closely with Family Care and Service Access to Independent Living (SAIL) to secure community placements for 24 clients by July 1, 2014. As a result of the behavioral health redesign, 20.0 FTE positions are being abolished on July 1, 2014.

This redesign initiative will result in a savings of $591,367 including personnel, dietary, pharmacy, security, other expenditure reductions and reduced patient revenue which will be redirected toward new community initiatives. BHD is eligible to receive an enhanced Medicaid rate from the State during the period of restructuring, which is assumed in the savings figure above. The full impact of the savings will be realized in 2015.

Strategic Program Area 5: Inpatient Services - Nursing Facility Hilltop

Service Provision: **Discretionary**

Strategic Outcome: **Self-sufficiency**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Average Daily Census	64	56	28
Number of Admissions	4	5	0
Number of Patient Days	23,382	20,440	10,128

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$14,518,649	$16,251,693	$13,424,990	$9,762,558	($3,662,432)
Revenues	$6,847,500	$6,650,828	$6,631,474	$3,082,964	($3,548,510)
Tax Levy	$7,671,149	$9,600,865	$6,793,516	$6,679,594	($113,922)
FTE Positions		96.5	81.7	40.6	-41.1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Projection**	**2014 Budget**
Number of patient falls	166	124	60
Number of elopements from locked unit	0	0	0
Number of resident-to-resident altercations	184	118	50
Total Discharges	7	16	54
Staff Completed De-escalation (Mandt) Training	85%	85%	100%
Staff Completed Fall Prevention Training	67%	63%	90%

Strategic Implementation:
Furthering an initiative that started in 2011, BHD will be closing the Center for Independence and Development (formerly Rehabilitation Center-Hilltop) in two stages, initially reducing the number of licensed beds by 24 by May 1, 2014 and ultimately closing the remaining 24 licensed beds by November 1, 2014. The Division will work closely with the Disabilities Services Division, the State of Wisconsin Division of Long Term Care and area Care Management Organizations to secure community placements for these clients in the proposed time frame.

As a result of the restructuring and closure, 4.5 FTE's are abolished as of Jan. 1, 2014. 26 FTE's are abolished May 1, 2014. Three positions are transferred to the Community Consultation Team (See Crisis Services Program Area) and the remaining 23 positions are abolished upon closure.

The November 1, 2014 closure of Hilltop results in a savings of $758,863 including personnel, dietary, pharmacy, security, other expenditure reductions and reduced patient revenue. These funds are reinvested back into the community with details in the Appendix Table. These phased-in 2014 reductions result in a total annual reduction of 67 FTEs. BHD is eligible to receive a relocations reimbursement payment from the State during the period of restructuring, which is assumed in the savings figure above. The full impact of the savings will be realized in 2015.

BHD expects $825,000 less in revenue from Care Management Organizations related to the closure and existing rate structures.

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General - 0077

General Administration Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst NR	0	1	1	Transfer In
Admin Coord - Training	1	0	-1	Abolish
Admin Spec - MH NR	1	1	0	
Adv Prac Nurse Prescriber	0	1	1	Create
BH Clinical Psychologist III	0.8	0.8	0	
BH Med Dir - Forensic Services	1	1	0	
BH Staff Psychiatrist Hourly	0	0.2	0.2	2013 Action*
Clerical Asst 1	1	1	0	
Clerical Spec MHD	3	3	0	
Clinsafety And Riskmngtnurs	1	1	0	
ED Services Prog Coord	1	1	0	
ExDir2AsscDirClincalCompliance	1	1	0	
Exdir2-Assoc Admin of Nursing	1	1	0	
Exdir2-Assthospadm2-Mhc	0	1	1	Transfer In
Exdir2-Dep Admin BHD	1	1	0	
ExDir3ChiefPsychologist -BHD	1	1	0	
Exdir3-Mh Administrator	1	1	0	
Executive Assistant MH	1	1	0	
Infect Contrl Practitnr	1	1	0	
Integrated Service Coor	1	0	-1	Abolish
Medical Service Manager	1	1	0	
Nursing Adm Coord-PR 29M	1	1	0	
Nursing Adm Coord-PR 29MN	1	1	0	
Nursing Prog Coord	1	1	0	
Overtime	2	1.9	-0.1	
Payroll Asst	2	0	-2	Transfer Out
Physician Quality Officer	0	1	1	Create
Pol&Pro Coord Clin Compliance	1	1	0	
Prog Analyst MH	3	2	-1	Transfer Out
Psychiatric Soc Wkr Mgr	1	1	0	
Qual Assur Client Rights	1	1	0	
Qual Assur Coord	2	2	0	
Qual Imprvt and Risk Coord	1	1	0	
Qual Imprvt Coord BHD	2	1	-1	Abolish
RN 2 - Staff Development	4	3	-1	Abolish
RN 2 - Utiliz Review	3	3	0	
RN 3 MH	12.5	6	-6.5	Abolish
RN 3 MH Pool	1	1	0	
Salary Adjustment	2.7	4.3	1.6	
Secretary	1	1	0	
Special Premium	0.7	0.7	0	
Utilization Review Coor	1	1	0	
Vacancy & Turnover	-5.7	-7.8	-2.1	
TOTAL	57	47.1	-9.9	

*2013 Actions present in these tables indicate either 2013 County Board Resolutions of cleanup from position changes made in the 2013 Adopted Budget.

BEHAVIORAL HEALTH DIVISION (6300) BUDGET

DEPT: Behavioral Health Division

UNIT NO. 6300
FUND: General - 0077

Long-Term Care Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst NR	1	0	-1	Transfer Out
Adv Prac Nurse Prescriber	1	1	0	
Asst Hosp Admtr 1	1	1	0	
BH Clinical ProgDir Psychology	2	1.8	-0.2	Transfer Out
BH Clinical Psychologist I	1.2	0.8	-0.4	2013 Action 0.2 / Transfer 0.2
BH Clinical Psychologist III	0.5	0.5	0	
BH Staff Psychiatrist	1	0.9	-0.1	Abolish
Cert Occ Therapy Asst	8	5.3	-2.7	Abolish
Clerical Asst 1	1	0	-1	Abolish
Clerical Asst 2	2	1.9	-0.1	Abolish
Devlpmtl Disabilty Spec	2.5	0.8	-1.7	2013 Action 0.5 / Transfer 0.2 / Abolish 1.0
Music Therapist	1.8	0.5	-1.3	2013 Action 0.3 / Abolish 1.0
Nursing Asst 1 Mh	89.4	64	-25.4	2013 Action 6.8 / Abolish 18.6
Nursing Prog Coord	1.5	1.8	0.3	
Occupational Therapist	5	3.8	-1.2	Abolish
Overtime	21	14	-7	
Psych LPN MHC	17.8	11.6	-6.2	2013 Action 1.3 / Abolish 4.9
Psych Soc Wkr	3	2.5	-0.5	Abolish
Rehab Services Supvr	1	1	0	
RN 1	10.8	10.3	-0.5	2013 Action 3.6 / Abolish 4.1
RN 2 - MDS	1	1	0	
RN 2 - MH	9.7	3.3	-6.4	2013 Action 5.1 / Abolish 1.3
Salary Adjustment	0.1	0	-0.1	
Shift Differential	2.8	1.9	-0.9	
Special Premium	0.2	0.1	-0.1	
Unit Clerk	3	2.3	-0.7	Abolish
Vacancy & Turnover	-9.7	-6.3	3.4	
TOTAL	179.6	125.8	-53.8	

	Hilltop	Rehab	Hilltop	Hilltop
Title Code	Jan 1	May 1	July 1	Nov 1
Adv Prac Nurse Prescriber				0.5
BH Clinical ProgDir Psychology				1.0
BH Clinical Psychologist I				1.0
BH Staff Psychiatrist				0.5
Cert Occupational Therapy Asst	1.0	2.0		2.0
Clerical Asst 1	1.0			
Clerical Asst 2				1.0
Developmental Disability Specialist	1.0			1.0
Music Therapist	0.5		1.0	
Nursing Asst 1 MH		16.5	8.5	20.0
Nursing Program Coordinator				1.0
Occupational Therapist	1.0			1.0
Psych LPN MHC		3.2	4.5	2.8
Psych Social Worker			1.0	
RN 1			4.0	3.6
RN 2 - MH		1.0	1.0	0.6
RN1		2.3		
Unit Clerk		1.0		0.5
Total	**4.5**	**26.0**	**20.0**	**36.5**

DEPT: Behavioral Health Division UNIT NO. 6300
FUND: General - 0077

Acute Inpatient Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adv Prac Nurse Presciber-Pool	7	7.5	0.5	Create
Adv Prac Nurse Prescriber	2	2.5	0.5	Create
BH Clinical ProgDir Psychology	5.2	4	-1.2	2013 Action 0.5 / Abolish 0.75[3]
BH Clinical Psychologist III	0.5	0.5	0	
BH House Physician 3	2.3	2.3	0	
BH Med Dir - Adult	1	1	0	
BH Med Prog Director - CATC	1.5	1.5	0	
BH Staff Psychiatrist	5.2	4.2	-1	2013 Action 0.25 / Abolish 0.75[3]
Exdir1-Acuteinptsvsdir	1	1	0	
Music Therapist	1.5	2	0.5	Create
Nursing Asst 1 Mh	57.2	48.5	-8.7	2013 Action 4.2 / Abolish 4.5[3]
Nursing Asst MH Pool	6.2	5.2	-1	Abolish[2]
Nursing Prog Coord	2.2	4	1.8	Create
Occ Therapist Pool	0	0.5	0.5	Create
Occupational Therapist	6.2	6	-0.2	2013 Action
Overtime	22.2	19.1	-3.1	
Psych Soc Wkr	9.5	8.2	-1.3	2013 Action 0.5 / Abolish 0.75[3]
Psych Soc Wkr Pool	0.5	0.5	0	
Rehabilitation Coordinator	0.5	0.5	0	
RN 1	54.6	52.3	-2.3	Abolish[3]
RN 2 - MH	6.5	4.4	-2.1	2013 Action 1.35 / Abolish 0.75[3]
RN Pool	0.7	0.7	0	
Salary Adjustment	0	0.5	0.5	
Secretarial Asst	1	1	0	
Secretary	1	1	0	
Shift Differential	3.7	3.9	0.2	
Special Premium	0.3	0.2	-0.1	
Spirituality Integ Cooed-hrly	0.5	0.5	0	
Unit Clerk	13	12.5	-0.5	2013 Action
Vacancy & Turnover	-11.2	-12.9	-1.7	
TOTAL	201.9	183	-18.9	

[3] Action taken April 1, 2014

DEPT: Behavioral Health Division UNIT NO. 6300
FUND: General - 0077

Crisis Services Branch Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adv Prac Nurse Presciber-Pool	2	2	0	
Adv Prac Nurse Prescriber	1.5	1.5	0	
BH Clinical ProgDir Psychology	1.8	1.2	-0.6	2013 Action 0.8 / Transfer In 0.2
BH Clinical Psychologist I	0	0.2	0.2	Transfer In
BH Clinical Psychologist III	1	2	1	Create
BH Emer Serv Clinician	12	14	2	Create
BH Emer Serv Clinicn RN	6.5	6.5	0	
BH Med Dir - Crisis Services	1	1	0	
BH Med Prog Director - CATC	0.5	0.5	0	
BH Stabilization Coordinator	1	0	-1	Abolish
BH Staff Psychiatrist	10.9	10.9	0	
Clerical Asst 1	1	1	0	
Devlpmtl Disabilty Spec	0	0.2	0.2	Transfer In
Exdir1-Psychcrisissvsdi	1	1	0	
House Physician 2 Hrly	4	4	0	
Human Ser Wkr	1	0	-1	Abolish
Human Ser Wkr MH	0.5	0	-0.5	Abolish
Nursing Asst 1 Mh	18	18	0	
Nursing Prog Coord	1	2	1	Create
Occupational Therapist	1	1	0	
Office Supp Asst 2	1	1	0	
Overtime	6.3	6.3	0	
Psych Crisis Srvs Coord	1	2	1	Create
Psych Postdoc Fellow	2	2	0	
Psych Soc Wkr	3.5	1.5	-2	Abolish
Psych Soc Wkr Pool	0	1	1	Create
Qual Assur Coord	0	1	1	Create
RN 1	20	24	4	2013 Action
RN 2	0	1	1	Create
RN 2 - MH	7	2	-5	2013 Action 7.0 / Fund 1.0
RN 2 - Utiliz Review	2	3	1	Create
Secretary	1	1	0	
Special Premium	1.2	1.2	0	
Unit Clerk	3	3	0	
Vacancy & Turnover	-10.6	-10.8	-0.2	
TOTAL	103.1	106.2	3.1	

DEPT: Behavioral Health Division UNIT NO. 6300
FUND: General - 0077

Management Services Budgeted Positions				
Title Code	2013 Budget	2014 Budget	2014/2013 Variance	Explanation
Accountant 2	1	1	0	
Accountant 3	1	1	0	
Accountant 4-NR	1	1	0	
Accting Manager	1	0	-1	Abolish
Accts Rec Supv-Billing	1	1	0	
Adm Asst	2	2	0	
Adm Asst NR	1	1	0	
Admin Spec - MH NR	3	2	-1	Abolish
BH Clinical ProgDir Psychology	0	0.2	0.2	2013 Action
Clerical Asst 1	13	10	-3	Abolish
Clerical Asst 1 Hr	0.5	0.5	0	
Clerical Spec MHD	1	1	0	
Clothing Supply Clk 1	2	1	-1	Abolish
Clothing Supply Clk 2	2	2	0	
Contract Serv Coord	1	0	-1	Transfer Out
Dietitian 1	2	2	0	
Dietitian Supervisor	1	1	0	
Disribution Assistant	1	1	0	
Emerg Mgmt Coordinator	1	0	-1	Abolish
Environmental Svc Adm	0	1	1	2013 Action
Exdir1-Fiscal Servs Dir	1	1	0	
Exdir2-Assocmhadmtr Fis	1	1	0	
Exdir2-Assthospadm2-Mhc	1	0	-1	Transfer Out
Fiscal And Budget Mgr Chp	1	1	0	
Fiscal Asst 1	1	1	0	
Fiscal Asst 2	13	12	-1	Abolish
Fiscal Mgt Analyst 3	1	1	0	
Fiscal Spec	4	5	1	Create
Hosp Maint Wrkr MHC	12	11	-1	Abolish
Housekeeper 1 Nr	3	2	-1	Abolish
Human Ser Wkr	4	3	-1	Abolish
Materials Distrib Clerk	1	1	0	
Mechanical Mtce Supt	1	1	0	
Mechanical Utility Engn	1	1	0	
Med Rec Adm Mhc	1	1	0	
Med Rec Coord (BHD)	2	2	0	
Med Rec Supv	1	0	-1	Abolish
Office Supp Asst 2	14.5	15.5	1	2013 Action
Operations Coord	1	0	-1	2013 Action
Operatting And Mtce Supv	1	1	0	
Overtime	5.2	5.2	0	
Pharmacy Svcs Dir	1	0	-1	Unfund
Pharmacy Tech	1	1	0	
Prog Anlayst MH	0	1	1	Transfer In
Qual Mangmt Admin Asst	1	1	0	
-RC-Disribution Assistant	1	1	0	
Safety & Train Spec Hospital	1	0	-1	Abolish
Salary Adjustment	0.1	0.1	0	

Secretarial Asst	2	2	0	
Sewing Mach Oper 2	1	1	0	
Shift Differential	0.3	0.3	0	
Staffing Assistant	6	4.5	-1.5	Abolish
Stores Clerk 1	2	2	0	
Vacancy & Turnover	-10.4	-7.1	3.3	
Volunteer Coord-Hrly	1	1	0	
TOTAL	113.2	101.2	-12	

EXPENDABLE TRUST ACCOUNTS

The following 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		$95,654
	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	

Legacy Health Care and Pension Expenditures

2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
$11,052,758	$12,340,349	$12,602,042	$14,350,632	$1,748,590

Appendix Table

2014 Budget - Community Investments (DHHS and BHD)

January 1, 2014

Expand BHD's partnership with the Milwaukee Police Department for the **Crisis Mobile Team**, by adding one clinician to work directly with law enforcement in serving as first responders to ED calls with the goal of reducing involuntary Emergency Detentions.	$ 115,327
Start a **Peer Run Drop in Center** that will operate on evenings and weekends to increase the existing peer services contracts.	$ 278,000
Add **quality assurance staff** - which includes one position dedicated to Crisis Services in January.	$ 81,214
Continue implementing the **Community Recovery Services (CRS)** program, which is a co-participation benefit for individuals with a severe and persistent mental illness that connects clients to necessary recovery services, such as supported employment and housing, to promote independence. This includes the creation of three positions.	$ 275,000
Continue the **expanded case management**, including additional TCM slots.	$ 125,000
Maintain funding for **Families Moving Forward**, focusing on the African American community.	$ 150,000
Invest in a new partnership with the **UCC/16th street clinic** to focus on the Latino community.	$ 45,000
Add resources specifically for clients moving out of **Rehab-Centers Central**, including 20 additional CSP slots, more group home beds and other additional supports such as adult family homes and other needed services.	$ 793,174
Add **ACT/Integrated Dual Disorder Treatment (IDDT)** models, which are evidence based, to the existing CSP programs to improve and expand services for clients enrolled in that program.	$ 416,800
Include a **cost of living adjustment** for all CSP providers that have been level funded since 2000. BHD will continue to review and consider COLA increases for other service areas in future years.	$ 738,731

July 1, 2014

Open a **Southside Access Clinic** in July 2014 to help meet increased demand and also to address community needs by having a second location for services that individuals can more easily access.	$ 250,000
Apply for funds to implement **Comprehensive Community Services (CCS),** which is a Medicaid psychosocial rehabilitation benefit.	$ -

Phased in over 2014

In partnership with the Division of Housing, BHD plans to offer a new **housing pilot program** specifically aimed at AODA clients, to provide a safe living environment coupled with Targeted Case Management (TCM) services for individuals who are in the early stages of recovery from a substance use disorder.	$	100,000
Expand the capacity to **provide mobile assessments to individuals in the community to 24 hour coverage**. If any call was deemed to be emergent, requiring immediate assessment, the BHD staff would then dispatch two on-call clinicians. This on call service would be provided by a contracted vendor. The vendors' Clinical staff would receive the full BHD Clinician training. Each member of the Mobile Crisis Team will receive additional training in related to address the behavioral health, medical and cognitive needs of elderly individuals in Milwaukee County.	$	200,000
The Housing Division's **Pathways To Permanent Housing** program is funded on an annual basis and provides transitional housing including intensive care management and the presence of a robust level of peer specialist resources and expertise in 2014. $276,250 is transferred from BHD to Housing and an additional $70,000 in increased tax levy is invested.	$	70,000
The Housing Division plans to implement a new initiative to create **40 permanent supportive housing scattered site units** to serve BHD consumers. The Housing Division will work with existing landlords to secure these units and the service model will include peer specialists to supplement the work of case managers.	$	400,000
Establish a **Community Consultation Team** specifically for individuals dually diagnosed with both a developmental disability and mental health issue. This includes the creation/transfer of 5 positions throughout 2014.	$	247,452
BHD and DSD will develop a **Crisis Resource Center** that will be available to individuals with Intellectual/Developmental Disabilities and a co-occurring mental illness. The primary goal of this program is to provide intensive support to assist an individual in acquiring the necessary skills to maintain or return to community living following behavioral or symptoms changes leading to crisis destabilization.	$	250,000
To assist BHD clients moving into the community, BHD will provide **prescriber availability** as a part of the Day Treatment program. This service will help provide continuity and outpatient services for individuals who are relocated from Hilltop and Rehab Central in order to avoid more intensive services. This will be a short-term initiative to help clients move to the community and allow time for a prescriber base to be developed.	$	65,578
An evening and weekend on-call **Crisis Response Team (CRT)** for individuals with ID/DD and MH clients is created through a partnership with the agency selected to run the DSD CRC. The main responsibilities of the on-call workers will be to answer crisis calls, provide support and guidance, and on-site assessment and intervention if needed.	$	154,544
The Housing Division will also fund **two case managers** to provide services to approximately 50 veterans who are disabled and homeless.	$	100,000
TOTAL INVESTMENT IN 2014	**$**	**4,855,820**

AGING (7900) BUDGET

DEPT: Aging

UNIT NO. 7900
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$7,503,163	$6,844,625	$7,306,937	$7,346,958	$40,021
Operation Costs	$8,355,425	$8,325,938	$8,534,587	$8,148,102	($386,485)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$100,000	$130,450	$100,000	$135,995	$35,995
Interdept. Charges	$2,313,923	$2,694,403	$2,522,212	$2,598,898	$76,686
Total Expenditures	**$18,272,511**	**$17,995,416**	**$18,463,736**	**$18,229,953**	**($233,783)**
Revenues					
Direct Revenue	$496,852	$1,212,724	$1,221,416	$1,230,964	$9,548
Intergov Revenue	$15,859,404	$15,569,248	$15,839,664	$15,848,708	$9,044
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$16,356,256**	**$16,781,972**	**$17,061,080**	**$17,079,672**	**$18,592**
Tax Levy	**$1,916,255**	**$1,213,444**	**$1,402,656**	**$1,150,281**	**($252,375)**
Personnel					
Full-Time Pos. (FTE)	77	77	76	77	1
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$37,488	$45,445	$19,056	$12,060	($6,996)

Department Mission: To affirm dignity and value of older adults of this County by supporting their choices for living in and giving to our community.

Department Description: Milwaukee County Department on Aging (MCDA) serves as Milwaukee County's designated Area Agency on Aging under the Older Americans Act and is the County's designated unit to administer federal and state aging programs. The Department plans for and serves 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% Time Reporting, available private matching grants, and other contributions to fund programing and services for older adults in Milwaukee County.

Strategic Program Area 1: Administration

Service Provision: **Mandated**

Strategic Outcome: **High quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
This program area does not have Activity Data			

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	($1)	($3,733)	$0	$0	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	($1)	($3,733)	$0	$0	$0
FTE Positions		6	6	6	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of SMART Goals Accomplished[1]	85%	88%	89%
Number of Audit Exceptions	0	0	0

Strategic Implementation:
Department on Aging Administration will continue to provide quality operations, budgeting, community relations, new initiative development and community collaboration with the older adults of Milwaukee County.

