

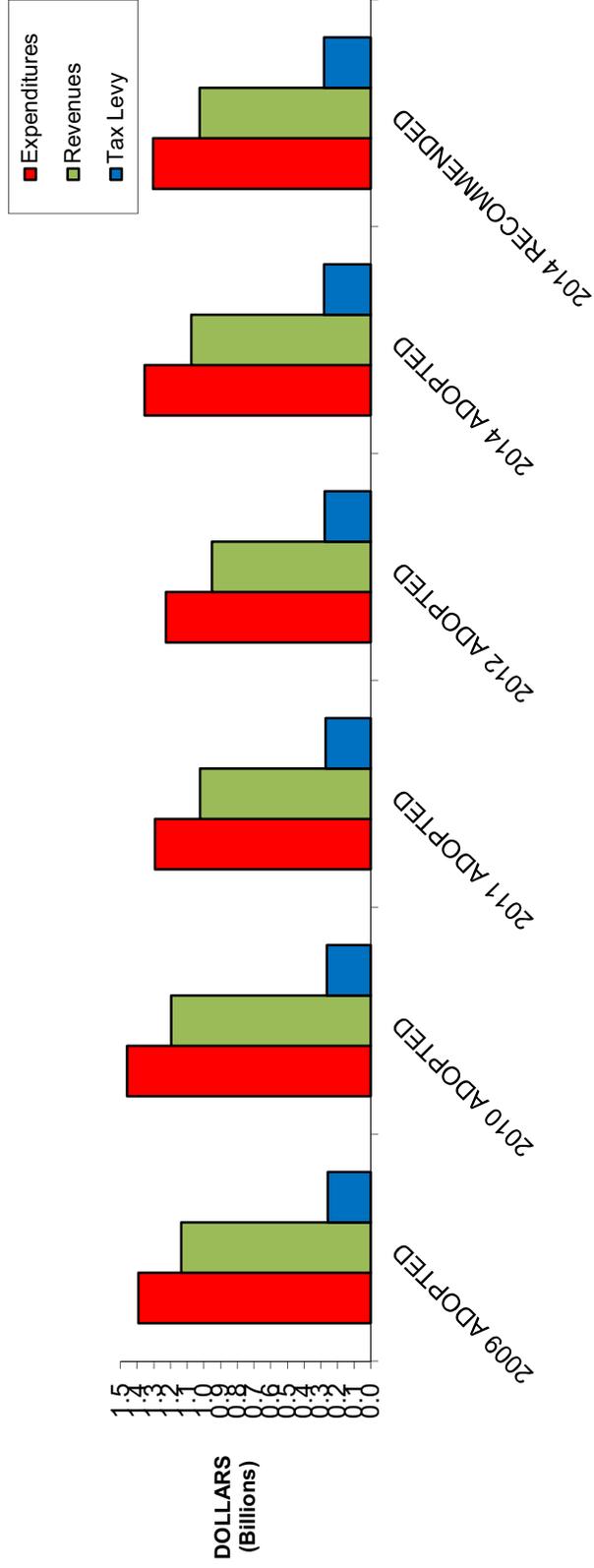


# Budget Summary

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## RECOMMENDED 2014 BUDGET FOR GENERAL COUNTY PURPOSES

	2013 ADOPTED	2014 RECOMMENDED	CHANGE	PERCENT
<b>EXPENDITURE</b>	\$1,356,107,751	\$1,305,328,707	(\$50,779,044)	-3.74%
<b>REVENUE</b>	<u>1,076,786,555</u>	<u>1,026,007,511</u>	<u>(50,779,044)</u>	<u>-4.72%</u>
<b>TAX LEVY</b>	\$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.