MCDA continues to collaborate work efforts and seek more resources and revenue sources with the Department of Health and Human Services. The two departments share accounting staff and other resources.

Actual expenditures in this service area total $1,048,800. These costs are entirely charged out to other aging organizations for accounting and reimbursement purposes. The costs of this service area represented in the expenditure tables of other Aging program areas.

[1] Specific, Measureable, Attainable, Relevant and Time-bound goals set by the State and the Department on Aging.

Strategic Program Area 2: Aging Resource Center

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of people contacted at outreach events	11,864	12,500	14,000
Number of consumer calls	26,040	27,000	28,000
Number of elderly trained as evidence based prevention (EBP) program leaders	49	54	59
Number of elderly completed EBP programs	288[2]	317	349

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$8,632,447	$7,763,768	$8,290,811	$7,997,277	($293,534)
Revenues	$8,965,623	$8,760,554	$8,629,459	$8,809,626	$180,167
Tax Levy	($333,176)	($996,786)	($338,648)	($812,349)	($473,701)
FTE Positions		63	61	62	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
100% Time Reporting Medicaid Match	37.9%	38.7%	39.0%

Strategic Implementation:
With 62.0 FTE's, The Aging Resource Center (ARC) will continue to act 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 pressing needs.

1.0 FTE Program Coordinator – Aging is abolished and 1.0 FTE Program Coordinator – Elderly Services is created to coordinate Chapter 55 protective placements in Milwaukee County. 1.0 FTE Management Assistant is created to adequately and efficiently manage the primary duties of the Call Center. The costs related to these positions are entirely offset by time reporting revenue and other grant funds.

Milwaukee County is responsible for court ordered corporate guardian services. Through enhanced monitoring over several years, ARC has reduced financial support of non-County petitioners ordering corporate guardians and other errors. This, along with a decline in other temporary short-term service demand, results in an expenditure decrease of $250,000.

[2] 205% of State of Wisconsin goal

A $75,000 expenditure allocation for consultant fees is retained in 2014 to continue management and coordination of evidence based-prevention programs within senior centers and through other venues in Milwaukee County. Prevention related grant funding of $84,311 for expanding Chronic Disease Self-Management and Long Term Care Sustainability for Falls Prevention is projected to continue in 2014. This results in a net tax levy decrease of $9,311.

A transfer of $64,000 from a professional service contract in 2013 to a purchase of service contract in 2014 centralizes and consolidates day to day management and administration of fitness and wellness programs at county-owned senior centers under one purchase contract. This change has no tax levy impact.

Strategic Program Area 3: Area Agency

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of community events and presentations	7	8	9

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$3,411,213	$3,514,799	$4,081,439	$4,044,338	($37,101)
Revenues	$3,282,443	$3,365,051	$3,746,277	$3,655,070	($91,207)
Tax Levy	$128,770	$149,748	$335,162	$389,268	$54,106
FTE Positions		6	7	6	-1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of contracts meets total assessment and monitoring compliance	93%	89%	89%
Number of Meetings Attended by Committee and Council Members	516	542	565

Strategic Implementation:
The Department on Aging will continue to serve as the local Area Agency on Aging. This program uses federal funds through the Older American's Act to provide wellness programming, transportation and other services to older residents of Milwaukee County.

An Area Agency purchase of service contract with Services and Advocacy for Gay, Lesbian, Bisexual & Transgender Elders (SAGE) is increased from $10,000 to $20,000 in 2014. SAGE provides services in the Greater Milwaukee Area to older adults who are lesbian, gay, bi-sexual and transgender (LGBT), including social services, training to service providers, program information to LGBT older adults and families, friends and significant others, and increasing visibility among the greater community.

1.0 FTE Secretarial Assistant, whose workload is primarily meal program related, is transferred to the Senior Meal program area.

Strategic Program Area 4: Senior Meal Program

Service Provision: **Mandated**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Meal Sites Open	29	29	29
Meals Served at Meal Sites	289,664	294,363	289,664
Home Delivered Meals	308,183	312,798	309,616

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$4,759,678	$5,189,263	$4,644,834	$4,694,393	$49,559
Revenues	$4,090,927	$4,630,638	$4,685,344	$4,614,976	($70,368)
Tax Levy	$668,751	$558,625	($40,510)	$79,417	$119,927
FTE Positions		2	2	3	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percentage of Congregate Diners reporting satisfaction	85%	90%	95%
Percentage of Home Delivered Meals consumers reporting satisfaction	85%	90%	95%
Number of Volunteer Hours Reported	66,182	69,491	72,965
Number of days between referrals and assessments	14	10	10

Strategic Implementation:
MCDA will continue to provide nutritious, balanced hot lunches at community dining sites around the County and home delivered meals in order to promote independent living for Milwaukee County's older adults. Long-term care member meal purchases by the Department of Family Care continue in 2014 through the MCDA Senior Meal Program for reimbursement of the full cost of meals provided. Revenues and expenditures are adjusted based on experience and anticipated reductions related to federal sequestration reductions.

A Purchase of service contract with the United Community Center (UCC) senior center program is increased $20,795 based on actual experience. The non-county owned community-based organization dedicated to serving the Hispanic community and Milwaukee County's near south side provides recreation, socialization, health prevention, education and social services to Hispanic adults, ages 60 years and older.

One Secretarial Assistant position (1.0 FTE) from the Area Agency – Elderly Services program area, whose workload is primarily meal program related, is transferred to this program area.

Strategic Program Area 5: Senior Centers

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of members	7,478	7,553	7,628

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,451,911	$1,474,061	$1,446,652	$1,493,945	$47,293
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,451,911	$1,474,061	$1,446,652	$1,493,945	$47,293
FTE Positions		0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of newly scheduled activities	84	86	88
Average Satisfaction Survey Score*			
Rose Senior Center	86%	88%	90%
Kelly Senior Center	79%	81%	83%
McGovern Senior Center	83%	85%	87%
Washington Senior Center	85%	87%	89%
Wilson Senior Center	81%	83%	85%

*Each November at least 100 seniors are given an 11-question survey gauging their satisfaction with different aspects of the senior center. These results are aggregated and presented above.

Strategic Implementation:
MCDA provides funding for programs at 12 senior centers throughout the County. These centers offer a wide variety of recreational and educational activities for older adults. A new expenditure allocation of $17,000 is reflected in a Facility Assessment Inspection cross-charge for evaluation of county-owned senior center facilities.

Capital outlay for major maintenance is increased by $35,995.

DEPT: Aging

UNIT NO. 7900
FUND: General - 0001

Aging Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 3	1	1	0	
Adm Asst NR	3	3	0	
Budget Mgr - Aging	1	1	0	
Clerical Asst 1	2	2	0	
Elderly Nutri Program	1	1	0	
Exdir1-AsstDirDeptAging-Admin	1	1	0	
Exdir1-AsstDirDeptAging-Fiscal	1	1	0	
Exdir3-Dir Deptonaging	1	1	0	
Executive Assistant Aging	1	1	0	
Human Ser Wkr Aging	37	37	0	
Human Ser Wkr Aging Bl Sp	2	2	0	
Info And Outreach Coor Ag	1	1	0	
Management Asst- Aging	0	1	1	Create
Office Supp Asst 2	1	1	0	
Overtime	0.2	0.3	0.1	
Paralegal	1	1	0	
Prog and Policy Coord	1	1	0	
Prog Coord - Aging	2	2	0	
Prog Coord - Community Progs	1	1	0	
Prog Coord - Elderly Services	0	1	1	Create
Prog Coord - LTS	1	1	0	
Prog Coord - Res Center	3	2	-1	Abolish
Prog Planning Coord	1	1	0	
Qual Imprvt Coord Res Cen	1	1	0	
Resource Manager Aging	1	1	0	
RN 2 - Dept on Aging	1	1	0	
Secretarial Asst	2	2	0	
Serv Supp Spec	4	4	0	
Serv Supp Spec Bl Sp	1	1	0	
Unit Supervisor - LTS	3	3	0	
Vacancy & Turnover	-3.3	-2.2	1.1	
TOTAL	72.9	75.1	2.2	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$1,382,449	$1,588,150	$1,541,291	$1,737,845	$196,554

FAMILY CARE (7990) BUDGET

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$7,014,580	$6,020,188	$7,027,385	$7,525,647	$498,262
Operation Costs	$225,081,725	$268,497,772	$286,448,565	$275,237,519	($11,211,046)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$37,000	$20,056	$37,800	$34,300	($3,500)
Interdept. Charges	$1,239,138	$1,255,397	$1,302,921	$1,365,976	$63,055
Total Expenditures	**$233,372,443**	**$275,793,413**	**$294,816,671**	**$284,166,631**	**($10,650,040)**
Revenues					
Direct Revenue	$233,372,443	$278,455,232	$294,816,671	$284,166,631	($10,650,040)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$233,372,443**	**$278,455,232**	**$294,816,671**	**$284,166,631**	**($10,650,040)**
Tax Levy	**$0**	**($2,661,819)**[1]	**$0**	**$0**	**$0**
Personnel					
Full-Time Pos. (FTE)	61.7	61.7	64	75	11
Seas/Hourly/Pool Pos.	2	2	0	0	0
Overtime $	$32,712	$4,320	$32,556	$15,420	($17,136)

Department Mission: The Milwaukee County Managed Care Organization (MCO) operated by the Department of Family Care respects the dignity and personal autonomy of each member by honoring choice and promoting the Member's continued participation in the life of their community, by providing a continuum of quality, cost-effective long-term care to its Members, and by supporting the families and caregivers of its Members.

Department Description: The Milwaukee County Department of Family Care administers the Family Care (MCDFC) 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, Kenosha, Ozaukee, Sheboygan, Walworth, Washington and Waukesha**.** MCDFC is responsible for working with members to create member centered plans that meet the member's outcomes with high quality, cost effective services. MCDFC contracts with nearly 1,000 service providers and monitors the quality of services that members receive. The department has successfully served more than 20,471 members during the past thirteen years by embracing a set of core values and a philosophy that is the foundation of the Family Care program.

[1] [1] Any Year-End Surplus in MCDFC designated for the MCDFC Reserve Account, while any Year-End Deficit in MCDFC requires a Fund Transfer from the MCDFC Reserve Account.

Strategic Program Area 1: Family Care

Service Provision: **Committed**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Annual Enrollment			
Milwaukee	7,811	7,916	7,839
Racine and Kenosha	18	72	110
Region 6*	N/A	5	35

*Region 6 enrollment began 7/1/2013, Includes Washington, Walworth, Waukesha, Sheboygan and Ozaukee counties.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$233,372,443	$275,793,413	$294,816,671	$284,166,631	($10,650,040)
Revenues	$233,372,443	$278,455,232	$294,816,671	$284,166,631	($10,650,040)
Tax Levy	$0	($2,661,819)	$0	$0	$0
FTE Positions	63.7	63.7	64	75	11

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Members satisfied with the services they receive	93.9%	94.5%	95.0%
Members utilizing Supported Independent Living Services	420	460	504
Administrative Expenses / Total Expenses	5.20%	5.52%	5.85%
Number of Hilltop (CID) residents accepted for placement by MCDFC providers*	2	20	24

*Identified provider with written contract in place

Strategic Implementation:
The Department of Family Care will continue to administer the Family Care benefit for aging and disabled populations in Milwaukee, Racine, Kenosha, Ozaukee, Sheboygan, Walworth, Washington and Waukesha counties. Family Care capitation revenues have decreased by $10,650,040 due to a decrease in the Milwaukee enrollment. Member service expenses decrease by $10,906,927 as a result.

Professional Data service expenditures are increased by $370,461 to reflect an increase in IT staffing to provide ongoing technical support and development for MCDFC and the other MCO'S that lease MIDAS software.

Professional Service contract expenditures for Wisconsin Physician Services are decreased by $317,259 due to decreased enrollment in Milwaukee County. $102,670 is allocated to develop a series of training videos to provide the required training to service providers who have direct contact with enrolled members.

Due to the competitive market, increased compliance reporting requirements and a continued emphasis on quality improvement, MCDFC has reevaluated its staffing needs. As a result, the department is creating 11.0 FTE in 2014. These positions are offset by a decreases purchase of service contracts, contribution to reserves, and vacancy and turnover adjustments for a net increase to expenditures of $216,370.

Due to continued competition for members and providers and the implementation of the Family Care benefit in Southeast Wisconsin, the department increased outreach and advertising expenditures by $25,000 from $225,000 to $250,000 in 2014. MCDFC will continue to work to increase the number of enrollees in Milwaukee, Racine, Kenosha Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties with effective marketing and outreach which includes, printing and distributing brochures, regular newsletters, information sharing, and sponsoring events for the aging and disabled population.

The table below summarizes the 2013 capitation rates used in the 2014 budget.

Capitation Rate Summary (Per Member Per Month)		
Location	**Nursing Home Level of Care**	**Non-Nursing Home Level of Care**
Milwaukee	**$2,777.05**	**$586.42**
Racine Kenosha	**$3,076.60**	**$558.88**
Washington/Waukesha	**$3,453.13**	**$558.88**
Ozaukee/Walworth/Sheboygan	**$3,129.87**	**$558.88**

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

Family Care Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Accountant 1	1	1	0	
Accountant 2	1	1	0	
Accountant 3	1	2	1	Create
Accountant 4-NR	1	1	0	
Accting Mgr - Family Care	1	1	0	
Adm Coord Aging	1	1	0	
AODA Specialist	1	1	0	
Asst Director- Family Care	1	1	0	
Asst Prog Admin-Fiscal/Contrac	1	0	-1	2013 Action
Asst Prog Administrator	0	1	1	Create
Business Systems Proj Mgr	1	1	0	
Claims Technician	1	1	0	
Clerical Asst 1	2	2	0	
Client And Provider Liaison	1	1	0	
Contract Serv Coord (CMO)	5	5	0	
Contract Spec	1	1	0	
Contract Spec Quality Surveyor	1	1	0	
ExDir2AsscDirClincalCompliance	0	1	1	Create
Exdir3-Dir of Family Care	1	1	0	
Executive Assistant CMO	1	1	0	
Family Care Ops Manager	1	1	0	
Family Care Qual Mgr	1	1	0	
Fiscal Analyst	3	3	0	
Health Care Plan Spec 2	8	8	0	
Human Ser Wkr Fam Care	5	5	0	
LTC Functional Screener	1	1	0	
Managed Care Contract Admin	0	1	1	2013 Action
Marketing Asst	0	1	1	Create
Medicare Adm Coord-Family Care	1	1	0	
Nursing Prog Coord	1	1	0	
Nursing Prog Coord-Family Care	1	1	0	
Nutri Prog Coord-Family Care	1	1	0	
Overtime	0.6	0.3	-0.3	
Paralegal	1	1	0	
Prog Coord - Enroll & Eligib	1	1	0	
Prog Coord - LTS	0	4	4	Create
Qual Assur Spec	0	2	2	Create
Qual Imprvt Coord CMO	2	2	0	
Rehab Services Supvr	1	1	0	
RN 2	0	1	1	Create
RN 2 - Family Care	9	9	0	
Secretarial Asst	1	1	0	
Secretarial Asst Nr	1	1	0	
Service Provider Train Spec	1	1	0	
Unit Supervisor - LTS	1	1	0	
Vacancy & Turnover	0	-3.1	-3.1	
TOTAL	64.6	72.2	7.6	

DEPT: Family Care

UNIT NO. 7990
FUND: General - 0002

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$1,461,861	$1,644,870	$1,523,474	$1,599,448	$75,974

Recreation & Culture Function

Agency Budget Narratives

- **Department of Parks, Recreation & Culture**
- **Zoological Department**
- **University of Wisconsin-Extension**

Consolidated Non-Departmental Cultural Contributions:

- **Fund for the Arts**
- **County Historical Society**
- **Federated Library System**
- **Marcus Center for the Performing Arts**
- **Milwaukee County Museum**
- **Villa Terrace/Charles Allis Museum**
- **War Memorial**
- **Art Museum**

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$26,175,435	$24,583,729	$26,342,869	$25,398,273	($944,596)
Operation Costs	$8,228,518	$9,284,238	$9,324,738	$9,322,602	($2,136)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$937,581	$508,259	$911,376	$1,369,849	$458,473
Interdept. Charges	$6,131,471	$6,070,440	$5,540,754	$6,316,512	$775,758
Total Expenditures	**$41,473,005**	**$40,446,666**	**$42,119,737**	**$42,407,236**	**$287,499**
Revenues					
Direct Revenue	$18,233,193	$18,167,268	$17,470,595	$16,661,477	($809,118)
Intergov Revenue	$167,574	$148,784	$184,113	$168,546	($15,567)
Indirect Revenue	$5,393	$1,899	$0	$0	$0
Total Revenues	**$18,406,160**	**$18,317,951**	**$17,654,708**	**$16,830,023**	**($824,685)**
Tax Levy	**$23,066,845**	**$22,128,715**	**$24,465,029**	**$25,577,213**	**$1,112,184**
Personnel					
Full-Time Pos. (FTE)	212.6	212.6	212.6	212.6	0
Seas/Hourly/Pool Pos.	262.4	262.4	194.3	152.5	-41.8
Overtime $	$0	$44,221	$0	$0	$0

Department Mission: The Mission of the Milwaukee County 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.

Department Description:
Serving the largest county in the state, the Milwaukee County Parks system offers over 154 parks and parkways totaling over 15,000 acres of recreational enjoyment. Long viewed as the gem of the County, the Park System offers year-round activities, including pools, Lake Michigan beaches, community and recreation centers, botanical gardens and conservatory, tennis courts, golf courses, family aquatic centers and more than 180 athletic fields for a variety of sports, including baseball, softball, rugby, soccer and volleyball. The Park System's 117-mile Oak Leaf Trail is used for biking, in-line skating, cross-country skiing, running and walking.

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 1: Administration

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Per Capita tax levy support for Parks	$23.17	$25.19	$26.35
Park Acreage	15,261	15,261	15,316
Acres/1000 Residents	15.827	15.827	15.827
Volunteer hours worked	80,688	81,000	82,000
Number of site cash audits	20	30	30
Number of Friends Groups	65	65	65

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$2,535,822	$2,540,210	$2,288,589	$2,415,990	$127,401
Revenues	$9,873	$24,435	$26,355	$27,195	$840
Tax Levy	$2,525,949	$2,515,775	$2,262,234	$2,388,795	$126,561
FTE Positions	11.7	11.7	10.8	11.5	0.7

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of CAPRA Accreditation standards met	n/a	20%	80%
Percent of sites in compliance – cash audits	n/a	82%	85%
Value of volunteer contribution	$1,210,320	$1,215,000	$1,230,000

Strategic Implementation:
This program area includes administrative functions such as finance, contracts, partnerships, advocacy and outreach. The 2014 staffing level includes 11.5 FTE positions and is largely unchanged from the 2013 Adopted Budget. Tax Levy increases $126,561 primarily due to an increase in central service crosscharges.

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 2: Park Operations & Regions

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Oak Leaf Trail miles	115	117	120
Number of parkway miles	60	60	60
Percent of Parkland managed as natural/agricultural areas	66.70%	66.70%	66.70%
Number of Athletic Fields	184	184	184
Number of Dog Exercise Areas	5	7	8
Parks maintained	154	154	156
Operating grants awarded	$97,664	$88,816	$121,014
Acres mowed	3,100	3,100	3,100

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$13,585,411	$12,272,342	$14,728,777	$14,133,339	($595,438)
Revenues	$1,024,415	$645,083	$572,913	$597,058	$24,145
Tax Levy	$12,560,996	$11,627,259	$14,155,864	$13,536,281	($619,583)
FTE Positions	138.1	138.1	147.9	141.8	-6.1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Satisfaction Rating – Building Rentals	n/a	n/a	70%
Satisfaction Rating – Dog Exercise Areas	n/a	n/a	70%
Sustainability ratio – Building Rentals*	n/a	n/a	60%
Sustainability ratio - Dog Exercise Areas*	217%	217%	217%

*Program revenues divided by program expenditures

Strategic Implementation:
This program area includes the day-to-day operations of 154 parks and parkways and over 15,000 acres throughout the County. Staff provides daily maintenance of athletic fields, picnic sites, rental facilities, parking lots, and roadways. The 2014 staffing level includes 141.8 FTE positions and is largely unchanged from the 2013 Adopted Budget. Tax Levy decreases $619,583 primarily due to a technical shift in health care costs to Program Area 4 - Golf.

DEPT: Parks, Recreation & Culture

UNIT NO. 9000
FUND: General - 0001

Strategic Program Area 3: Park Maintenance (Skilled Trades)

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of work orders completed	3,801	4,000	4,050
Number of buildings maintained	259	258	254
Square footage of buildings maintained	1,926,933	1,991,933	1,891,700

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,013,312	$796,901	$919,995	$1,380,133	$460,138
Revenues	$7,262	$3,154	$1,369	$1,256	($113)
Tax Levy	$1,006,050	$793,747	$918,626	$1,378,877	$460,251
FTE Positions	25	25	25	25	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Open work order percentage	20.5%	18%	17%
Cost per square foot maintained	$0.41	$0.48	$0.56
Preventative/routine maintenance ratio*	n/a	n/a	90%

*Data from insurance schedule

Strategic Implementation:
This program area maintains and protects public infrastructure in the County Parks. The 2014 staffing level includes 25.0 FTE positions and is unchanged from the 2013 Adopted Budget. Tax Levy increases $460,251 primarily due to a $384,643 increase in major maintenance. This figure includes resources that had been dedicated to operating two aquatic facilities. These funds are reallocated to address the backlog of deferred maintenance system-wide, which will reduce operating expenses, and improve the condition of Parks facilities. Expenditures also increase due to an increase in internal crosscharges for fleet maintenance.

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Strategic Program Area 4: Golf

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Rounds of Golf played – Regular	291,738	270,000	280,000
Rounds of Golf played – Par 3	22,977	20,000	21,000
Tournaments/outings hosted	375	380	400

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$5,212,593	$5,191,799	$4,592,268	$5,261,501	$669,233
Revenues	$6,169,136	$6,717,253	$6,522,504	$6,375,750	($146,754)
Tax Levy	($956,543)	($1,525,454)	($1,930,236)	($1,114,249)	$815,987
FTE Positions	64.1	64.1	25.9	24.1	-1.8

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Satisfaction rating	n/a	n/a	70%
Golf Course Difficulty Rating*	70	70	70
Sustainability Ratio – Regular**	137%	137%	137%
Gain per round – Regular	$6.86	$6.86	$6.86
Sustainability Ratio - Par 3**	50%	50%	50%
Cost per round – Par 3	$6.01	$6.01	$6.01

*Average Wisconsin State Golf Association course difficultly rating. An average course has a rating of 71.
**Program revenues divided by program expenditures

Strategic Implementation:
This program area maintains the professional quality of the County golf courses and provides golf expertise related to lessons, merchandising and sales. The 2014 staffing level includes 24.1 FTE positions and decreases due to a reduction in the budgeted level of seasonal employees. This technical change reflects an adjustment based on the actual level of service currently provided. The department-wide number of hours worked by seasonal employees in not expected to change. Tax Levy increases $815,987. Expenditures increase due to a technical shift in health care costs from Program Area 2 – Operations and Regions, increased utility costs, and an increase in fleet management charges. Revenues also decrease in 2014 to align the budget with actual experience in recent years.

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Strategic Program Area 5: Aquatics

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Total attendance	352,134	350,000	287,139

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$2,725,919	$2,874,557	$2,677,008	$2,148,673	($528,334)
Revenues	$1,074,525	$1,243,773	$945,408	$999,898	$54,490
Tax Levy	$1,651,394	$1,630,784	$1,731,600	$1,148,775	($582,824)
FTE Positions	58.6	58.6	58.5	38.0	-20.5

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Levy Cost per Swimmer (Indoor Pools)	$7.90	$7.90	n/a
Levy Cost per Swimmer (Deep Well Pools)	$4.15	$4.15	$3.95
Levy Cost per Swimmer (Water Parks)	($0.10)	($0.10)	($0.10)
Sustainability Ratio (Indoor Pools)*	27.1%	27.1%	n/a
Sustainability Ratio (Deep Well Pools)*	28.5%	28.5%	31.9%
Sustainability Ratio (Water Parks)*	101.4%	101.4%	101.4%

*Program revenues divided by program expenditures

Strategic Implementation:
This program area operates and maintains outdoor pools and water parks for public use.

In 2014, two indoor pools - Pulaski and Noyes, are closed effective January 1, 2014 and will be demolished. These facilities represent assets that are underutilized by the public, as demand for aquatics opportunities has shifted towards other facilities in recent years. The County's ongoing fiscal situation and significant portfolio of facilities that have significant major maintenance and capital needs requires that limited resources be allocated towards higher priority facilities with higher utilization. Both facilities have low attendance, require significant tax levy operating subsidies, and will require significant capital investment to continue operations. Additionally, similar aquatics opportunities exist near these facilities that can be utilized by the public.

Based on these factors, resources that had been allocated to these facilities will be redirected towards operation of two new aquatics facilities that will operate in 2014 at Moody and Lindbergh parks ($69,400), while the remaining $278,962 annual levy subsidy is reallocated for major maintenance throughout the system.

The following chart shows the projected operating levy savings for the next ten years.

Year	Levy Savings
2014	$ 348,362
2015	$ 355,329
2016	$ 362,436
2017	$ 369,685
2018	$ 377,078
2019	$ 384,620
2020	$ 392,312
2021	$ 400,158
2022	$ 408,162
2023	$ 416,325
TOTAL	$ 3,814,467

The 2014 Capital Budget replaces the Noyes Indoor Pool with a skate park and a pavilion, and provides funding for a new 3,500 square-foot splash pad at Pulaski Park. These types of facilities are becoming more popular with the public, have significantly lower operating costs, use less energy and water, and have lower capital maintenance and replacement costs in the long term, all of which have a significant positive impact on the County's fiscal sustainability. All operating savings from closing these facilities are allocated for major maintenance and operation of the two new facilities at Lindbergh and Moody parks in 2014, thus this initiative has no tax levy impact, but will improve service

The following chart shows the estimated immediate capital needs for each facility in order to maintain a high quality aquatics experience for customers. By closing the facilities, capital resources can be reallocated to Parks assets that are used by a greater number of County residents.

Pool	Immediate Capital Needs
Noyes	$ 2,383,720
Pulaski	$ 1,827,660
TOTAL	$ 4,211,380

The 2014 Budget provides 11 County-run aquatic facilities. Community partners such as local municipalities and school districts provide over 20 aquatic facilities with opportunity for public use.

Blue = County Aquatic Facility, Green = Municipal or School District Facility, Yellow = Non-Profit Facility

38.0 FTE are provided in this program area to operate and maintain indoor pools, outdoor pools, and water parks for public use. This represents a decrease of 20.5 FTE due to a reallocation of seasonal employees to other program areas and a reduction in the number of aquatic facilities. Tax Levy decreases $582,824, while overall program revenues increase due to a daily fee increase of $0.50 at each outdoor deep well pool.

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Strategic Program Area 6: McKinley Marina

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of slip rentals	635	635	640
Number of season launch permits	464	470	475
Number of daily launches	6,057	6,100	6,150

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,155,603	$1,276,831	$931,528	$1,040,768	$109,241
Revenues	$2,579,173	$2,382,891	$2,483,554	$2,478,587	($4,967)
Tax Levy	($1,423,570)	($1,106,060)	($1,552,026)	($1,437,819)	$114,208
FTE Positions	9.7	9.7	1	2	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
User Satisfaction Survey	n/a	n/a	70%
Occupancy Ratio	92.6%	93%	94%

Strategic Implementation:
This program area supports McKinley Marina, the County's only public lakefront marina. The 2014 staffing level includes 2.0 FTE positions. The increase in FTE is due to a transfer in of a Park Maintenance Worker from another program area. An appropriation of $33,000 is provided for major maintenance to maintain the facilities for tenants. In 2014, Marina fees are increased approximately two percent. This revenue increase is offset by a reduction in parking revenue from the University of Wisconsin – Milwaukee.

Strategic Program Area 7: Horticulture & Nature Education

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Boerner Botanical Gardens attendance	110,667	111,000	112,000
Mitchell Park Domes attendance	205,171	210,000	215,000
Wehr Nature Center attendance	53,300	54,000	54,500
Special event attendance	40,059	41,000	45,000
Number of school groups	552	552	575
Number of classes/programs	430	430	450

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$3,853,960	$3,538,127	$3,735,119	$3,617,157	($117,962)
Revenues	$995,257	$1,065,337	$1,090,287	$1,030,676	($59,611)
Tax Levy	$2,858,703	$2,472,790	$2,644,832	$2,586,481	($58,351)
FTE Positions	36.4	36.4	32.5	27.4	-5.1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Satisfaction rating	n/a	n/a	70%
Sustainability ratio – Boerner*	26%	26%	26%
Sustainability ratio – Domes/Greenhouse*	44%	44%	50%
Sustainability ratio – Wehr*	8%	8%	8%

*Program revenues divided by program expenditures

Strategic Implementation:
This program area maintains horticulture facilities at Mitchell Park Domes, Boerner Botanical Gardens, and Wehr Nature Center. The 2014 staffing level includes 27.4 FTE positions and decreases due to a reduction in the budgeted level of seasonal employees. This technical change reflects an adjustment based on the actual level of service currently provided, and has no impact on actual staffing provided. The number of hours worked by seasonal employees in not expected to change. Revenues decrease due to a lower projection of use based on actuals. This decrease is partially offset by a $0.50 increase in adult admission to the Mitchell Park Domes for a total Tax Levy decrease of $58,351.

Strategic Program Area 8: Community Centers

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
# of memberships	1,756	1,800	1,850
# of skate rentals	2,170	2,200	2,250
# daily passes	16,540	16,600	16,700
Total attendance – King Community Center	50,449	51,000	51,500
Total attendance – Kosciuszko Rec Center	71,005	71,500	72,000
Total attendance – County Sports Complex	205,400	210,000	215,000
Total attendance – Wilson Sports Complex	62,894	63,000	63,500

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$2,375,756	$2,431,024	$2,442,549	$2,054,711	($387,838)
Revenues	$741,654	$684,550	$725,273	$686,744	($38,529)
Tax Levy	$1,634,102	$1,746,474	$1,717,276	$1,367,967	($349,309)
FTE Positions	29.9	29.9	24.6	11	-13.6

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Satisfaction rating	n/a	n/a	70%
Sustainability ratio – King Community Center*	25%	25%	25%
Sustainability ratio – Kosciuszko Rec Center*	23%	23%	23%
Sustainability ratio – County Sports Complex*	116%	116%	116%
Sustainability ratio – Wilson Sports Complex*	30%	30%	30%

*Program revenues divided by program expenditures

Strategic Implementation:
This program area maintains and provides services at the King Community Center, Kosciuszko Recreation Center, Wilson Sports Complex, and the Milwaukee County Sports Complex. The 2014 staffing level includes 11.0 FTE positions and decreases 13.6 FTE due to reallocation of seasonal employees to other program areas and decreasing seasonal employee FTEs to actual experience levels. This technical change reflects an adjustment based on the actual level of service currently provided, and has no impact on actual staffing provided; the number of hours worked by seasonal employees in not expected to change. Tax levy decreases $349,309 primarily due to this decrease in personnel costs.

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Strategic Program Area 9: Land Resources Management

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Soft trail miles maintained (hiking/biking)	55	55	55
Number of playgrounds	114	114	114

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$3,540,977	$3,584,834	$4,189,257	$4,511,323	$322,066
Revenues	$154,144	$138,315	$155,952	$158,078	$2,126
Tax Levy	$3,386,833	$3,446,519	$4,033,305	$4,353,245	$319,940
FTE Positions	39.6	39.6	38.6	38	-0.6

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
NPSI Standards for Playgrounds	Met	Met	Met
Natural areas management ratio*	19.20%	20%	22%
Preventative/routine maintenance ratio - tree work	n/a	n/a	95%
Preventative/routine maintenance ratio - hard surface	n/a	n/a	95%

*Actively managed natural area as a proportion of total natural areas

Strategic Implementation:
This program area maintains natural areas and trails, maps existing and new trails, and installs trail signage. This program area is also responsible for maintenance and safety inspections of playgrounds. Crews are responsible for the maintenance of Parks' woodlands inventory and of roadway and landscape maintenance. The 2014 staffing level includes 38.0 FTE positions and is largely unchanged from the 2013 Adopted Budget. Tax levy increases $319,940 due to increased legacy fringe cost and an increased crosscharge from for fleet maintenance services.

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Strategic Program Area 10: Planning & Development

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number Capital development projects	19	22	21
Number of ROE permits	73	63	68
Number of Land Conveyances	9	7	6
Number of Master Plans completed	2	4	6
Value of County-funded parks capital projects	$16,281,550	$8,984,253	$11,527,700
Value of non-county funded projects	$31,840,000	$8,500,000	$14,000,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,250,225	$772,252	$1,256,082	$1,421,701	$165,618
Revenues	$181,226	$104,780	$104,584	$105,039	$455
Tax Levy	$1,068,999	$667,472	$1,151,498	$1,316,662	$165,163
FTE Positions	5	5	5	6.2	1.2

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Facility Condition Rating	n/a	n/a	70%
Deferred maintenance addressed	3.70%	7.90%	8.10%

Strategic Implementation:
This program area prepares the capital budget, performs in-house design and master planning, and maintains historical records. The 2014 staffing level includes 6.2 FTE positions and increases due to an internal reallocation of seasonal staff from other Parks program areas. Tax Levy increases $165,163 mainly due to an increase in capital outlay expenses.

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Strategic Program Area 11: Downtown Region

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Average monthly parkers @ O'Donnell	643	643	n/a

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$653,920	$1,039,885	$787,621	$768,404	($19,217)
Revenues	$2,385,235	$1,896,874	$1,939,705	$913,943	($1,025,762)
Tax Levy	($1,731,315)	($856,989)	($1,152,084)	($145,539)	$1,006,545
FTE Positions	4	4	3	4	1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Sustainability Ratio - Parking structure*	226%	226%	n/a

*Program revenues divided by program expenditures

Strategic Implementation:
This program area maintains and operates O'Donnell Parking structure, Red Arrow Park ice skating rink, and other downtown and lakefront parks. The 2014 staffing level includes 4.0 FTE positions and increases due to an internal reallocation of staff from other Parks program areas. Tax Levy increases $1,006,545 in the 2014 Budget. This is primarily due to the expected sale of the O'Donnell Parking structure, which is assumed to be completed in the third quarter of 2014. Revenues, including parking, space rental and commissions are reduced by a total of $1,025,762. It is anticipated that the sale of the facility will result in the defeasance of outstanding debt related to prior capital projects at the facility, which will result in a reduction in debt service payments (these payments are budgeted in agency 9960 – Debt Service). The exact date of the completion of the sale is unknown, so no impact on debt service related to the facility is budgeted in 2014.

There is no significant operating expenditure reduction related to the sale of the facility, other than a reduction in utility costs of approximately $155,000. Most other resources continue to be allocated to the downtown lakefront and other parks.

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Strategic Program Area 12: Concessions

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of catering events	178	180	180
Number of food & beverage locations	40	40	40

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,583,932	$2,039,896	$1,369,653	$1,402,603	$32,949
Revenues	$1,609,410	$1,747,165	$1,589,123	$1,653,821	$64,698
Tax Levy	($25,478)	$292,731	($219,470)	($251,218)	($31,749)
FTE Positions	28.7	28.7	9.9	7.8	-2.1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
$ earned per patron - Golf	$2.61	$2.61	$2.61
$ earned per patron - Aquatics	$1.08	$1.08	$1.08
Sustainability Ratio*	112%	116%	117%

*Program revenues divided by program expenditures

Strategic Implementation:
This program area manages concessions (include golf clubhouses) at 40 locations throughout the County Parks system. The 2014 staffing level includes 7.8 FTE positions and decreases due to an internal reallocation of seasonal staff to other Parks program areas. Tax Levy decreases $31,749. Revenues increase $64,698 due to the Parks department entering into favorable vendor agreements at Veterans Park. The revenue increase is partially offset by an expenditure increase of $32,949 primarily caused by an increase in the cost of concession merchandise for resale.

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FUND: General - 0001

Strategic Program Area 13: Marketing

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of events	89	89	89
Number of web visits	439,956	450,000	460,000
Number of publications	26	28	30

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$656,825	$558,978	$671,525	$612,592	($58,933)
Revenues	$33,945	$22,172	$23,761	$5,400	($18,361)
Tax Levy	$622,880	$536,806	$647,764	$607,192	($40,572)
FTE Positions	5	5	5	4	-1

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Public engagement events	n/a	75	100

Strategic Implementation:
This program area maintains media connections and promotion services for Parks events, activities, and programs. The 2014 staffing level includes 4.0 FTE positions. The decrease in staffing is due to a 2013 Current Year Action which abolished a position in this program area and added a position in another program area. Tax levy decreases $40,572.

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FUND: General - 0001

Strategic Program Area 14: Public Services

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
# of pavilion rentals	1,933	1,950	1,975
# of athletic field permits	11,842	11,900	11,950
# of athletic programs	40	42	44
# of special events	540	545	550
# of dog park permits	3,591	3,650	3,700
# of picnic rentals	3,173	3,200	3,250

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$971,760	$1,182,117	$1,131,459	$1,222,844	$91,385
Revenues	$1,430,905	$1,612,181	$1,463,920	$1,761,578	$297,658
Tax Levy	($459,145)	($430,064)	($332,461)	($538,734)	($206,273)
FTE Positions	13.8	13.8	13.8	16.3	2.5

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Booking ratio – picnic shelters	93%	79.5%	90%
Booking ratio – picnic sites (no shelters)	47.5%	62.3%	65%
Booking ratio – rental halls	42.8%	44%	45%
Booking ratio – ball diamonds	17.8%	18%	20%
Booking ratio – athletic fields	8.9%	9%	11%

Booking ratio is calculated as the amount of time a facility is rented divided by the total amount of available time

Strategic Implementation:
This program area includes organized sports leagues and coordinates major special events throughout the Parks system. The 2014 staffing level includes 16.3 FTE positions and increases due to a reallocation of seasonal staff from other program areas. Tax Levy decreases $206,273. Revenues increase due to an athletic field/league permit fee increase of between 5% and 25%. The revenue increase is partially offset by an expenditure increase for the increased seasonal staff.

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FUND: General - 0001

Strategic Program Area 15: Safety, Security & Training

Service Provision: **Discretionary**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of citations	1098	900	900
Number of Training classes	38	45	60
Claims submitted for reimbursement	22	25	25

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$356,990	$346,913	$398,307	$415,498	$17,190
Revenues	$10,000	$29,988	$10,000	$35,000	$25,000
Tax Levy	$346,990	$316,925	$388,307	$380,498	($7,810)
FTE Positions		5.5	5.5	5.5	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Percent of days off work from injury	0.10%	0.10%	0.05%
Training contact hours	n/a	586	700
Claim reimbursement ratio	n/a	70%	80%

Strategic Implementation:
This program area manages the training and continuing education for Parks employees and oversees the Park Ranger program. In addition, this program area is responsible for department level risk management functions including insurance scheduling, claims, and employee safety programming. The 2014 staffing level includes 5.5 FTE positions and is unchanged from the 2013 Adopted Budget. It is anticipated these staff will work cooperatively with the Milwaukee Police Department, which will now patrol parks within the City of Milwaukee, municipal police departments that enter into service agreements with the County to provide law enforcement services (see the budget for Law Enforcement Grants within the Agency 194 – Non-Departmental Expenditures narrative for additional detail), and the remaining Deputies in the Office of the Sheriff that are responsible for other suburban parks.

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Parks, Recreation & Culture Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Adm Asst	1	1	0	
Aquatic Program Sup Sea	1.8	0.8	-1	2013 Action
Aquatics Supervisor	0	1	1	2013 Action
Asst Chief of Rec/Business Op	2	2	0	
Asst Headlifeguard Seas	4	0.6	-3.4	Unfund
Asst Natural Areas Coordinator	0	1	1	2013 Action
Botanical Gardens Dir	1	1	0	
Budget Mgr - Parks	1	1	0	
Carpenter	3	3	0	
Carpenter Supv	1	1	0	
Clerical Spec Parks	2	1	-1	2013 Action
Clubhouse Concessions Mgr	1	1	0	
Comm Center Mgr	2	2	0	
Comm Center Supv	2	2	0	
Conservatory Director	1	0	-1	2013 Action
Construction Technician-Parks	1	1	0	
Contract Services Officer	1	1	0	
Dep Regional Operations Mgr	4	4	0	
Electrical Mech	1	1	0	
Electrical Mech Dot	3	3	0	
Electrical Mech Supv	1	1	0	
Exdir2-Chief of Field Oper	1	1	0	
Exdir2-ChiefofExternal Affairs	1	1	0	
Exdir2-ChiefOfPlantPartPo	1	1	0	
Exdir2-ChiefofRecandBusOper	1	1	0	
Exdir3-Dir Parks-Rec-Culture	1	1	0	
Food Serv Operator Seas	4.8	4.8	0	
Golf And Recreation Turf Mgr	1	1	0	
Golf Services Mgr	1	1	0	
Golf Superintendent-PGA	1	1	0	
Graphics Asst	1	0	-1	2013 Action
Head Lifeguard Seas	4.2	1	-3.2	Unfund
Heating Equip Mech	1	1	0	
Heating Equip Mech Supv	1	1	0	
Horticultural Director	0	1	1	2013 Action
Horticultural Supervisor	0	1	1	2013 Action
Horticulturist 1	10	10	0	
Horticulturist 1-2 Seas	3.7	3.7	0	
Horticulturist 2 In Charge	2	2	0	
Ironworker	1	1	0	
Ironworker Supervisor	1	1	0	
Landscape Arch 3	3	3	0	
Landscape-Const Region Super	2	2	0	
Lifeguard Seas	37.8	32.6	-5.2	Unfund
Maintenance Services Coord	1	1	0	
Marina Manager	1	1	0	

Market Coord Sponsorship	1	1	0	
Market Public Relations Coord	1	1	0	
Marketing Coordinator	1	1	0	
Mechanical Serv Mgr	1	1	0	
Nat Resources Tech IC - Parks	5	5	0	
Natural Res Spec Parks	1	1	0	
Natural Resources Tech - Parks	30	29	-1	2013 Action
Office Asst 1-3	6	6	0	
Office Asst 3 Seas	0.5	3.4	2.9	Fund
Operatting And Mtce Engnr	2	2	0	
Organized Sports Coordinator	1	1	0	
Painter Bldgs	2	2	0	
Park Artist	1	1	0	
Park Intern Athletic Of	4.8	4.8	0	
Park Intern Seas	0.8	0.8	0	
Park Maint Wrkr 2 IC	46	46	0	
Park Maint Wrkr Asst	1	1	0	
Park Naturalist	3	3	0	
Park Naturalist Interp Ed	1	1	0	
Park Naturalist Interp Ed Hr	0.2	0.2	0	
Park Operats Analyst 2	5	5	0	
Park Patrol Seasonal	2.5	2.5	0	
Park Ranger in Charge	2	2	0	
Park Unit Coord 1-2	14	14	0	
Park Unit Coord 1-2 Conc	1	1	0	
Park Unit Coord 1-2 Golf	7	7	0	
Park Unit Coord 2 Golf Seas	1.2	1.2	0	
Park Unit Coord 2 Seas	0.3	0.3	0	
Park Worker 1-5 Seas	127.4	92.8	-34.6	Unfund
Parks - POS Specialist	0	1	1	2013 Action
Parks/Highway Maint Worker	9.5	9.6	0.1	
Plumber	4	4	0	
Plumber Supv	1	1	0	
Public Services Mgr	1	1	0	
-RC-Hort 2 In Charge	1	0	-1	2013 Action
Recreation-Aquatic Prog Mgr	1	1	0	
Safety Security & Training Mgr	1	1	0	
Senior Exec Asst Parks NR	1	1	0	
Special Events Coord	1	1	0	
Special Events Coord Hr	0.5	0.5	0	
Vacancy & Turnover	-15.9	-14.3	1.6	
TOTAL	391.1	348.3	-42.8	

Legacy Health Care and Pension Expenditures

2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$4,020,658	$4,466,860	$4,280,169	$4,768,881	$488,712

ZOO (9500) BUDGET

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$13,399,759	$12,582,528	$13,530,344	$13,425,695	($104,649)
Operation Costs	$9,407,081	$8,141,999	$8,997,429	$9,641,788	$644,359
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$534,688	$350,896	$520,688	$524,179	$3,491
Interdept. Charges	$1,741,332	$1,651,070	$1,555,095	$1,678,994	$123,899
Total Expenditures	**$25,082,860**	**$22,726,493**	**$24,603,556**	**$25,270,656**	**$667,100**
Revenues					
Direct Revenue	$19,683,056	$17,363,908	$19,684,801	$19,826,372	$141,571
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$19,683,056**	**$17,363,908**	**$19,684,801**	**$19,826,372**	**$141,571**
Tax Levy	**$5,399,804**	**$5,362,585**	**$4,918,755**	**$5,444,284**	**$525,529**
Personnel					
Full-Time Pos. (FTE)	123.8	123.8	125.8	125.8	0
Seas/Hourly/Pool Pos.	129	129	129	126.9	-2.1
Overtime $	$393,024	$217,209	$398,544	$295,644	($102,900)

Department 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.

Department Description: The Milwaukee County Zoo includes five sections that provide services in support of Wisconsin's largest zoo: Administration and Finance is responsible for general oversight of all Zoo functions; Public Affairs & Services increases public use, enjoyment, and awareness of the Zoo facility; Operations includes business and concession functions managing the Zoo's major revenue sources; Maintenance & Facilities provides for the maintenance, improvement, and overall grooming of the Zoo Grounds; Animal Management & Health cares for and manages the Zoo's animal collection to allow for conservation, propagation, and display.

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 1: Administration & Finance

Service Provision: **Administrative**

Strategic Outcome: **High Quality, Responsive Services**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Zoo Attendance	1,332,395	1,350,000	1,309,500

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$6,025,306	$4,852,578	$5,773,208	$5,939,111	$165,903
Revenues	$1,736,500	$1,355,683	$1,698,125	$4,108,002	$2,409,877
Tax Levy	$4,288,806	$3,496,895	$4,075,083	$1,831,109	($2,243,974)
FTE Positions	16.5	16.5	17.5	17.5	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Net Levy cost per Visitor	$4.23	$3.64	$4.50
Average visitor spending	$13.03	$14.58	$13.04
AZA Accreditation Status	Accredited	Accredited	Accredited
Zoo Sustainability Ratio*	76.4%	80.0%	76.8%

*Program revenues divided by program expenditures

Strategic Implementation:
This program area includes cash management, financial and capital project planning, accounts payable and receivable, personnel and payroll, reception, radio dispatch, information technology, safety and security services, contract review, program evaluations, oversight of Zoo's Green, Guest Services and Safety committees and other general office services. The 2014 staffing level includes 17.5 FTE positions and is unchanged from the 2013 Adopted Budget. Tax Levy decreases significantly due to a shift of Zoo Society revenue to the Operations program area. The overall Zoo Society cash contribution to the Zoo increases $2,344,114 to $3,176,554 in 2014. The increase is partially offset by a reduction of $1,794,656 in parking pass contributions from the Zoo Society (see program area three) for a net increase of $549,458. The projected average visitor spending of $13.04 is the amount needed for the Zoo to meet its overall tax levy target based on the projected attendance of 1,309,500. The attendance target decreases in 2014 based on actual experience and potential disruptions related to Zoo Interchange construction.

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 from November through April.

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

The Zoo is also authorized to enter into the following Professional Service Contracts in 2014. They are included in the budget 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

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 2: Public Affairs & Services

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Advertising Expenditures	$530,118	$441,000	$481,000
Group Sales Revenue	$1,904,958	$2,492,343	$2,360,222

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$2,829,106	$2,665,009	$2,932,388	$2,909,722	($22,666)
Revenues	$3,865,337	$3,354,605	$3,863,487	$3,749,716	($113,771)
Tax Levy	($1,036,231)	($689,596)	($931,099)	($839,994)	$91,105
FTE Positions	19.6	19.6	19.6	19.6	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Guest experience survey: Extremely or Very Satisfied	96%	96%	96%
Guest educational value survey "Extremely or Very Educational"	94%	94%	94%

Strategic Implementation:
This program area 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, and group sales rentals into a single division for improved coordination of promotional efforts. The 2014 staffing level includes 19.6 FTEs and is unchanged from the 2013 Adopted Budget. Expenditures are largely unchanged. Tax Levy increases by $91,105 mainly due to a projected decrease in group sales based on actual experience and potential disruptions related to Zoo Interchange construction.

Strategic Program Area 3: Operations Division

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
General Admission Revenue	$3,638,927	$4,399,932	$5,994,735
Concession/Catering Revenue	$3,307,524	$3,796,201	$4,163,968
Novelty Revenue	$1,837,718	$1,747,508	$1,747,508
Rides Revenue	$1,120,928	$1,383,159	$1,359,989

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$4,563,807	$4,469,167	$4,643,676	$4,813,596	$169,920
Revenues	$14,030,219	$12,614,959	$14,072,189	$11,917,654	($2,154,535)
Tax Levy	($9,466,412)	($8,145,792)	($9,428,513)	($7,104,058)	$2,324,455
FTE Positions	83.9	83.9	84.9	84	-0.9

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Guest Survey: Excellent or Very Good Food Service	86%	86%	88%
Guest Survey: Excellent or Very Good Merchandize Service	91%	91%	91%
Guest Survey: Excellent or Very Good Service at Ride Locations	94%	94%	94%

Strategic Implementation:
This program area includes business and concessions functions related to the Zoo's major revenue sources such as admissions, parking, 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. Staff from this service area also oversees revenue generating contracts with outside vendors. The 2014 staffing level includes 84.0 FTE positions and is largely unchanged from the 2013 Adopted Budget. Tax Levy increases significantly due to a shift of Zoo Society revenue to the Administration program area to this program area. The overall Zoo Society cash contribution to the Zoo increases $2,344,114 to $3,176,554 in 2014 (see program area one). The increase is partially offset by a reduction of $1,794,656 in parking pass contributions from the Zoo Society for a net increase of $549,458. Other major changes include a $48,000 increase in capital outlay and a $85,624 increase in crosscharges. Admission revenues decrease $367,879 due to a projected decrease in attendance based on actual experience and potential disruptions related to Zoo Interchange construction.

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 4: Maintenance & Facilities

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Work Orders Completed	1,076	1,350	1,100

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$4,328,236	$3,861,413	$4,430,680	$4,326,360	($104,320)
Revenues	$0	$1,479	$0	$0	$0
Tax Levy	$4,328,236	$3,859,934	$4,430,680	$4,326,360	($104,320)
FTE Positions	58.7	58.7	58.7	58.7	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Guest Survey: Excellent or Very Good Cleanliness	96%	96%	98%
Work Orders completed in a timely manner	86%	86%	88%

Strategic Implementation:
This program area provides for the maintenance, improvement and overall grooming of the grounds which are critical to visitor satisfaction and return visits. Also included are mechanical and preventative maintenance programs for equipment, ventilating, air-conditioning and heating systems and minor electrical and plumbing repairs and housekeeping and general cleaning of the entire Zoo. There are 17 buildings requiring HVAC care and an additional 20 buildings to maintain along with the 200 acres of zoo grounds. The 2014 staffing level includes 58.7 FTE positions and is unchanged from the 2013 Adopted Budget. Tax Levy decreases $104,320 mainly due to decreased operating costs for minor building repairs and decreased capital outlay costs for equipment replacement and purchase.

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Strategic Program Area 5: Animal Management & Health

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
# of Species in collection	336	424	435
# of Specimens in collection	2,583	3,107	3,200

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$7,336,405	$6,878,326	$6,823,604	$7,281,867	$458,263
Revenues	$51,000	$37,182	$51,000	$51,000	$0
Tax Levy	$7,285,405	$6,841,144	$6,772,604	$7,230,867	$458,263
FTE Positions	74.2	74.2	74.2	74.2	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Participation in AZA Species Survival Plans	Yes	Yes	Yes
% of time Animals are displayed to public	n/a	n/a	n/a*

*Zoo staff will track this performance measure in 2014 to set a benchmark level. In future years, the Zoo will strive to increase the amount of time animals are displayed to the public.

Strategic Implementation:
This program area is responsible for the care and management of the Zoo's extensive animal collection to allow for conservation, propagation, and display. This includes monitoring and maintaining the animals and providing safe and enriching environments, well-balanced and nutritious diets, and high-quality preventive and clinical veterinary care for 3,200 mammals, birds, fish, amphibians, reptiles and invertebrates with 435 species represented. The animal facilities are designed and programs presented to provide educational and entertaining experiences for the visitors. This 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. Tax Levy support increases $458,263 mainly due to the elimination of a $553,329 cost abatement in anticipation of increased contributions from the Zoo Society that were included in the 2013 budget. In 2013, the Zoo Society raised membership rates and contributed an additional $500,000 to the Zoo. Based on increased membership rates and contributions from the Society, the cost abatement is eliminated in 2014.

DEPT: Zoo

UNIT NO. 9500
FUND: General - 0001

Zoo Budgeted Positions				
Title Code	2013 Budget	2014 Budget	2014/2013 Variance	Explanation
Accountant 1	1	1	0	
Accountant 2- Zoo	1	1	0	
Accting Manager Zoo	1	1	0	
Admin Spec - Zoo	1	1	0	
Admissions And Transp Sup	1	1	0	
Animal Division Coord	1	1	0	
Asst Concessions Coord	1	1	0	
Asst Group Sales Coord	1	1	0	
Asst Zoo Maint-Grds Coord	1	1	0	
Audiovisual Coord-Zoo	1	1	0	
Clerical Asst 1 Nr	1	1	0	
Clerical Spec Zoo	1.8	1.8	0	
Clerk Receptionist Zoo	1	1	0	
Concession & Merch Coord	1	1	0	
Coord Spec Events	1	1	0	
Coord Zoo Oper And Mtce	1	1	0	
Curator of Birds	1	1	0	
Curator of Large Mammals	1	1	0	
Curator Prim Sm Mammals	1	1	0	
Curator Rept & Aquar	1	1	0	
Custodial Wrkr 2	6	6	0	
Custodial Wrkr Asst Sup	2	2	0	
Electrical Mech Permits	1	1	0	
Exdir2-Dep Zoo Dir Ad F	1	1	0	
Exdir2-Dep Zoo Dir Am And H	1	1	0	
Exdir3-Zoological Dir	1	1	0	
Executive Assistant Zoo	1	1	0	
Exhibits Registrar	1	1	0	
Facilities Supv	1	1	0	
Fiscal Asst 1	2	2	0	
Fiscal Asst 2	1	1	0	
Forestry Worker (Zoo)	1	1	0	
Group Sales Coord	1	1	0	
Group Sales Specialist	1	1	0	
Guest Services Supv	1	1	0	
Heating And Vent Mech 1-2	2	2	0	
Heritage Farm Attdt	3	3	0	
Heritage Farm Attdt Sea	4.4	4.4	0	
Heritage Farm Supv	1	1	0	
Horticulturist 2	2	2	0	
Locomotive Engr Zoo	2	2	0	
Locomotive Engr Zoo Sea	0.6	0	-0.6	Unfund
Mach Operator Eng Welder	1	1	0	
Maintenance Supv	1	1	0	
Merchandise Sales Coord	1	1	0	
Office Supp Asst 1	1	1	0	
Overtime	12.1	8.9	-3.2	

Plumber Permits	1	1	0	
Prog/Audience Eval Spec	1	1	0	
Public Affairs Servs Di	1	1	0	
Public Relats Coord	1	1	0	
Safety and Train Spec Zoo	1	1	0	
Secretarial Asst	1	1	0	
Senior Staff Veterinarian	1	1	0	
Shift Differential	1.2	1.2	0	
Special Premium	0.8	0.8	0	
Special Programs Coord	1	1	0	
Staff Veterinarian	1	1	0	
Stores Clerk 3	1	1	0	
Vacancy & Turnover	-13.9	-12	1.9	
Veterinary Tech	3	3	0	
Zoo Area Supv	11	11	0	
Zoo Maintenance Worker	2	2	0	
Zoo Vehic Mach Oper	5	5	0	
Zoo Worker 1-6 Seas	121.1	120.8	-.3	Unfund
Zookeeper	41	41	0	
TOTAL	254.8	252.7	-2.1	

Legacy Health Care and Pension Expenditures

2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
$2,126,047	$2,343,495	$2,404,359	$2,766,435	$362,076

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. Expenditures include personnel costs for engineers and operators, repair and maintenance of locomotives, and other commodities and supplies.

Expenditure	Revenue	Tax Levy
$906,558	$906,558	$0

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

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$54,723	$55,423	$55,902	$56,568	$666
Operation Costs	$183,527	$180,588	$204,020	$178,415	($25,605)
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$220,462	$220,595	$220,292	$222,952	$2,660
Total Expenditures	**$458,712**	**$456,606**	**$480,214**	**$457,935**	**($22,279)**
Revenues					
Direct Revenue	$121,080	$117,422	$144,350	$121,680	($22,670)
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$121,080**	**$117,422**	**$144,350**	**$121,680**	**($22,670)**
Tax Levy	**$337,632**	**$339,184**	**$335,864**	**$336,255**	**$391**
Personnel					
Full-Time Pos. (FTE)	0.8	0.8	0.8	0.8	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department 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 over 73,000 county residents of all ages. A trained volunteer force of over 5,000 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.

Department Description: UW Extension is made up of five areas: Administration, which is responsible for program support and evaluation, professional development, personnel and financial management, and technology support; Family Living provides training in the areas of parenting, food science and nutrition, poverty awareness, financial management, and professional development for home visitors; Urban Agriculture Horticulture provides information and training in horticulture and urban agriculture to increase the positive impacts of gardening; Youth Development includes activities such as civic engagement, environmental studies, arts, multicultural awareness, and technology; Natural Areas Program is a partnership with the Milwaukee County Parks Department and is used to engage Wisconsin's largest community through the science and beauty of restoration ecology; and Community Natural Resources and Economic Development stresses economic revitalization, water quality and other natural resource improvements, waste management, small business development, local government education, strategic planning, non-profit and neighborhood organizational development. In 2012, the department delivered 30 different programs and reached over 73,000 County residents.

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

Strategic Program Area 1: University of Wisconsin-Extension

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number served in Family Living program	6,631	6,631	6,631
Number served in Natural Areas program	1,297	1,297	1,297
Number served in Horticulture & Urban Agriculture program	39,408	39,408	39,408
Number served in Youth Development program	19,670	19,670	19,670
Number served in Community Development program	4,880	4,880	4,880

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$458,712	$456,606	$480,214	$457,935	($22,279)
Revenues	$121,080	$117,422	$144,350	$121,680	($22,670)
Tax Levy	$337,632	$339,184	$335,864	$336,255	$391
FTE Positions	0.8	0.8	0.8	0.8	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performance Measures have not yet been created for this program area			

Strategic Implementation: The UW Extension program will continue to maintain service levels in the number of people served and the quality of educational programs provided. Overall tax levy in this program is increased $391 primarily due to a reduction in operation costs of $25,605, partially offset by a revenue reduction of $22,670. UW Extension will continue to maximize the use of classrooms and meeting rooms for educational and community programs at Children's Adolescent Treatment Center (CATC) building A, to hold down costs of room rental, staff time, and mileage for conducting programs off-site. The 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.

UW EXTENSION (9910) BUDGET

DEPT: UW Extension

UNIT NO. 9910
FUND: General - 0001

UW Extension Budgeted Positions				
Title Code	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**	**Explanation**
Executive Asst-UW Extension	0.8	0.8	0	
TOTAL	0.8	0.8	0	

Legacy Health Care and Pension Expenditures				
2012 Budget	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Variance**
$11,415	$12,120	$12,798	$14,770	$1,972

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$6,670,241	$7,171,634	$6,882,741	$6,974,810	$92,069
Debt & Depreciation	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$6,670,241**	**$7,171,634**	**$6,882,741**	**$6,974,810**	**$92,069**
Revenues					
Direct Revenue	$0	$0	$0	$0	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**
Tax Levy	**$6,670,241**	**$7,171,634**	**$6,882,741**	**$6,974,810**	**$92,069**
Personnel*					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

*No County staff is employed by the Cultural Institutions.

Department Mission: The cultural institutions strive to enrich the quality of life for all Milwaukee County citizens and visitors by providing an opportunity to experience history, the arts, and the pursuit of knowledge.

Department Description: The cultural institutions include: Fund for the Arts (or CAMPAC), Milwaukee County Historical Society, Milwaukee County Federated Library System, Marcus Center, Milwaukee Public Museum, Charles Allis and Villa Terrace Museum(s), War Memorial Center, and Milwaukee Art Museum.

All cultural institutions will provide quarterly reports of current financial status and projections through the fiscal year.

Strategic Program Area 1: Fund for the Arts

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Agencies receiving Community/Cultural Events CAMPAC Funding	4	6	4
Number of Agencies receiving Matching Grants CAMPAC Funding	36	36	35

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$321,035	$337,428	$321,035	$321,035	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$321,035	$337,428	$321,035	$321,035	$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures
TBD*

*CAMPAC Administrator is developing performance measures for inclusion in the 2015 budget.

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

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

I. MATCHING GRANTS
The Matching Grants program continues to be the highest funding priority, as it leverages outside dollars to sustain 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.

II. COMMUNITY CULTURAL EVENTS
Programming for underserved populations supports arts organizations whose programming is targeted to serve minority and underserved communities.

III. ADMINISTRATIVE SERVICES
This program is adminsited by a consultatnt.

The 2014 tax levy contribution remains at the 2013 level of $321,035.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

BUDGET SUMMARY

	2012 Actual	2013 Budget	2014 Budget
Expenditures			
Community/Cultural Event Programming	$ 43,459	$ 22,000	$ 22,000
Matching Grants Program	266,958	286,035	286,035
Program Administration	11,796	13,000	13,000
Other	15,215	-	-
Total Expenditures	**337,428**	**321,035**	**321,035**
Revenues			
Milwaukee County Contribution	***341,546***	***321,035***	***321,035***
Total Revenue	$ **341,546**	**321,035**	**321,035**
Budget Surplus/(Deficit):	**4,118**	**-**	**-**

Strategic Program Area 2: Historical Society

Service Provision: **Committed**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual (est)**	**2013 Budget**	**2014 Budget***
Attendance-Public (General)	4,000	6,780	TBD
Attendance-Public (Programming)	250	300	TBD
Attendance-Other	3,000	3,000	TBD
Research Requests	200	324	TBD

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$206,167	$206,167	$206,167	$206,167	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$206,167	$206,167	$206,167	$206,167	$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget***
Annual % Increase in Patron Usage of MCHS Resource Material	2%	3%	TBD
Annual % Increase in Overall Attendance (for All Five MCHS Operated Facilities)	1.5%	2%	TBD

*Milwaukee County Historical Society staff (staff) has indicated that its 2014 Budget, performance measures and activity date are currently under development. Staff indicates these items will be completed and approved during the Milwaukee County Historical Society Board's December 16, 2013 scheduled meeting.

Strategic Implementation:
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.

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 2014 tax levy contribution remains at the 2013 level of $206,167.

BUDGET SUMMARY

	2012 Actual	2013 Budget	2014 Budget*
Expenditures			
Wages and Benefits	$ 273,884	$ 300,935	$
Planning and Administration	4,788	13,000	
Facilities/Museum/Library/Collections Operations	289,423	201,555	
Office Expense	46,401	58,665	
Professional Services	16,975	42,500	TBD
Advertising/Marketing/Development	1,432	35,000	
Publishing/Printing	5,033	31,500	
Special Events/Awards	10,385	18,000	
Other	61,972	10,000	
Total Expenditures	**$ 710,293**	**$ 711,155**	**$ -**
Revenues			
Contributions/Fundraising/Grants/Membership	128,584	248,300	
Programmatic/Operating	206,532	356,850	TBD
Investment Income	35,907	-	
Other	1,072	500	
Milwaukee County Contribution	***206,167***	***206,167***	***206,167***
Total Revenue	**$ 578,262**	**$ 811,817**	**$ 206,167**
Budget Surplus/(Deficit):	**$ (132,031)**	**$ 100,662**	**$ 206,167**
County Contribution as % of Total Revenue:	**36%**	**25%**	**TBD**

*Milwaukee County Historical Society staff (staff) has indicated that its 2014 Budget is currently under development. Staff indicates that the 2014 Budget will be completed and approved during the Milwaukee County Historical Society Board's December 16, 2013 scheduled meeting.

Strategic Program Area 3: Federated Library System

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Activity	**2012 Actual**	**2013 Budget**	**2014 Budget**
Library Materials Circulated	7,931,067	8,000,000	8,000,000
Registered Cardholders	544,237	550,000	560,000
Library Visits	5,064,449	5,100,000	5,200,000
Program Attendees	225,699	240,000	260,000
MCFLS and CountyCat Website Page Views	27,507,135	28,000,000	28,500,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget***	**2014/2013 Var**
Expenditures	$66,650	$66,650	$66,650	$66,500	($150)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$66,650	$66,650	$66,650	$66,500	($150)
FTE Positions	0	0	0	0	0

*The 2014 Budget reflects the County contribution of $66,500 only. An additional $33,500 County contribution may be made pending 2014 land sales revenue (see Land Sales Narrative in the Non-Departmental Revenue Section for additional detail).

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Registered Cardholders Users as a Percent of Population.	57.2%	58%	59%

Strategic Implementation:
The mission of the Milwaukee County Federated Library System (MCFLS) is 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. This mission is pursued via the following objectives:

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

The 2014 Budget includes a tax levy contribution of $66,500 plus additional one-time funding of $33,500 (see 1800 Non-Dept Revenue narrative) to help offset reductions in State Aid and offset costs related to the MCFLS purchase and implementation of a workflow and resource management technology upgrade planned for 2014.[1] The one-time funding will be provided by land sales proceeds generated in 2014 (refer to the Land Sales program area in the Non-Departmental Revenue Section for additional detail).

[1] The 2012-2013 State Biennial Budget reduced State Aid to MCFLS from $2.97 million in 2011 to flat annual allocations of $2.68 million for 2012 and 2013. The 2014-2015 State Biennial Budget maintains the $2.68 million annual allocation for MCFLS.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

BUDGET SUMMARY

	2012 Actual	2013 Budget	2014 Budget
Expenditures			
Technology, Reference, Interlibrary Loan	$ $ 1,605,418	$ $ 1,820,489	$ $ 1,900,000
Continuing Ed and Consulting	104,409	101,710	105,000
Delivery	322,488	315,570	320,000
Payment to Members for Non-Res Access	1,251,257	1,207,924	1,207,924
Library Services to Youth	4,468	5,176	5,000
Library Services to Special Users	9,693	10,485	10,000
Public Information	18,900	26,501	28,000
Administration	328,110	344,017	352,000
Electronic Resources	286,122	206,856	250,000
MultiType Initiatives	7,034	7,800	7,600
Member Office Supplies	67,297	77,500	75,000
Total Expenditures	**4,005,196**	**4,124,028**	**4,260,524**
Revenues			
State Aid to Public Library Systems	2,677,006	2,677,006	2,677,006
Federal LSTA Funding	77,410	63,773	50,555
Passthrough Contract Income	771,914	776,253	922,863
Interest Earned from State Aid	666	123	100
Unexpended Funds-Previous Years	58,297	60,883	60,000
All Other Sources	355,736	463,852	450,000
Milwaukee County Contribution*	***66,650***	***66,650***	***100,000***
Total Revenue	$ **4,007,679**	**4,108,540**	**4,260,524**
Budget Surplus/(Deficit):	$ **2,483**	$ **(15,488)**	$ **-**
County Contribution as % of Total Revenue:	**2%**	**2%**	**2%**

* The Budget Summary table is a reflection of the entire MCFLS budget. As a result, the County contributions of $66,500 and $33,500 are shown.

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

Strategic Program Area 4: Marcus Center

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
Attendance-Public (Programming)*	489,545	493,500	493,500
Attendance-Private (Events/Rental)*	30,018	32,000	32,000
Attendance-Other*	49,512	49,500	49,500
Number of Events Annually	1,698	1,825	1,800
Number of Days Activity in Facility	334	345	335
Number of Performance Weeks-All Theaters by Tenant Groups**	92	91	93
Number of Performance Weeks-All Theaters by Non-Tenant Groups.	27	22	25
Free Events for Children	26	26	26
Children Outreach Events	17	17	17
Free Family, Adults, Community Events	10	10	10

*Total attendance for 2012 was 569,075; 2013 Budget is 575,000; 2014 Budget is 575,000.
**Includes MCPA Broadway & other MCPA Productions

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual[2]**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,088,000	$1,573,000	$1,088,000	$1,088,000	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,088,000	$1,573,000	$1,088,000	$1,088,000	$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
% of Attendees from Milwaukee County	41%	40%	40%
% of Attendees from outside Milwaukee County	59%	60%	60%
% of Customer Satisfaction w/ Events**	99.99%	99.99%	99.99%
% of Customer Satisfaction with Facility**	99.99%	99.99%	99.99%

**The Marcus Center averages about 20 -25 complaints a year, which is less than .01%.

[2] In addition to the County's 2012 budgeted contribution of $1,088,000, an additional payment in the amount of $485,000 was also made to the Marcus Center in relation to Uihlein Hall orchestra shell repairs (Milwaukee County Resolution File #13-461).

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

Strategic Implementation:
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 Milwaukee Symphony Orchestra, Milwaukee Ballet, Florentine Opera, Milwaukee Youth Symphony Orchestra, First Stage Children's Theatre, City Ballet Theatre, Hansberry-Sands Theatre Company, Broadway Series, and other performing arts groups. 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.

The 2014 tax levy contribution remains at the 2013 level of $1,088,000.

BUDGET SUMMARY

	2012 Actual	2013 Budget	2014 Budget
Expenditures			
Personal Services	$ 3,263,292	$ 3,723,803	$ 3,827,166
Professional Fees	314,170	353,070	360,800
Advertising and Promotion	177,068	154,250	159,500
Meetings and Auto Allowance	11,094	14,550	11,540
Space	339,110	357,246	364,201
Telephone and Utilities	478,226	585,500	510,900
Office and Administrative Supplies	89,241	133,300	121,990
Total Expenditures	**4,672,201**	**5,321,719**	**5,356,097**
Revenues			
Hall Rental	$ 1,159,051	$ 1,220,107	$ 1,130,450
Office Rental	104,433	105,000	26,800
Equipment Rentals	228,429	209,588	227,360
Reimbursement Income	1,384,913	1,807,745	1,760,276
Concession Income	162,045	179,000	180,000
Facility Support	452,401	620,000	860,000
Misc. Income	98,449	93,450	88,720
Milwaukee County Contribution	***1,573,000***	***1,088,000***	***1,088,000***
Total Revenue	$ **5,162,721**	**5,322,890**	**5,361,606**
Budget Surplus/(Deficit):	**490,520**	**1,171**	**5,509**
County Contribution as % of Total Revenue:	**30%**	**20%**	**20%**

Strategic Program Area 5: Public Museum

Service Provision: **Committed**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Attendance-Museum*	286,218	275,081	275,027
Attendance-Theater/Planetarium*	132,926	93,399	133,500
Attendance-Exhibitions*	104,619	102,318	196,000

*Total attendance for 2012 was 523,763; 2013 Budget is 470,798; 2014 Budget is 604,527.

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$3,502,376	$3,502,376	$3,502,376	$3,500,000	($2,376)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$3,502,376	$3,502,376	$3,502,376	$3,500,000	($2,376)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Annual Attendance Over/(Under) the 400,000 Base Level*	123,763	70,798	204,527
Unrestricted Endowments Assets Over/(Under) the $2,000,000 Base Level*	$823,774	$750,000	$400,000
Generate Positive Unrestricted Operating Earnings*[3]	($373,798)	($809,418)	$417,899

*The Performance Measures identified are partially based on conditions that must be met by MPM as outlined in the LMA.

Strategic Implementation:
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.

In 2013, the County and the Milwaukee Public Museum, Inc. (MPM) entered into a new Lease and Management Agreement (LMA). The new LMA commits the County to the following Operating and Capital budget funding levels:

1. Annual County Operating contributions:[4]
    a. $3,500,000 annually for calendar years 2014-2017
    b. $3,350,000 annually for calendar years 2018-2019
    c. $3,200,000 annually for calendar years 2020-2021
    d. $3,000,000 annually for calendar year 2022

[3] Positive Unrestricted Operating Earning is defined by unrestricted operating net income plus depreciation being greater than zero.

[4] The new LMA (executed in 2013) states that MPM must achieve several operating and financial goals. If the goals are not achieved, the County may reduce its annual operating contribution by $250,000 for the subsequent year. Additionally, if MPM receives at least $5,000,000 in cash or donor commitments for capital projects by December 31, 2017, the annual operating contributions will remain at $3,500,000 for calendar years 2018-2022.

2. Capital funding contributions up to $4,000,000 during the calendar years 2014-2017.

MPM will provide detailed quarterly reports of financial status and projections through the fiscal year.

In accordance with the LMA, the 2014 tax levy contribution for operating support is $3,500,000.[5]

BUDGET SUMMARY

	2012 Actual	2013 Budget	2014 Budget
Expenditures			
Wages and Benefits	$ 7,350,531	$ 7,706,870	$ 7,768,977
Mainentance	1,479,954	618,771	734,244
Utilities	1,017,343	1,008,949	990,556
Other Operating Expenses	4,495,830	3,400,220	3,375,279
Interest	217,810	216,040	85,558
Depreciation	1,415,408	1,226,376	1,196,361
Subtotal Operating Expenses	15,976,876	14,177,226	14,150,975
Other Non-Operating Expenses	3,429,381	531,685	554,345
Investment (Income)/Loss	(461,207)	(802,188)	-
Net Restricted Contributions	(1,232,308)	(1,626,134)	(3,807,000)
Total Expenditures	**$ 17,712,742**	**$ 12,280,589**	**$ 10,898,320**
Revenues			
Contributions/Membership/FOM Events	3,825,509	3,715,404	3,788,789
Admissions Museum/Theater/Exhibitions	3,646,978	2,945,328	3,553,793
Other Earned Income	1,504,788	4,978,324	2,529,931
Net Assets Released from Restriction	1,708,017	3,988,000	1,193,000
Milwaukee County Contribution	***3,502,376***	***3,502,376***	***3,500,000***
Total Unrestricted Revenue	**$ 14,187,668**	**$ 19,129,432**	**$ 14,565,513**
Budget Surplus/(Deficit):	**$ (3,525,074)**	**$ 6,848,843**	**$ 3,667,193**
County Contribution as % of Total Revenue:	**25%**	**18%**	**24%**

[5] The Capital Budget includes funding of $1,677,977 in 2014.

Strategic Program Area 6: Villa Terrace/Charles Allis Museums

Service Provision: **Discretionary**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
Attendance-Public (General)	7,300	11,000	9,500
Attendance-Public (Programming)	3,216	6,000	5,000
Attendance-Private (Events/Rental)	17,364	20,000	18,000
Attendance-Other	1,842	2,500	2,200

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$207,108	$207,108	$207,108	$207,108	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$207,108	$207,108	$207,108	$207,108	$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Level of customer satisfaction with the facility (scale of 1 – 5)	4.5	5.0	5.0

Strategic Implementation:
Villa Terrace Decorative Arts Museum, 2220 North Terrace Avenue and Charles Allis Art Museum, 1801 North Prospect Avenue function as a combined operation. 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 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.

The 2014 tax levy contribution remains at the 2013 level of $207,108.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

BUDGET SUMMARY

	2012 Actual	2013 Budget	2014 Budget
Expenditures			
Personnel Services	$ 321,043	$ 354,000	$ 350,000
Professional Fees CA	16,297	18,000	21,000
Professional Fees VT	18,001	24,000	26,000
Advertising and Promotion	54,843	60,000	60,000
Space and Utilites CA	52,012	60,000	55,000
Space and Utilities VT	59,490	60,000	63,000
Office and Admin Supplies	18,412	20,000	25,000
Conference & Travel	516	508	3,608
Major Maintenance CA	-	2,050	8,000
Major Maintenance VT	62,000	2,050	5,000
New & Replacement Equipment	-	-	-
Total Expenditures	**602,614**	**600,608**	**616,608**
Revenues			
Charles Allis Friends Direct Support	7,000	7,500	3,000
Villa Terrace Friends Direct Support	22,000	-	5,000
Garden Support	18,500	16,000	18,500
Private Support CA & VT	33,215	30,000	30,000
Membership CA & VT	27,912	25,000	28,000
Admissions CA	11,679	12,000	14,000
Admissions VT	14,695	15,000	16,000
Rental Revenue CA	46,700	35,000	39,000
Rental Revenue VT	200,605	190,000	200,000
Program Sponsorship CA & VT	4,000	17,000	10,000
Grants CA & VT	8,000	45,000	45,000
Interest Trust Account	1,200	1,000	1,000
Milwaukee County Contribution	***207,108***	***207,108***	***207,108***
Total Revenue	$ **602,614**	**600,608**	**616,608**
Budget Surplus/(Deficit):	**-**	**-**	**-**
County Contribution as % of Total Revenue:	**34%**	**34%**	**34%**

CA = Charles Allis; VT = Villa Terrace

Strategic Program Area 7: War Memorial Center

Service Provision: **Committed**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
Attendance-Public (General)	10,100	6,000	12,000
Attendance-Public (Programming for Veterans)	6,373	5,800	6,000
Attendance-Private (Events/Rental)	111,587	97,100	87,610

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,278,905	$1,278,905	$1,491,405	$486,000	($1,005,405)
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,278,905	$1,278,905	$1,491,405	$486,000	($1,005,405)
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures
TBD*

*War Memorial Center staff is developing performance measures for inclusion in the 2015 budget.

Strategic Implementation:
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 (County), Milwaukee County War Memorial, Inc. (WMC) presently operates the War Memorial Center (Center) jointly with the Milwaukee Art Museum, Inc. (MAM). 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 Center provides office space to 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.

In 2013, the County entered into separate Development and Lease & Management Agreements (Agreements) with the WMC and the MAM.[6] The new Agreements provide for the following:

County Operating and Capital funding levels:

[6] The Lease & Management Agreements are separate agreements entered into between the County and the Center and between the County and the MAM. Additionally, the County, the WMC, and the MAM jointly entered into a Development Agreement, Cooperation Agreement and a North Tract Agreement during 2013.

1. Annual County Operating contributions:
   a. $486,000 annually to the WMC for calendar years 2014-2023
   b. $1,100,000 annually to the MAM for calendar years 2014-2023

2. Capital funding contribution in the amount of $10,000,000 for the Center in calendar years 2014-2017.

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

In accordance with the Agreements, the 2014 tax levy contribution for operating support is $486,000.

BUDGET SUMMARY

	2012 Actual	2013 Budget	2014 Budget
Expenditures			
Personal Services	$ 631,495	$ 720,695	$ 575,000
Professional Fees	113,915	134,723	153,250
Advertising and Promotion	46,853	48,000	50,000
Meetings and Auto Allowance	5,062	7,500	7,500
Facility Expenses	293,471	198,388	217,000
Utilities	293,659	317,599	227,900
Office and Administrative Supplies	27,639	24,000	24,350
Milw Art Museum Bldg Services	660,000	660,000	-
Milw Art Museum Direct Funding	212,500	212,500	-
Total WMC Expenditures	**2,284,594**	**2,323,405**	**1,255,000**
Revenues			
Parking	$ 389,847	$ 335,000	$ 315,000
Miscellaneous Revenue	61,021	49,000	49,000
Catering & Liquor Commission	60,379	49,000	40,000
Office Rental	191,383	205,000	190,000
Hall and Plaza Rental	211,192	180,000	165,000
Meeting Room Rental	12,385	14,000	10,000
Milwaukee County Contribution	***1,278,905***	***1,491,405***	***486,000***
Total Revenue	$ **2,205,112**	**2,323,405**	**1,255,000**
Budget Surplus/(Deficit):	**(79,482)**	**-**	**-**
County Contribution as % of Total Revenue:	**58%**	**64%**	**39%**

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

Strategic Program Area 8: Milwaukee Art Museum

Service Provision: **Committed**

Strategic Outcome: **Quality of Life**

What We Do: Activity Data			
Item	**2012 Actual**	**2013 Budget**	**2014 Budget**
Attendance-Public (General)	314,552	243,338	261,000
Attendance-Public (Programming)	57,124	60,000	60,000
Attendance-Private (Events/Rental)	23,728	25,000	25,000

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$0	$0	$1,100,000	$1,100,000
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$0	$1,100,000	$1,100,000
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
# of Milwaukee County Visitors	89,722	81,395	87,620
Number of non-Milwaukee County Visitors	305,682	246,943	258,380
Customers Satisfaction with Events	4.75 out of 5	4.75 out of 5	4.5 out of 5
Customers Satisfaction with the Facility	4.35 out of 5	4.7 out of 5	4.0 out of 5

Strategic Implementation:
The mission of the Milwaukee Art Museum (MAM) is to serve the community and present art as a vital source of inspiration and education. Through exhibitions and related programs, the Art Museum is committed to bring people together to inform, educate and engage in conversation around art.

In 2013, Milwaukee County (County) entered into separate Development and Lease & Management Agreements (Agreements) with the Milwaukee County War Memorial, Inc. (WMC) and the MAM. The new Agreements provide for the following:

County Operating and Capital funding levels:

1. Annual County Operating contributions:
    a. $486,000 annually to the WMC for calendar years 2014-2023
    b. $1,100,000 annually to the MAM for calendar years 2014-2023
2. Capital funding contribution in the amount of $10,000,000 for the War Memorial Center in calendar years 2014-2017.[7]

The Milwaukee Art Museum, Inc. will provide detailed quarterly reports of financial status and projections through the fiscal year.

In accordance with the Agreements, the 2014 tax levy contribution for operating support is $1,100,000.[8]

[7] The 2013 Adopted Capital Budget includes an appropriation of $2,000,200. Pursuant to the Agreements executed in 2013, this amount is considered part of the County's overall $10,000,000 capital contribution for the War Memorial Center facility capital projects.

[8] The Capital Budget includes funding of $5,672,705 in 2014.

CULTURAL CONTRIBUTIONS (1900) BUDGET

DEPT: Cultural Contributions

UNIT NO. 199
FUND: General - 0001

BUDGET SUMMARY

	2012 Actual	2013 Budget	2014 Budget
Expenditures			
Personnel expenses	$ 7,773,131	$ 7,805,434	$ 8,328,819
Professional services	391,033	353,246	345,621
Supplies	379,465	418,650	461,245
Equipment rental/maintenance	1,338,466	364,725	386,185
Building repairs/maintenance	1,169,511	1,023,620	597,121
Insurance	163,887	175,000	185,000
Utilities	494,507	468,310	1,067,613
Advertising and marketing	906,480	945,300	827,607
Postage/shipping/printing	267,349	292,504	311,178
Education programs	231,812	248,321	236,685
Exhibitions	1,295,915	1,307,998	1,640,811
Other	874,205	421,681	450,892
Fundraising/donor/volunteer	139,990	174,740	208,450
Bank fees	177,392	150,400	164,810
Total Expenditures	**15,603,143**	**14,149,929**	**15,212,037**
Revenues			
Annual campaign and membership	4,951,376	4,900,000	4,954,000
Grants and sponsorships	3,751,595	2,816,086	2,497,182
Admissions	1,671,940	1,400,000	1,821,169
Exhibition revenue	237,592	317,775	272,729
Facility rental	370,196	462,000	553,625
Parking	387,550	345,000	396,950
Tours	150,027	159,924	200,000
Store gross margin	885,642	675,000	716,438
Café gross margin	810,247	905,000	1,179,225
Other	536,136	343,394	300,219
Distribution from endowment	1,013,000	1,067,000	1,220,500
Milwaukee County War Memorial in kind	626,668	546,250	-
Milwaukee County Contribution	***212,500***	***212,500***	***1,100,000***
Total Revenue	$ **15,604,469**	**14,149,929**	**15,212,037**
Budget Surplus/(Deficit):	**1,326**	**-**	**-**
County Contribution as % of Total Revenue:	**1%**	**2%**	**7%**

Debt Service Function

Agency Budget Narratives

- **Debt Issue Expense**

- **Debt Service**

DEBT ISSUE EXPENSE (1987) BUDGET

DEPT: Debt Issue Expense

UNIT NO. 1987
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$0	$0	$0	$0	$0
Debt & Depreciation	$11,500	$149,836	$11,500	$11,500	$0
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	$10,000	$0	$10,000	$10,000	$0
Total Expenditures	**$21,500**	**$149,836**	**$21,500**	**$21,500**	**$0**
Revenues					
Direct Revenue	$10,000	$155,681	$10,000	$10,000	$0
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$10,000**	**$155,681**	**$10,000**	**$10,000**	**$0**
Tax Levy	**$11,500**	**($5,845)**	**$11,500**	**$11,500**	**$0**
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department Mission/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.[1] Because these items are largely technical in nature, they have no strategic outcomes and no activity data or performance measures.

[1] 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.

DEPT: Debt Issue Expense

UNIT NO. 1987
FUND: General - 0001

Strategic Program Area 1: Debt Issue Expense

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$21,500	$149,836	$21,500	$21,500	$0
Revenues	$10,000	$155,681	$10,000	$10,000	$0
Tax Levy	$11,500	($5,845)	$11,500	$11,500	$0
FTE Positions	0	0	0	0	0

Strategic Implementation:

Beginning in the 2013 Budget, the Office of the Comptroller-Capital Finance Division crosscharged the debt issue expense budget for costs associated with the preparation and issuance of the bond issues. The estimated amount for these costs for 2014 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; however, no airport issuance is anticipated for 2014. 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.

Expenses not eligible to be paid from financing proceeds are estimated to be $11,500 for 2014 and will be financed with property tax levy.

	2012 Actual	2013 Budget	2014 Budget
Debt Issue Expense (8026)	$ 149,836	$ 208,500	$ 11,500
Office of the Comptroller - Staff Costs (9787)	-	10,000	10,000
Total Expenditures	**149,836**	**218,500**	**21,500**
General Obligation Bond Proceeds (4907)	155,681	10,000	10,000
Build America Bond Proceeds (4915)	-	-	-
Airport Cash	-	-	-
Airport Revenue Bond Proceeds* (4907)	-	197,000	-
Total Revenues	**155,681**	**207,000**	**10,000**

* According to the Airport Master Lease Agreement, the Airport is required to pay all direct costs associated with the issuance of Airport debt.

DEBT SERVICE (9960) BUDGET

DEPT: Debt Service

UNIT NO. 9960
FUND: Debt Service - 0016

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	$0	$238,752	$0	$0	$0
Debt & Depreciation	$107,528,075	$135,742,829	$107,009,294	$105,268,403	($1,740,891)
Capital Outlay	$0	$0	$0	$0	$0
Interdept. Charges	($41,069,747)	($45,219,175)	($39,489,094)	($41,474,462)	($1,985,368)
Total Expenditures	**$66,458,328**	**$90,762,406**	**$67,520,200**	**$63,793,941**	**($3,726,259)**
Revenues					
Direct Revenue	$9,905,727	$28,506,330	$14,036,565	$19,863,890	$5,827,325
Intergov Revenue	$0	$1,920,157	$1,920,157	$1,740,502	($179,655)
Indirect Revenue	$0	$0	$0	$0	$0
Total Revenues	**$9,905,727**	**$30,426,487**	**$15,956,722**	**$21,604,392**	**$5,647,670**
Tax Levy	**$56,552,601**	**$60,335,919**	**$51,563,478**	**$42,189,549**	**($9,373,929)**
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department Mission/Description: The Debt Service Fund accounts for and reports the accumulation of resources that are restricted, committed or assigned for the payment of principal and interest on long-term general obligation debt. Because these items are largely technical in nature, they have no strategic outcomes and no activity data or performance measures.

DEPT: Debt Service

UNIT NO. 9960
FUND: Debt Service - 0016

Strategic Program Area 1: Debt Service

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual***	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$66,458,328	$90,762,406	$67,520,200	$63,793,941	($3,726,259)
Revenues	$9,905,727	$30,426,487	$15,956,722	$21,604,392	$5,647,670
Tax Levy**	$56,552,601	$60,335,919	$51,563,478	$42,189,549	($9,373,929)
FTE Positions	0	0	0	0	0

* 2012 actual excludes balance sheet entries to record principal retired for proprietary fund departments. This adjustment is intended to allow 2012 information to be reported on a basis comparable to the subsequent year budget summaries. 2012 actual also does not include transactions relating to the 2012 General Obligation Bond Refunding.

** 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.

DEPT: Debt Service

UNIT NO. 9960
FUND: Debt Service - 0016

Summary of Bonds and Notes Outstanding

Type of Issue	True Interest Rate	Date of Bond Issue	Final Maturity Date	Bonds or Notes Outstanding 12/31/13	2014 Requirements Principal	2014 Requirements Interest
R	3.48	07/01/03	08/01/17	44,755,000	24,670,000	1,595,165
C	3.72	02/01/04	08/01/19	0	-	-
C	4.24	06/01/06	12/01/20	1,700,000	1,700,000	68,000
R	3.89	02/01/06	10/01/15	10,730,000	7,665,000	544,163
C	4.14	04/01/07	10/01/21	20,230,000	2,525,000	1,011,500
C	4.12	06/01/08	12/01/22	25,100,000	2,420,000	1,018,175
C	3.93	06/01/08	12/01/23	26,300,000	2,000,000	1,038,625
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	5,350,000	500,000	134,294
C	4.87	08/01/10	08/01/24	29,470,000	960,000	1,386,363
N	2.55	08/01/10	08/01/19	8,250,000	1,795,000	230,013
C	4.60	04/01/11	10/01/29	22,725,000	0	992,743
N	2.37	04/01/11	10/01/18	8,120,000	1,540,000	202,113
C	4.78	10/01/11	10/01/26	36,920,000	1,375,000	1,674,858
N	2.82	10/01/11	10/01/20	7,785,000	1,040,000	214,075
R	5.04	10/01/11	10/01/18	24,230,000	6,225,000	1,211,500
R	1.00	12/03/12	12/01/20	23,105,000	1,740,000	924,200
C	2.43	08/14/13	09/01/23	26,935,000	1,840,000	739,287
Projected Outstanding Balance as of December 31, 2013 and Associated Debt Service				$ 346,480,000	$ 57,995,000	$ 14,206,807
Taxable GO Notes	6.84	12/01/09	12/01/33	$ 129,161,037	$ 3,730,635	$ 8,933,260
Taxable GO Notes	3.28	03/15/13	12/31/30	138,730,000	5,005,000	3,927,421
Taxable GO Notes	2.76	06/20/13	12/01/24	99,300,000	9,225,000	2,245,280
				$ 367,191,037	$ 17,960,635	$ 15,105,961
Total 2014 Debt						$ 105,268,403

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

In 2009, Milwaukee County sold $400 million in pension obligation bonds to improve the funding ratios of the pension system and to take advantage of higher investment rates of returns compared to the interest rate of taxable general obligation bonds. The original debt consisted of two bond issues: $265 million in taxable general obligation promissory notes for a 20-year term and $135 million in taxable pension anticipation notes for a five-year term with a December 2013 maturity date. In March 2013, the County issued taxable general obligation pension notes to replace the anticipation notes.

In 2013, the Office of the Comptroller was contacted by JP Morgan to inquire if the County would be interested in purchasing the County's outstanding 2024 notes that were part of the 2009 issue. The Office of the Comptroller subsequently received initial authorization from the County Board and County Executive to issue new pension obligation notes to refund any of the 2009 pension obligation notes that the County is able to achieve an appropriate level of savings. In June 2013, the County closed on the issuance of $99,300,000 of 2013B Taxable General Obligation Pension Refunding Bonds. These proceeds were used in order to purchase outstanding 2024 notes and the County achieved $1,571,900 of net present value savings.

The 2014 debt service costs for the pension obligation notes issued in 2009 and 2013 is $33,066,596.

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 $12,099,198 from the Reserve for County Bonds is included for 2014. Of the $12,099,198, $697,798 is a result of the net premium of $538,700 and unallocated amount of $159,098 from the 2013A General Obligation Corporate Purpose Bond Issuance. The 2013 issuance included an original net issue premium of $838,285.45.

County Fleet Debt Service Abatement

The 2014 principal costs for the $24,574,000 issued for vehicles and equipment in 2009, 2010 and 2013 is $3,615,000. 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.

In March 2013, pursuant to the requirements of the Balanced Budget and Emergency Deficit Control Act of 1985, as amended ("Sequester") automatic spending reductions occurred across various areas of the Federal Budget. As determined by the Office of Management and Budget, payments to issuers from the budget accounts associated with BASs and Recovery Zone Bonds were subjected to a reduction of 8.7%. The Sequestration Budget reduction is currently scheduled to apply to reimbursements until the end of the current fiscal year (September 30, 2013).

For 2014, $1,740,502 is anticipated to be received from the IRS as reimbursement for $5,275,695 of 2014 interest expenses relating to Build America Bonds and Recovery Zone Bonds. The 2014 estimate includes a reduction of 8.7% as a result of the continuing impact of Sequestration.

Jail Assessment Surcharge (1315)

Jail Assessment Surcharge revenue of $1,458,104 is projected to be used to pay 2014 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 25 years beginning in 1996 and ending in 2020 based on the net operating cash flow generated by Froedtert.

Based on the 2013 estimated payment, the budget for 2014 is projected to be $6,100,000.

Year	Budget	Actual	Surplus/(Deficit)
2009	$ 3,190,000	$ -	$ (3,190,000)
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)
2013*	$ 6,075,550	$ 6,100,000	$ 24,450

*2013 Actual is estimated as Froedtert is currently auditing its year-end financials. Froedtert staff anticipates final figures to be released in early October, 2013.

Revenue from Project Rents (4999)

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. There is no budgeted in payment for 2014.

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 2014 is $206,588.

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 2014, 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	2014 Amount
1160	DAS-Information Management Services Division	$ 349,562
5041	DOT-Airport Division	9,414
5300	Fleet Management Division (Prior Year Debt Service)	472,755
5300	Fleet Management Division (Vehicle Initiative)	3,615,000
5500	DAS - Utility	183,713
5605	Milwaukee County Transit/Paratransit Services	1,101,626
5725	DAS - Facilities Management Division	446,196
1200-1850	Capital Projects (Capitalized Interest)	2,229,600
	Sub-Total	$ 8,407,866
1950	Taxable Pension Obligation Notes	$ 33,066,596
	Total Estimated 2014 Debt Service Abatement	$ 41,474,462

Non-Departmental Revenue Function

Agency Budget Narratives

- **Property Taxes**

Consolidated Non-Departmental Revenue Narrative:

- **Unclaimed Money**
- **Land Sales**
- **Potawatomi Allocation**
- **Medicare Part D Revenues**
- **State Shared Taxes**
- **State Exempt Computer Aid**
- **County Sales Tax Revenue**
- **Prior Year Surplus**
- **Other Misc. Revenues**

COUNTY EXECUTIVE'S 2014 BUDGET

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

BUDGET SUMMARY			
	2012 Actual	2013 Budget	2014 Budget
Property Tax Levy	$ 264,101,810	$ 279,321,196	$ 279,321,196

STATISTICAL SUPPORTING DATA

	2013 Budget	2014 Budget	2013/14 Change
General County			
Expenditures	$ 1,356,107,751	$ 1,305,328,707	$ (50,779,044)
Revenues	1,003,068,194	989,406,260	(13,661,934)
Bond Issues	73,718,361	36,601,251	(37,117,110)
General County Property Tax Levy	$ 279,321,196	$ 279,321,196	$ 0

COUNTY EXECUTIVE'S 2014 BUDGET

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

Summary of 2014 Tax Levy

Dept. No.	Department Description	2014 Budget Expenditures	Revenues	Tax Levy	Type Fund**
Legislative and Executive					
1000	County Board	$ 4,121,680	$ 0	$ 4,121,680	GEN
1011	County Executive-General Office	1,740,766	0	1,740,766	GEN
1020	County Executive-Intergov Relations	310,621	0	310,621	GEN
1021	County Exec-Veteran's Services	328,852	13,000	315,852	GEN
1040	DAS-Community Business Development Partners	1,061,197	181,392	879,805	GEN
	Total Legislative and Executive	$ 7,563,116	$ 194,392	$ 7,368,724	
Staff Agencies					
1019	DAS-Office for Persons w/Disabilities	$ 1,121,663	$ 180,500	$ 941,163	GEN
1110	Civil Service Commission	15,696	0	15,696	GEN
1120	Personnel Review Board	269,759	0	269,759	GEN
1130	Corporation Counsel	1,647,595	150,000	1,497,595	GEN
1140	Human Resources	6,742,780	1,417,633	5,325,147	GEN
1150	DAS-Risk Management	7,390,334	7,390,334	0	INTER
1151	DAS-Fiscal Affairs	2,020,351	0	2,020,351	GEN
1152	DAS-Procurement	948,575	0	948,575	GEN
1160	DAS-Information Mgt Services	15,709,404	15,709,404	0	INTER
1192	DAS-Economic Development	2,285,647	2,230,580	55,067	GEN
1905	Ethics Board	85,270	0	85,270	GEN
5500	DAS-Water Utility	4,648,506	4,648,506	0	INTER
5700	DAS-Facilities Management	30,775,287	30,363,917	411,370	GEN
	Total Staff Agencies	$ 73,660,867	$ 62,090,874	$ 11,569,993	
County-Wide Non-Departmental Revenues					
1901	Unclaimed Money	$ 0	$ 0	$ 0	GEN
1933	Land Sales	0	0	0	GEN
1937	Potawatomi Revenue	0	4,026,477	(4,026,477)	GEN
1993	State Shared Taxes	0	31,080,305	(31,080,305)	GEN
1994	State Exempt Cmptr Aid	0	3,566,195	(3,566,195)	GEN
1996	Cnty Sales Tax Revenue	0	56,161,917	(56,161,917)	GEN
1998	Surplus from Prior Year	0	5,000,000	(5,000,000)	GEN
1999	Other Misc Revenue	0	76,500	(76,500)	GEN
	Total Non-Departmental Revenues	$ 0	$ 99,911,394	$ (99,911,394)	

COUNTY EXECUTIVE'S 2014 BUDGET

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

Summary of 2014 Tax Levy

Dept. No.	Department Description	2014 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	(59,180,053)	(59,180,053)	0	GEN
1935	Charges to Other County Units	(7,664,770)	0	(7,664,770)	GEN
1945	Appropriation for Contingencies	7,744,544	0	7,744,544	GEN
1950	Employee Fringe Benefits	21,491,102	21,491,102	0	GEN
1961	Litigation Reserve	350,000	0	350,000	GEN
1975	Law Enforcement Grants	1,967,524	0	1,967,524	GEN
1985	Capital/Depreciation Contra	342,899	3,916,850	(3,573,951)	GEN
1987	Debt Issue Expense	21,500	10,000	11,500	GEN
	Total County-Wide Non-Departmentals	$ (34,917,254)	$ (33,762,101)	$ (1,155,153)	
Courts and Judiciary					
2000	Combined Court Related Services	$ 41,509,798	$ 11,668,310	$ 29,841,488	GEN
2430	Department of Child Support	18,337,437	17,174,312	1,163,125	GEN
2900	Courts-Pre Trial Services	4,278,282	542,378	3,735,904	GEN
	Total Courts and Judiciary	$ 64,125,517	$ 29,385,000	$ 34,740,517	
General Government					
3010	Election Commission	$ 955,987	$ 52,600	$ 903,387	GEN
3090	County Treasurer	1,621,036	5,116,411	(3,495,375)	GEN
3270	County Clerk	1,127,838	474,295	653,543	GEN
3400	Register of Deeds	4,132,787	4,976,470	(843,683)	GEN
3700	Comptroller	6,996,981	174,700	6,822,281	GEN
	Total General Government	$ 14,834,629	$ 10,794,476	$ 4,040,153	
Public Safety					
4000	Sheriff	$ 72,281,180	$ 11,543,459	$ 60,737,721	GEN
4300	House of Correction	63,861,272	5,455,008	58,406,264	GEN
4500	District Attorney	18,306,072	5,821,311	12,484,761	GEN
4800	Emergency Preparedness	4,369,055	507,591	3,861,464	GEN
4900	Medical Examiner	4,816,247	2,058,468	2,757,779	GEN
	Total Public Safety	$ 163,633,826	$ 25,385,837	$ 138,247,989	

COUNTY EXECUTIVE'S 2014 BUDGET

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

Summary of 2014 Tax Levy

Dept. No.	Department Description	2014 Budget Expenditures	Revenues	Tax Levy	Type Fund**
Public Works					
5040	DOT-Airport	$ 83,969,017	$ 83,969,017	$ 0	ENTER
5100	DOT-Highway Maintenance	20,613,677	19,409,682	1,203,995	GEN
5300	DOT-Fleet Maintenance	9,872,327	10,849,311	(976,984)	GEN
5600	Transit/Paratransit	155,392,355	137,211,706	18,180,649	ENTER
5800	DOT-Director's Office	250,000	250,000	0	GEN
	Total Public Works	$ 270,097,376	$ 251,689,716	$ 18,407,660	
Health and Human Services					
6300	DHHS-Behavioral Health Division	$ 77,853,725	$ 30,422,699	$ 47,431,026	GEN
7900	Department on Aging	18,229,953	17,079,672	1,150,281	GEN
7990	Department of Family Care	284,166,631	284,166,631	0	GEN
8000	Dept of Health & Human Services	189,526,506	152,617,216	36,909,290	GEN
	Total Health and Human Services	$ 569,776,815	$ 484,286,218	$ 85,490,597	
Parks, Recreation and Culture					
1908	Milwaukee County Historical Society	$ 206,167	$ 0	$ 206,167	GEN
1914	War Memorial	486,000	0	486,000	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
1917	Milwaukee Art Museum	1,100,000	0	1,100,000	GEN
1966	Federated Library	66,500	0	66,500	GEN
1974	Milwaukee County Fund for the Arts	321,035	0	321,035	GEN
9000	Parks, Recreation and Culture	42,407,236	16,830,023	25,577,213	GEN
9500	Zoological Department	25,270,656	19,826,372	5,444,284	GEN
9700	Museum	3,500,000	0	3,500,000	GEN
9910	University Extension	457,935	121,680	336,255	GEN
	Total Parks, Recreation and Culture	$ 75,110,637	$ 36,778,075	$ 38,332,562	
Debt Service					
9960	General County Debt Service	$ 63,793,941	$ 21,604,392	$ 42,189,549	DEBT
	Total Debt Service	$ 63,793,941	$ 21,604,392	$ 42,189,549	
Capital Projects					
1200-1876	Capital Improvements	$ 79,039,582	$ 79,039,582	$ 0	CAP
	Total Capital Projects	$ 79,039,582	$ 79,039,582	$ 0	

Summary of 2014 Tax Levy

Dept. No.	Department Description	2014 Budget Expenditures	2014 Budget Revenues	2014 Budget Tax Levy	Type Fund*
Expendable Trust Funds					
601	Office for Disabilities Trust Fund	$ 25,000	$ 25,000	$ 0	TF
0701-0702	BHD Trust Funds	35,100	35,100	0	TF
0319-0329	Zoo Trust Funds	959,557	959,557	0	TF
	Total Expendable Trust Funds	$ 1,019,657	$ 1,019,657	$ 0	
	Total County	$ 1,305,328,707	$ 1,026,007,512	$ 279,321,196	

Note: For Department 5600 Transit/Paratransit, the Passenger Abatement of $42,410,000 is presented as revenue rather than a negative expense

* 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 DESCRIPTION

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	**2012 Actual**	**2013 Budget**	**2014 Budget**	**Budget Change**
1901 Unclaimed Money	$ 0	$ 1,335,000	$ 0	$ (1,335,000)
1933 Land Sales	0	0	0	0
1937 Potawatomi Allocation	4,026,867	4,026,477	4,026,477	0
1969 Medicare Part D Revenues	3,248,219	850,000	0	(850,000)
1993 State Shared Taxes	31,069,090	30,990,382	31,080,305	89,923
1994 State Exempt Computer Aid	3,566,563	3,566,195	3,566,195	0
1996 County Sales Tax Revenue*	64,348,447	67,192,280	66,192,280	(1,000,000)
1998 Surplus from Prior Years	0	5,538,786	5,000,000	(538,786)
1999 Other Misc. Revenue	379,478	205,000	76,500	(128,500)
TOTAL NON-DEPT. REVENUES	$ 106,638,664	$ 113,704,120	$ 109,941,757	$ (3,762,363)

* The figure stated above is presented as gross sales tax collections for clarity. Org 1996 contains net sales tax collections in the Operating Budget ($56,161,917) after allocations to capital improvements ($10,030,363).

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.

Land Sales: Accounts for the sale of County land approved by the County Board. As in previous years, $400,000 is budgeted in The Department of Administrative Services – Economic Development Division to cover their operating expenditures. This represents the first $400,000 of unallocated land sales and has been historically realized through the sale of foreclosed properties and other miscellaneous land.

The 2014 operating budget includes no revenues in the Land Sales non-departmental revenue account based on past practice. However, per 2009 Adopted Resolution 11-53, the County is expecting revenue in 2014 from the sale to UWM Innovation Park LLC (UWM) of 88.9 acres of land in the Northeast Quadrant of the County Grounds for the development of a new College of Engineering and Applied Science Campus, known as Innovation Park. The payment schedule included in Resolution 11-53 requires UWM to pay the County $5,000,000 in February of 2014, and requires UWM to remit to the County 75 percent of the value of any real property sale on the land until the remaining balance of $3,550,000 is paid off. The Economic Development Director indicates that UWM is likely to complete the sale of one of its parcels to a developer who will construct a hotel on the site, and that the County's 75 percent share of this sale will total approximately $680,000. Therefore, an estimated total $5,680,000 in land sales revenue is expected to be realized from this particular transaction in 2014; $5,000,000 from the adopted payment schedule for the original sale of the land and $680,000 from the sale related to the hotel development.

Due to the County's experience with this particular project, where UWM had difficulty in making the initial $5 million payment to the County, on which the County had depended for budgeted capital projects, the 2014 budget does not contain any revenue or expenditure authority related to either the $5 million payment nor the hotel development. However, it is believed there is a high probability that these funds will be received in 2014. The new financial policies being adopted as part of the 2014 budget (see the Financial Policies section) require that such one-time revenues be directed to one-time projects, especially those that will enhance operational efficiencies, reduce ongoing operating or debt service costs, and improve service delivery and the County's long term fiscal sustainability.

Along these lines, for the first time the 2014 Budget process included a solicitation from departments during the request phase of initiatives that are either critical one-time maintenance needs but which might not qualify for bond financing, or for one-time projects that will enhance operational efficiency, reduce operating costs, and/or improve service to the public.

Therefore, the 2014 budget directs the Department of Administrative Services – Office of Performance, Strategy and Budget (DAS-PSB) to create revenue and expenditure authority, through the administrative fund transfer process, for the following projects. If less than the anticipated amount of $5,630,775 from the UWM payment schedule or hotel sale is received, DAS-PSB shall process the administrative fund transfers in the order below, so that the first dollars of funding are allocated to these projects in priority per this listing.

Priority Order	Department	Amount	Project
1	DAS-Facilities Management	$500,000	Countywide Dispatch Major Maintenance
2	County-Wide	$255,000	Fiscal Automation*
3	DAS-Facilities Management	$309,600	Courthouse Elevator Renovation
4	DAS-Facilities Management	$600,000	Courthouse Penthouse Masonry
5	DAS-Facilities Management	$30,000	Courthouse Masonry (Basement Wall)**
6	DAS-Facilities Management	$215,000	Courthouse Exterior Duct Repairs
7	DAS-Facilities Management	$215,000	Courthouse Tuck-pointing
8	DOT-Highways Division	$688,675	Highways Maintenance Billing
9	DAS-Economic Development	$170,000	Real Property Inventory
10	DAS-IMSD	$50,000	Staffing Study
11	DAS-Facilities Management	$50,000	Staffing Study
12	Parks	$800,000	Lighting Retrofits
13	Medical Examiner	$126,000	Spectrometer**
14	DAS-Facilities Management	$250,000	Major Maintenance Funding
15	Parks	$250,000	Parks Amenities Matching Fund
16	Aging	$250,000	Senior Centers - Major Maintenance Funding
17	House of Correction	$100,000	Major Maintenance Funding
18	DAS-Facilities Management	$338,000	HVAC Improvements
19	Workforce Development	$400,000	Workforce Development
20	Federated Library System	$33,500	Software Migration
	TOTAL	**$5,630,775**	

* = Ongoing capital project providing support and technical modifications to the County Fiscal Intranet (which is a primary fiscal tool used County-wide), intranet enhancements (Comptroller-Capital, DAS-Performance, Strategy, & Budget) for more effective and efficient capital project monitoring and carryover process, automation enhancements to streamline the capital request and review process, and other technology related fiscal projects as may be presented.
** = Indicates this project has additional expenditure authority budgeted that is financed with general obligation bonds.

Any revenues realized in excess of the $5,630,775 above will be placed into the Appropriation for Contingencies.

Potawatomi Revenues: Represents payments, based on Class III Net Win during the period July 1, 2013 to June 30, 2014 by the Potawatomi Bingo Casino per contract. The amount is net of allocations to operating

departments (see below). The total 2012 net win payment was $4,026,867. The 2014 Budget includes Potawatomi revenue of $4,026,477 (after allocations) which is unchanged from the 2013 Budget. Allocations to departments total $1,488,523 and include:

Behavioral Health Division (Org 6300)

- $337,203 to support the Community Services Section programs
- $500,000 to support Alcohol and Other Drug Abuse (AODA) treatment through the Non-Temporary Assistant to Needy Families (TANF) AODA Voucher System.

Department of Health and Human Services (Org 8000)

- $350,000 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.
- $201,320 to support the programs of the Delinquency and Court Services Division.
- $100,000 to provide case management services to the Shelter Plus Care program for homeless and disabled veterans.

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

State Shared Taxes: Represents payment from the State under the County and Municipal Aid payment program. The Base Payment is given to each County on a per capita basis. The Utility Payment compensates local governments for costs incurred in providing services to tax exempt public utilities. Wisconsin State Statute 48.561(3) requires the Wisconsin Department of Administration to reallocate $20,101,300 from Milwaukee County's shared revenue allocation to the Wisconsin Child Welfare Program. State Shared Taxes are budgeted based on the most recent projection from the Wisconsin Department of Revenue.

STATE SHARED TAXES	2012 Actual	2013 Budget	2014 Budget
Base Payment	$ 47,023,962	$ 47,026,480	$ 47,023,962
Utility Payment	4,146,428	4,065,202	4,157,643
Subtotal State Shared Taxes	$ 51,170,390	$ 51,091,682	$ 51,181,605
State Child Welfare Reallocation	(20,101,300)	(20,101,300)	(20,101,300)
Total State Shared Taxes	$ 31,069,090	$ 30,990,382	$ 31,080,305

State Exempt Computer Aid: Represents State payments to compensate for the exemption of computers from property tax rolls, per 1997 Wisconsin Act 237. The 2014 Budget of $3,566,195 is unchanged from the 2013 Budget.

County Sales Tax Revenue: Represents collections of the County's 0.5 percent sales and use tax, less a State Administrative fee of $1,178,997 and allocations of $10,030,363 to Capital Improvements. Based on an analysis of recent trends Milwaukee County 2014 net sales tax collections are anticipated to be $66,192,280. Debt Service costs of $42,189,549 are anticipated for 2014, resulting in a net of $13,972,368 available for general fund purposes. No increase in sales tax revenue is budgeted based on the Marketplace Fairness Act, which is currently under consideration by the US Congress. The Governor of Wisconsin has indicated that any additional sales tax revenue would be offset by a corresponding decrease in income tax revenue. Thus,

any increase in sales tax revenue due to the proposed legislation would be offset by a decrease in shared revenue.

STATISTICAL SUPPORTING DATA	2012 Actual	2013 Budget	2014 Budget
Estimated County Sales Tax Collections,			
Excluding Retailer's Discount	$ 65,494,603	$ 68,389,089	$ 67,371,277
State Administrative Fee	(1,146,156)	(1,196,809)	(1,178,997)
Milwaukee County Sales Tax Collections	$ 64,348,447	$ 67,192,280	$ 66,192,280
Less County Sales Tax Allocated to			
Capital Improvements	$ (445,000)	$ (6,402,766)	$ (10,030,363)
Milwaukee County Net Sales Tax Collections	$ 63,903,447	$ 60,789,514	$ 56,161,917
Less Sales Tax Dedicated to Debt Service	(60,335,918)	(51,563,478)	(42,189,549)
Available for General Fund	$ 3,567,529	$ 9,226,036	$ 13,972,368

Surplus (Deficit) from Prior Year: Represents the County's 2012 surplus per 59.60 of Wisconsin State Statutes. The 2012 surplus as approved in County Board File 13-344 is $5,000,000.

Other Miscellaneous Revenue: Includes all other revenue sources, including closure of Tax Increment Financing (TIF) districts. The 2014 Budget consists of $76,500 from the cancellation of uncashed County checks and Jury Fee revenue from County employees on Jury Duty.

Non-Departmental Expenditures Function

Function Agency Budget Narratives

- **Employee/Retiree Fringe Benefits**

Consolidated Non-Departmental Expenditure Narrative:

- **Appropriation for Contingencies**
- **Offset to Internal Service Charges**
- **Charges to Other County Departments**
- **Human Resource Payroll System**
- **Law Enforcement Grants**
- **Litigation Reserve**
- **Capital Outlay/Depreciation Contra**

BUDGET SUMMARY				
	2012 Actual	2013 Budget	2014 Budget	2013/2014 Change
Health Benefit Expenditures	$ 113,308,978	$ 118,502,180	$ 118,676,177	$ 173,997
Pension Related Expenditures	64,388,961	66,724,779	65,198,296	(1,526,483)
Other Employee Benefit Expenditures	4,071,264	5,374,214	4,115,407	(1,258,807)
Total Expenditures	$ 182,140,203	$ 190,601,173	$ 187,989,880	$ (2,611,293)
Total Abatements	(164,573,167)	(173,624,566)	(166,498,778)	7,125,788
Total Direct Revenue	$ 17,034,901	$ 16,976,607	$ 21,491,102	$ 4,514,495
Total Tax Levy*	$ 532,135	$ 0	$ 0	$ 0

**** = Tax Levy in this Non-Departmental for Employee and Retiree Fringe Benefits is $0. However, the $166,498,778 in net costs is allocated out to departments, where the cost is mostly covered with property tax levy. See the chart below:***

ITEM	2014 $
Gross Employee & Retiree Fringe Benefits, 2014	$187,989,880
	-
Less, Direct Revenues in Agency 1950	($21,491,102)
	=
Amount Allocated to Departments	$166,498,778
	-
Estimated Revenue Offset at 17%	($28,304,792)
	=
Approximate Tax Levy Cost, Employee & Retiree Fringe Benefits:	**$138,193,986**

BUDGET HIGHLIGHTS

In March 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 2014:

Table 2 - Fringe Benefit Costs Per Eligible FTE - 2014 Budget		
	Health Care	Pension % of Salary
Active Employee	$13,836	10.80%

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 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

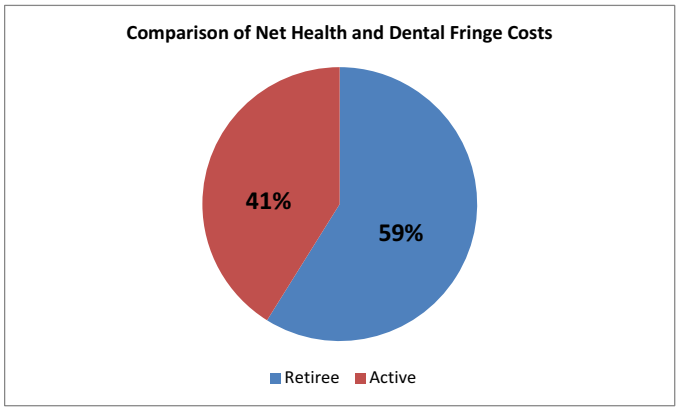
pension costs, each department receives an allocation to either increase or decrease its benefit expenditures as determined by fringe-related expenditures. Actual fringe rates will be determined after the final budget is adopted.

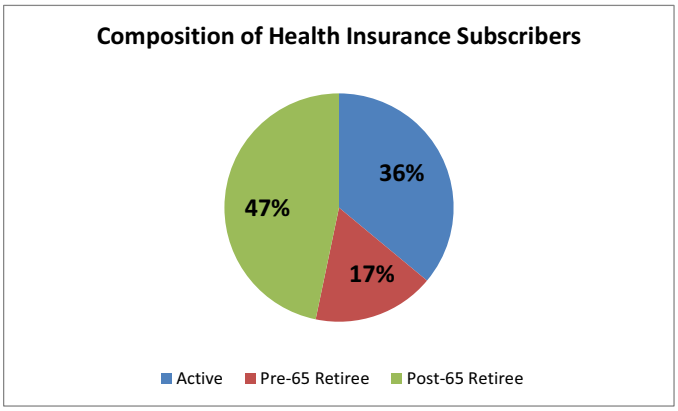
Item	Costs	% of Total
Gross Active Empl. Fringe Benefit Costs	$88,818,066	47%
Gross Retiree (Legacy) Fringe Benefit Costs	$99,171,814	53%
TOTAL	**$187,989,880**	**100%**

Healthcare & Dental Expenditures

Total net costs for healthcare and dental benefits decrease from 2013 by $2,766,795, or 2.5 percent in 2014. Projected changes from 2013 to 2014 for healthcare and dental benefits are as follows:

Active & Retiree Health & Dental Costs				
Item	**2013 Budget**	**2014 Budget**	**$ Change**	**% Change**
Expenditures				
Basic Health & Prescription Drug Coverage	$49,358,829	$50,487,205	$1,128,376	2.3%
Dental Maintenance Organization (DMO)	$3,379,251	$0	($3,379,251)	-100.0%
Conventional Dental Plan	$1,466,440	$4,057,730	$2,591,290	176.7%
Wellness Program	$904,168	$400,000	($504,168)	-55.8%
FSA Contributions	$3,691,672	$0	($3,691,672)	-100.0%
TOTAL Active Employee Health & Dental Cost	$58,800,360	$54,944,935	($3,855,425)	-6.6%
Revenues				
Employee Health & Dental Contributions	$6,999,900	$10,026,935	$3,027,035	43.2%
NET Active Employee Health & Dental Cost	**$51,800,460**	**$44,918,000**	**($6,882,460)**	**-13.3%**
Retiree Employee Healthcare Expenditures				
Item	**2013 Budget**	**2014 Budget**	**$ Change**	**% Change**
Expenditures				
Basic Health & Prescription Drug Coverage	$53,177,202	$56,944,927	$3,767,725	7.1%
Medicare Part B Reimbursement	$6,524,618	$6,786,315	$261,696	4.0%
TOTAL Retiree Health & Dental Cost	$59,701,820	$63,731,242	$4,029,422	6.7%
Revenues				
Retiree Health Contributions	$858,045	$771,802	($86,243)	-10.1%
NET Retiree Health Cost	**$58,843,775**	**$62,959,440**	**$4,115,665**	**7.0%**
TOTAL Expenditures	$118,502,180	$118,676,177	$173,997	0.1%
TOTAL Revenues	$7,857,945	$10,798,737	$2,940,792	37.4%
NET TOTAL Health Care Costs	**$110,644,235**	**$107,877,440**	**($2,766,795)**	**-2.5%**





Basic Health Benefits, Including Major Medical: These costs, which are estimated to total $107.9 million in 2014 include:

- Medical claims, net of employee deductibles and co-pays;
- Prescription drug claims (net of commercial rebates and Employee Group Waiver (EGWP) reimbursements);
- Payments to United Healthcare to act as third-party administrator;
- Stop loss insurance premiums;
- Prescription Drug administration;
- The Patient-Centered Outcomes Research Institute Fee (PCORI) of approximately $750,000 under the federal Patient Protection and Affordable Care Act (ACA);
- The Reinsurance Fee required by the federal ACA;
- Flu Shots for employees during the open enrollment period.

The 2014 estimate for health claims is based on 2013 estimated costs provided by the County's health care actuary and the Comptroller's Office plus an assumed inflationary increase. Health claim costs are anticipated to rise to $71,127,362, an increase of 7.6 percent over the 2013 Adopted Budget. The 2014 estimate for prescription drug costs is also based on 2013 estimates provided by the health care actuary and the Office of the Comptroller. The 2014 estimated gross cost is $35,125,600, a decrease from the 2013 Adopted budget of 1.5 percent.

Commercial rebates for prescription drugs are estimated to decline from $4,618,378 to $3,500,000 due to medications coming off patent, changes in utilization/drug mix changes, and slower rates of inflation in overall prescription drug costs. Revenues from the EGWP program are budgeted at $4,173,920 based on calculations provided by the health care actuary and on rebates received so far in 2013.

Aside from the changes in rebates for commercial prescription drug coverage and the EGWP program, no savings are budgeted related to plan design changes other than employee premiums (explained below) in 2014. All co pays, co insurance, and deductibles for medical and prescription drug coverage are unchanged from 2013.

Part-time Health Benefits: Due to the possible impact on retention of staff at the Behavioral Health Division during the transition to community-based care, no change is made to health insurance coverage for employees who work less than full-time in 2014. In addition, the Department of Human Resources will be granted permission, via an amendment to the ordinances that will accompany the 2014 budget, to extend health insurance benefits during the 2014 open enrollment period for health insurance which would commence on January 1, 2015 to any employee who works an average of 30 plus hours during the "look-back period" based on the anticipated implementation of the mandate that such individuals be offered health insurance in the ACA.

Dental and Other Healthcare Expenditures and Revenues: Due to significant rate increases required by Care Plus to extend its contract beyond 2013 at the time the Recommended Budget was being completed, the Dental Maintenance Organization (DMO) plan is eliminated in 2014. In addition, the remaining Conventional PPO Plan administered through Delta Dental (Dental PPO Plan) is restructured to provide improved benefits while premiums are increased based on market rates.

The following changes are made to the Dental PPO Plan:

- Annual coverage maximum, not including preventative maintenance, is increased to $2,500 from $1,000.
- Adult Orthodontia is now covered, and the lifetime maximum for orthodontia coverage is increased from $1,500 to $3,000.
- All other deductibles and co-insurance rates remain unchanged.

Because payments by the County to Care Plus for orthodontia services are spread over a two or three year period, funding of $140,000 is provided to “grandfather” their orthodontia coverage until the payment schedule is complete, so as to hold these employees harmless.

Premiums for single coverage are increased from $2 per month to $10 per month, while monthly premiums for family coverage are increased to $25 per month from $6. This brings the premium structure in line with the similar plans, where employees generally pay premiums equivalent to 25% of the total cost of the plan. In comparison, premiums for the similar plan offered by the City of Milwaukee to its employees are $13.58 monthly for single coverage and $54.36 monthly for family coverage.

	County Conventional (2014)	City of Milwaukee Conventional (2013)	City of Milwaukee Care Plus (2013)	City of Milwaukee Dental Blue (2013)
Single	$10.00	$13.58	$31.56	$42.58
Family	$25.00	$54.36	$93.84	$129.22

Appropriations for dental insurance costs total $4,057,730, with revenues from employee premiums budgeted at $1,139,772. This budget level will enable the County flexibility to maintain the DMO dental benefit if continued negotiations with Care Plus result in a contract extension beyond 2013. If the DMO plan is continued in 2014, due to its significantly higher cost to the County, single coverage monthly premiums will be $10 and family coverage monthly premiums will be $52. If the contract with Care Plus is ultimately allowed to expire, it is anticipated that coverage costs and premium revenues will be slightly less than these budgeted amounts; however the net cost is estimated to be close to the net tax levy budget of $2,917,958.

Wellness and Disease Management Program: The 2013 Adopted Budget provided for a wellness and disease management program that was funded with one-time revenues from the Debt Service Reserve Fund. In 2013, the Department of Human Resources issued a Request for Proposals (RFP) and intends to award a contract for a third party administrator to operate the plan, which will provide comprehensive health assessments and coaching beginning in 2014. Based on the terms of the RFP response that was recommended by the review panel, and based on a conservative participation estimate, funding of $400,000 is provided in 2014 for the countywide wellness program. To provide an incentive to employees to participate in this program, a reduction in monthly premium costs of $50 will be provided to all employees who sign up for the plan, effective in April 2014. See the premium structure section below for additional information about health insurance premiums.

Flexible Spending Account (FSA) Contribution: The County’s contribution to active employee FSAs is eliminated in 2014, for an expenditure reduction of $3,691,672 from the 2013 Adopted Budget.

Medicare Part B Reimbursement: Medicare Part B reimbursement continues for all employees eligible to receive the reimbursement. The anticipated reimbursement is budgeted based off of three percent trend of the current year estimate, for a total budgeted amount of $6,786,315.

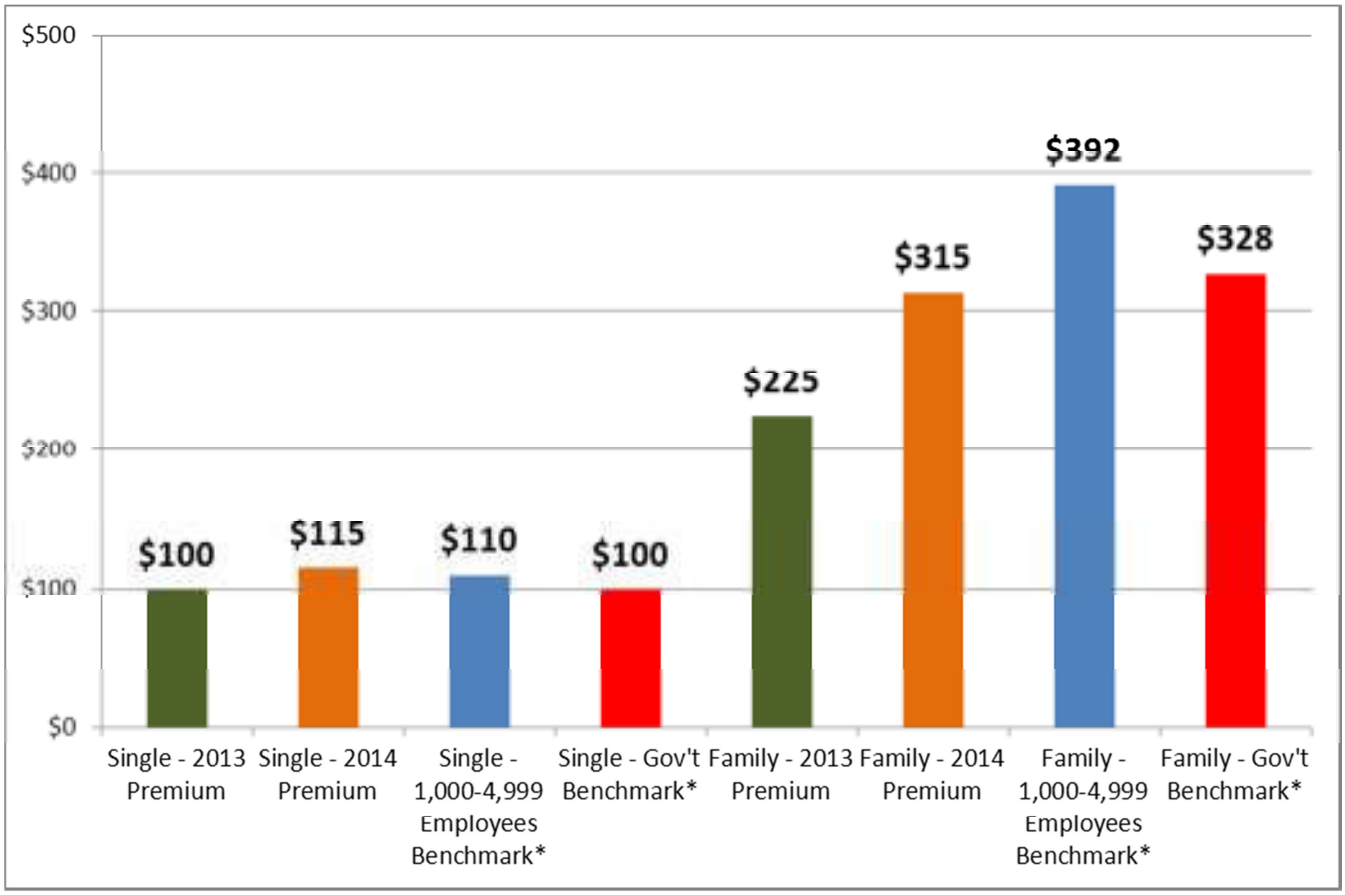
Employee Opt-Out: Employees who opt out of health insurance coverage will continue to receive a one-time payment of $500 annually. This policy is unchanged from 2013.

Employee and Retiree Healthcare Contributions: Budgeted contributions from employees and retirees for health and dental premiums increase by $2,940,792 in 2014 to $10,798,737. This increase is largely due to an increase in employee-paid healthcare and dental contributions as part of the 2014 Budget. The dental premium changes are explained in the section on dental insurance above.

Health insurance premiums remain budgeted in a four-tier premium system, and will include a $50 monthly credit for employees who participate in the wellness program as described above. The premium structure, including the wellness program incentive, is show below:

Tier	Monthly Premium - Wellness Program Non-Participant	Monthly Premium - Wellness Program Participant
Employee Only	$165.00	$115.00
Employee + Child(ren)	$225.00	$175.00
Employee + Spouse	$280.00	$230.00
Employee + Family	$365.00	$315.00

This premium structure is designed to reduce the impact to taxpayers of rising healthcare costs, and to bring the County's premium structure into parity with current market rates. The County's health care actuary has provided data from a 2012 national survey of employer-sponsored health plans. This data shows that the 2013 premium structure (green bars in the chart below) is below the 2012 benchmark rates for government employers (red bars below) and employers with between 1,000 and 4,999 employees (blue bars below), the same size as Milwaukee County's health plan. The proposed 2014 premiums for employees who take advantage of the wellness program, and so receive the $50 monthly credit, are shown in orange in the table on the next page.



* = 2012 Benchmark, which would be expected to increase for 2013 and 2014.

Patient Protection and Affordable Care Act: Federal health insurance exchanges will be operational on October 1, 2013. Preliminary comparisons with exchange health plan models that have been publicized for cities in California suggest that, on a conservative basis, the County may save approximately $10 million annually in health insurance costs by utilizing the exchange.

Once the details related to plan coverage and costs are made public, the Department of Administrative Services – Office of Performance, Strategy and Budget (PSB) will work with staff from the Office of the Comptroller, the Department of Human Resources, Corporation Counsel and outside groups with specific expertise (such as actuarial, financial, and legal) to analyze health insurance models based on transitioning away from the existing self-funded health insurance plan and into the exchange. If this analysis shows that the County can realize significant savings while ensuring access to quality and affordable health care, then the County will eliminate the existing self-funded health insurance plan and transition to the exchange during 2014.

Pension-Related Expenditures

Total net budgeted pension-related expenditures decrease by $3,098,520 in 2014 to $55,503,704. Projected changes from 2012 to 2013 for pension benefits are as follows:

	Pension Expenditures								
			2013 Budget		2014 Budget		2014/2013 Change		Percent Change
1	Mandatory Annuity Contribution	$	17,700	$	17,700	$	0		0.0%
2	OBRA Contribution		360,000		440,000		80,000		22.2%
3	Employees' Retirement System Normal Cost		14,996,000		16,669,000		1,673,000		11.2%
4	Amortization of the Unfunded Actuarial Accrued Liability		15,586,000		12,388,000		(3,198,000)		-20.5%
5	Stabilization Fund Contribution		0		0		0		0.0%
6	Debt Service on Pension Notes Issued 3/2009		33,659,079		33,066,596		(592,483)		-1.8%
7	Miscellaneous Pension-Related Expenditures (Doyne)		2,106,000		2,617,000		511,000		24.3%
8	Total Pension-Related Expenditures	$	66,724,779	$	65,198,296	$	(1,526,483)		-2.3%
9	Pension-Related Revenue (Doyne)	$	170,000	$	170,000	$	0		0.0%
10	Employee Retirement Contribution		7,863,762		9,474,592		1,610,830		20.5%
11	Employee Retirement Contribution (State Employees)		88,794		50,000		(38,794)		-43.7%
12	Total Pension-Related Revenues		8,122,556		9,694,592		1,572,037		19.4%
	Total Pension-Related Cost	$	**58,602,224**	$	**55,503,704**	$	**(3,098,520)**		**-5.3%**

Mandatory Annuity Contribution: While the Employee Retirement System Employees' Retirement System of Milwaukee County (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 (Pension expenditures table, Line 1).

OBRA: The 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, 2013, the 2014 contribution to OBRA is budgeted at $440,000 (Pension expenditures table 4, Line 2).

Employees' Retirement System: The 2014 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 $62,123,596 for the County's contribution to ERS the includes normal costs of $16,669,000 (Pension expenditures table, Line 3), an unfunded actuarial accrued liability cost of $12,388,000 (Pension expenditures table, Line 4) and debt service costs of $33,066,596 (Pension expenditures table, Line 6) based on the 2013 actuarial valuation.

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 provided the ability to contribute $2,000,000 for the Stabilization Fund. No contribution is made in 2014.

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 2014 Budget includes $2,617,000 in expenditures for these pension-related expenses, which is offset by an estimated $170,000 (Pension expenditures table, Line 9) in revenue based on 2012 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 2014 will be set through the budget resolution. The contribution revenues are based on the 2013 actuarial revenues, adjusted slightly downward for public safety positions based on reductions in the 2014 budget. The employee contribution rates, as a percentage of salary, are shown for 2014 and 2013 below:

Group	2014 Rate	2013 Rate
Public Safety	5.2%	5.4%
General	5.1%	4.4%

*Because the County has not yet reached agreements with the Milwaukee Deputy Sheriffs Association (DSA) or the Milwaukee County Fire Fighters Association for 2014, the budget assumes that members of the DSA will contribute 5.2 percent and that members of the Milwaukee County Fire Fighters Association will contribute 0 percent.

Voluntary Transition to Defined Contribution System:
The Department of Administrative Services Office of Performance, Strategy and Budget will work with the Department of Human Resources, Corporation Counsel, and the Office of the Comptroller, to investigate the possibility of providing employees the choice of whether to remain in the existing defined benefit pension system or to “opt out” and join a defined contribution (401K-style) pension system with the possibility of a match to the employee’s account by the County.

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 2014 Budget includes a reimbursement from the State in the amount of $50,000 (Pension expenditures table, 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 2014, $2,718,473 is budgeted for the cost of group life insurance. Revenues from employee and retiree contributions are budgeted at $910,738.

Corporate Transit Pass Program: An expenditure of $575,943 is budgeted for the County's corporate transit pass program based the 2013 current year projection, offset by employee contributions for an estimated revenue offset of $87,035.

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: Also included in 2013 is an appropriation of $570,991 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

	2010 - Actual	2011 - Actual	2012 - Actual	2013 - Adopted	2014 - Budget
Health Benefit Expenditures	132,619,138	$ 137,426,087	$ $113,308,978	$ 118,502,180	$ 118,676,177
Pension Related Expenditures	66,384,489	64,738,388	$64,388,961	66,724,779	65,198,296
Employee Group Life Insurance	2,460,489	2,666,400	$2,515,510	2,976,171	2,718,473
Other Employee Benefits Expenditures	1,355,543	1,591,956	$1,926,754	2,398,043	1,396,934
Total Fringe Benefit Expenditures	202,819,659	$ 209,773,431	$ $182,140,203	$ 190,601,173	$ 187,989,880
Revenues (All Sources)					
Total Revenues (All Sources)	6,210,982	$ 9,964,393	$ $17,034,901	$ 16,976,607	$ 21,491,102

Wage and Benefit Expenditures

Wage Increase: The 2014 Budget includes a base wage increase of 2.0 percent for all employees beginning on April 13, 2014 (pay period 10), which results in a cash value increase of 1.31 percent during calendar year 2014. The Wisconsin Department of Revenue forecasts a Consumer Price Index increase of 1.66 percent in 2014, which is the allowable maximum on which base wages may be negotiated with collective bargaining units. The County has received an opinion by outside labor law experts indicating the “cash value” methodology is acceptable under the most recent costing rules adopted by the Wisconsin Employee Relations Commission (WERC). If it is determined subsequent to adoption of the budget that the “cash value” methodology is not acceptable, employees not represented by a collective bargaining unit shall receive a 2.0 percent increase effective April 13, while the County shall negotiate with collective bargaining units under the assumption that a 1.66 percent increase is the maximum allowed.

Step Increases: Except for employees in the Milwaukee County Deputy Sheriff’s Association and the Milwaukee County Firefighters Association, all step increases are eliminated in 2014. This action is due to the comprehensive analysis of pay practices, including pay ranges and associated steps by the Department of Human Resources. This analysis has shown a wide disparity between similar pay grades and rates of increases between steps. For instance two similar pay grades for entry level administrative positions, 06P and 06PM, have different starting pay rates and steps increases that vary from a 3.5 percent to 2.8 percent. In other cases, positions that have the same classification have different pay ranges with differing numbers of steps. Due to the inequity of this system, Human Resources will recommend new pay ranges with more equitable steps for future use.

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Budget Summary

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	$0	$0	$0	$0	$0
Operation Costs	($53,898,634)	$4,973,917	($54,021,478)	($47,307,985)	$6,713,493
Debt & Depreciation	($4,132,117)	$0	($4,015,841)	($3,623,951)	$391,890
Capital Outlay	$4,273,857	$0	$4,723,530	$3,966,850	($756,680)
Interdept. Charges	($8,189,535)	($8,189,535)	($9,225,924)	($9,464,770)	($238,846)
Total Expenditures	**($61,946,429)**	**($3,215,618)**	**($62,539,713)**	**($56,429,856)**	**$6,109,857**
Revenues					
Direct Revenue	($55,606,736)	$0	($56,775,706)	($55,263,203)	$1,512,503
Intergov Revenue	$0	$0	$0	$0	$0
Indirect Revenue	$1,839,999	$1,839,999	$0	$0	$0
Total Revenues	**($53,766,737)**	**$1,839,999**	**($56,775,706)**	**($55,263,203)**	**$1,512,503**
Tax Levy	**($8,179,692)**	**($5,055,617)**	**($5,764,007)**	**($1,166,653)**	**$4,597,354**
Personnel					
Full-Time Pos. (FTE)	0	0	0	0	0
Seas/Hourly/Pool Pos.	0	0	0	0	0
Overtime $	$0	$0	$0	$0	$0

Department Mission: The non-departmental expenditure units represent expenditure allocations that are not under the management of, or related to a core function of any County department or office. Because these items are largely technical in nature, they have no strategic outcomes; and since they are not under the management of any departments, they have no activity data or performance measures.

Department Description: Three of the non-departmental expenditure units account for services that are not directly related to any single County department:

- The Appropriation for Contingencies is designed to (a) account for unanticipated emergencies or revenue shortfalls in the coming year (unallocated contingency) or (b) account for items that are anticipated to possibly occur but may not (allocated contingency).
- The Human Resources Payroll System allocates costs of the Countywide payroll and employee data system (Ceridian).
- Law Enforcement Grants include funds allocated to municipalities for the provision of emergency communications services and law enforcement activities in County parks through memoranda of understanding.
- The Litigation Reserve is a reserve account that can be utilized for unanticipated legal costs.
- Civil Air Patrol represents the County's contribution to this program, which operates out of Lawrence J. Timmerman General Aviation Airport.

The three other program areas, Offset to Internal Service Charges, Charges to Other County Departments, and Capital Outlay/Depreciation Contra represent technical adjustments that ensure the total County budget is not overstated, and ensure that costs for capital outlay and depreciation in proprietary fund departments.

Strategic Program Area 1: Appropriation for Contingencies

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,550,000	$0	$4,103,329	$7,744,544	$3,641,215
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,550,000	$0	$4,103,329	$7,744,544	$3,641,215
FTE Positions	0	0	0	0	0

Strategic Implementation:
The 2013 Adopted Budget included $3,550,000 in the unallocated contingency account and $553,329 in an allocated contingency to offset possible revenue deficits at the Zoo. The 2014 Budget alleviates the zoo revenue issue and transfers this funding to the unallocated contingency. Additional funding in the amount of $241,215 is also provided to the unallocated contingency in 2014, for a total appropriation of $4,344,544, an increase over 2013 of $794,544. This appropriation represents 0.35 percent of total County operating expenditures. By comparison, Waukesha County's 2013 budget provides unallocated contingency fund representing approximately 0.5 percent of its total operating expenses.

The 2014 Budget provides $3,400,000 in allocated contingency funding for four items.

- $1,300,000 is provided to offset a possible revenue deficit in the Department of Administrative Services – Water Utility (Water Utility) due to difficulty in collecting payments for fire protection services, which are embedded in charges for water consumption, from major tenants at the County Grounds. This issue has been referred to the Office of Corporation Counsel for possible legal action. The 2014 budget for the Water Utility assumes these tenants will pay the charges in full.

- $900,000 is provided to offset a possible revenue issue if the State of Wisconsin decides to vacate the office space it presently leases at the Marcia P. Coggs Health and Human Services Center. The 2014 budget for the Department of Administrative Services – Facilities Management and Information Management Services divisions assumes the State will pay $2,761,453 for space rental and information technology services at the facility.

- $700,000 is provided because the State Department of Children and Families recently issued a draft distribution formula that would not share the increased General Purpose Revenue Child Support funding provided in the 2013-2015 State Biennial Budget with Milwaukee County. The impact of this formula change on the Department of Child Support Services is estimated at $700,000.

- $500,000 is provided for critical maintenance work in the 911 communications/dispatch center, where required to keep the center operational. This center is in the Safety Building, and therefore the funds will be transferred to DAS-Facilities Management upon identification of need. Before engaging in any non-emergency repairs, the Director of Emergency Management will develop a long-term plan for the location and operation of these services.

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 2: Offset to Internal Service Charges

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	($58,948,633)	$0	($60,906,105)	($59,180,053)	$1,726,052
Revenues	($58,948,633)	$0	($60,906,105)	($59,180,053)	$1,726,052
Tax Levy	$0	$0	$0	$0	$0
FTE Positions	0	0	0	0	0

Strategic Implementation:
This program area 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 overstates. Expenditures of ($59,180,063) and revenue offsets of ($59,180,063) reflect the charges from the following departments to other County departments.

Internal Service Revenue			
	2013 Budget	2014 Budget	2013/2014 Change
DAS-CBDP	$ (158,236)	$ (181,392)	$ 23,156
DAS-Risk Management	(7,738,664)	(7,006,560)	(732,104)
DAS-IMSD	(14,822,128)	(14,290,011)	(532,117)
DAS-Facilities Management	(25,224,113)	(24,703,927)	(520,186)
DAS-Water Utility	(271,858)	(272,745)	887
DOT-Airport	(397,220)	(399,400)	2,180
DOT-Highways	(1,746,388)	(1,685,518)	(60,870)
DOT-Fleet	(10,547,498)	(10,640,500)	93,002
Total	$ (60,906,105)	$ (59,180,053)	$ (1,726,052)

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 3: Charges to Other County Depts

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	($8,189,535)	($8,189,535)	($7,425,924)	($7,664,770)	($238,846)
Revenues	$0	$0	$0	$0	$0
Tax Levy	($8,189,535)	($8,189,535)	($7,425,924)	($7,664,770)	($238,846)
FTE Positions	0	0	0	0	0

Strategic Implementation:
This program area represents the offset to Central Service costs allocated to departments in order to show the full cost of operating a department. This allows the full cost to be truly reflected and departments receiving grant revenues, indirect revenues (internal service fund departments) or outside (direct) revenues can 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.

The Central Service Allocation amounts for the 2014 budget are prepared by the Office of the Comptroller. The 2014 Plan uses 2012 actual costs as its base and includes a carryover provision for the difference between the 2013 Plan and 2012 actual costs. Adding the 2013 carryover to the 2014 budget increases charges to those departments that were undercharged in 2013, and reduces charges to those departments that were overcharged in 2013.

The Central Service Allocation for 2014 reflects the prorated cost for the following services:

DESCRIPTION	2013 Budget	2014 Budget	2013/14 Change
Department of Audit	1,875,714	1,667,008	(208,705)
County-Wide External Audit	332,913	344,765	11,852
Personnel	1,763,119	1,883,448	120,329
Labor Relations	349,198	226,551	(122,647)
Procurement	619,415	692,843	73,428
DAS-Central Accounting	617,167	495,385	(121,782)
DAS-Budget	1,082,554	1,123,374	40,820
DAS-Accounts Payable	844,814	899,515	54,701
DAS-Payroll	445,266	422,352	(22,914)
Treasurer	707,792	678,808	(28,983)
Central Service Dept. costs	8,637,952	8,434,050	(203,902)
Carryforward	(1,212,030)	(769,280)	442,750
TOTAL	7,425,924	7,664,770	238,846

COUNTYWIDE NON-DEPT (1940) BUDGET

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

ALLOCATION SUMMARY				
		2013 Budget	2014 Budget	2013/2014 Change
1000	County Board	$ 13,383	$ 26,974	$ 13,591
1011	County Executive	(19,442)	(1,607)	17,835
1019	DAS - Office for Persons with Disabilities	16,297	18,310	2,013
1021	Veteran's Services	4,054	5,606	1,552
1040	DAS - CBDP	(11,897)	(11,522)	375
1130	Corporation Counsel	24,387	28,587	4,200
1150	DAS - Risk Management	89,989	80,651	-9,338
1151	DAS - Fiscal Affairs	32,776	39,656	6,880
1160	DAS - Information Management Services	160,982	171,347	10,365
1192	DAS - Economic Development	24,362	13,031	(11,331)
2000	Combined Court Related Operations	535,646	580,866	45,220
2430	Department of Child Support Services	107,129	108,277	1,148
2900	Alternatives to Incarceration	13,133	17,211	4,078
3010	Election Commission	11,274	16,054	4,780
3270	County Clerk	13,355	11,702	(1,653)
3400	Register of Deeds	12,658	18,266	5,608
3700	Office of the Comptroller	14,047	3,034	(11,013)
4000	Sheriff	1,147,225	632,736	(514,489)
4300	House of Correction	0	459,146	459,146
4500	District Attorney	120,254	131,735	11,481
4900	Medical Examiner	31,515	38,608	7,093
5040	Airport	488,848	519,042	30,194
5100	Highway Maintenance	147,799	159,436	11,637
5300	Fleet Management	105,084	184,786	79,702
5500	Water Utility	7,670	11,634	3,964
5600	Transit/Paratransit Systems	365,574	338,816	(26,758)
5700	DAS Facilities Management	357,543	317,808	(39,735)
5800	Director's Office	100,331	78,396	(21,935)
6300	DHHS - Behavioral Health Division	1,166,648	1,273,500	106,852
7900	Department on Aging	37,308	75,016	37,708
7990	Department of Family Care	731,571	767,793	36,222
8000	Dept of Health & Human Services	599,453	380,434	(219,019)
9000	Parks, Recreation & Culture	680,430	816,693	136,263
9500	Zoological Department	295,362	350,703	55,341
9910	UW Extension Service	1,176	2,045	869
	Total Charges to Other Organizational Units	$ **7,425,924**	$ **7,664,770**	$ **238,846**

Strategic Program Area 4: Human Resource & Payroll System

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,839,999	$1,457,184	$0	$0	$0
Revenues	$1,839,999	$1,839,999	$0	$0	$0
Tax Levy	$0	($382,815)	$0	$0	$0
FTE Positions	0	0	0	0	0

Strategic Implementation:
This program area contains an appropriation for Milwaukee County's fully hosted payroll, human resources, and benefits management system. In 2006, the County Board and County Executive established authority for a contract with Ceridian to implement this system (File No. 05-14 (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.

The 2014 budget includes $1,800,000 for Ceridian services which is crosscharged to all departments on a per-FTE basis and is unchanged from the 2013 Adopted Budget.

Strategic Program Area 5: Law Enforcement Grants

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$0	$0	$463,062	$1,967,524	$1,504,462
Revenues	$0	$0	$0	$0	$0
Tax Levy	$0	$0	$463,062	$1,967,524	$1,504,462
FTE Positions	0	0	0	0	0

Strategic Implementation:
Appropriations and tax levy are increased by $1,504,462 from the 2013 Adopted Budget of $463,062 to $1,967,524. Of the total increase, $9,261 is attributed to a 2% increase in service fees for the Milwaukee Police Department support of 911 Calls in the City of Milwaukee, per the terms of the three-year Memorandum of Understanding between the City of Milwaukee and County.

Funding of $965,201 is budgeted for a three-year memorandum of understanding with the Milwaukee Police Department for patrol of the Lakefront and the inland parks in the City of Milwaukee. This initiative will greatly reduce the duplication of effort between the City of Milwaukee and the Office of the Sheriff. The City of Milwaukee Police Department is already patrolling the parks within the City and maintaining a presence at the Lakefront. The additional funding for the City of Milwaukee Police Department (MPD) will allow for them to expand their role in this capacity and eliminate the need for the Sheriff's Office to patrol the parks in the City of Milwaukee.

Funding of $180,000 is budgeted for the 18 Milwaukee County municipalities other than the City of Milwaukee as an incentive to sign service agreements with the County to provide comprehensive security services in the parks, and to provide detailed data on service provided, calls, arrests, etc. at a cost of $10,000 each annually. To date, two municipal Police Departments, in addition to MPD, are considering such an agreement. Any funding not required for such service agreements will be transferred to the Appropriation for Contingencies in December 2014.

Funding of $350,000 is provided for implementation and operating costs for a ShotSpotter system that will target firearm crimes in and near County Parks within the City of Milwaukee. The funding will provide equipment and monitoring services for up to seven miles of services in two areas within Milwaukee: the north side system will target an area including Clinton Rose, to Washington, Moody, Johnsons, Carver, Lindbergh, Tiefenthaler, Atkinson, Meaux, and Sherman parks, and the Lincoln Creek Parkway. On the South Side, the area of coverage will include Walker Square, Clarke, and Kosciuszko Parks. This system will provide a direct feed to the MPD, which will allow for more rapid response to and better investigation of gun crimes. The MPD will take responsibility for ongoing operating costs beginning in 2015.

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 6: Litigation Reserve

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$1,650,000	$3,508,599	$350,000	$350,000	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$1,650,000	$3,508,599	$350,000	$350,000	$0
FTE Positions	0	0	0	0	0

Strategic Implementation:
The funding level for unanticipated legal costs remains unchanged from 2013 at $350,000. 2012 actual expenses were significantly higher than average due to a one-time payment to the City of Wauwatosa due to a ruling in a property tax dispute of $1,508,599, and a one-time payment related to litigation in the amount of $2 million.

Strategic Program Area 7: Capital Outlay/Depreciation Contra

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$141,740	$0	$707,689	$342,899	($364,790)
Revenues	$3,341,897	$0	$3,972,163	$3,916,850	($55,313)
Tax Levy	($3,200,157)	$0	($3,264,474)	($3,573,951)	($309,477)
FTE Positions	0	0	0	0	0

Strategic Implementation:
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 2014 compared to 2013, the amount of depreciation in 2014 compared to 2013 and finally, the combination of these two entries that determines the tax levy amount for this non-departmental budget.

Org.	Department Name	2013 Capital Outlay	2014 Capital Outlay	2013/2014 Change
1150	DAS-Risk Management	$ 0	$ 0	$ 0
1160	DAS-IMSD	0	0	0
5040	Airport	3,813,530	2,916,850	(896,680)
5600	Transit/Paratransit	910,000	1,050,000	140,000
TOTAL		$ 4,723,530	$ 3,966,850	$ (756,680)

Org.	Department Name	2013 Depreciation Contra	2014 Depreciation Contra	2013/2014 Change
1150	DAS-Risk Management	$ (2,234)	$ (2,234)	$ 0
1160	DAS-IMSD	(1,589,231)	(1,197,341)	391,890
5040	Airport	(3,745,250)	(1,601,250)	2,144,000
5600	Transit/Paratransit	(2,424,376)	(2,424,376)	0
TOTAL		$ (7,761,091)	$ (5,225,201)	$ 2,535,890

Fund Type:	Org. Department Name	2014 Capital Outlay	2014 Depreciation Contra	2014 Net Total Contra
Internal Service	1150-DAS-Risk Management	$ 0	$ (2,234)	$ (2,234)
Internal Service	1160-DAS-IMSD	0	(1,197,341)	(1,197,341)
Enterprise	5040-Airport	2,916,850	(1,601,250)	1,315,600
Enterprise	5600-Transit/Paratransit	1,050,000	(2,424,376)	(1,374,376)
SUBTOTAL		$ 3,966,850	$ (5,225,201)	$ (1,258,351)

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 $2,315,600 as a year-end closing entry for the year 2014. This entry includes $1,601,250 for non-terminal depreciation offset by contributions from reserves of $2,916,850 for capitalized operating items and $1,000,000 for principal on non-terminal GMIA and Lawrence J. Timmerman Airport debt, resulting in the net credit of $2,315,600.

EXPENDITURES/REVENUE SUMMARY			
	Expenditure	Revenue	Tax Levy
Capital Outlay-reflects appropriations for Proprietary Fund departments	$ 3,966,850	$	$
Depreciation Contra-offsets depreciation cost in Proprietary Fund departments.	(5,225,201)		
Undistributed Charge			
Airport Year-End Closing Entry			
Airport non-terminal depreciation	1,601,250		
Contribution from Capital Improvement Reserves:			
Payment for Airport capitalized operating items		2,916,850	
Non-Terminal Project Principal		1,000,000	
TOTAL	$ 342,899	$ 3,916,850	$ (3,573,951)

DEPT: Countywide Non-Dept

UNIT NO. 1940
FUND: General - 0001

Strategic Program Area 8: Civil Air Patrol

Service Provision: **Non-Departmental**

Strategic Outcome: **Personal Safety**

What We Do: Activity Data			
Activity Data	**2012 Actual**	**2013 Budget**	**2014 Budget**
Number of Meetings	360	350	350
Number of Organization Members	910	947	900

How We Do It: Program Budget Summary					
Category	**2012 Budget**	**2012 Actual**	**2013 Budget**	**2014 Budget**	**2014/2013 Var**
Expenditures	$10,000	$8,134	$10,000	$10,000	$0
Revenues	$0	$0	$0	$0	$0
Tax Levy	$10,000	$8,134	$10,000	$10,000	$0
FTE Positions	0	0	0	0	0

How Well We Do It: Performance Measures			
Performance Measure	**2012 Actual**	**2013 Budget**	**2014 Budget**
Performances Measures have not been created for this service			

Strategic Implementation:
The Civil Air Patrol utilizes the 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. The 2014 Budget remains at the 2013 level of $10,000 to support the Civil Air Patrol. These appropriations may be used for paint, repairs, materials and supplies to help keep the facilities in a well-maintained and safe condition. The Civil Air Patrol will continue to provide the following activities:

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 (FBI).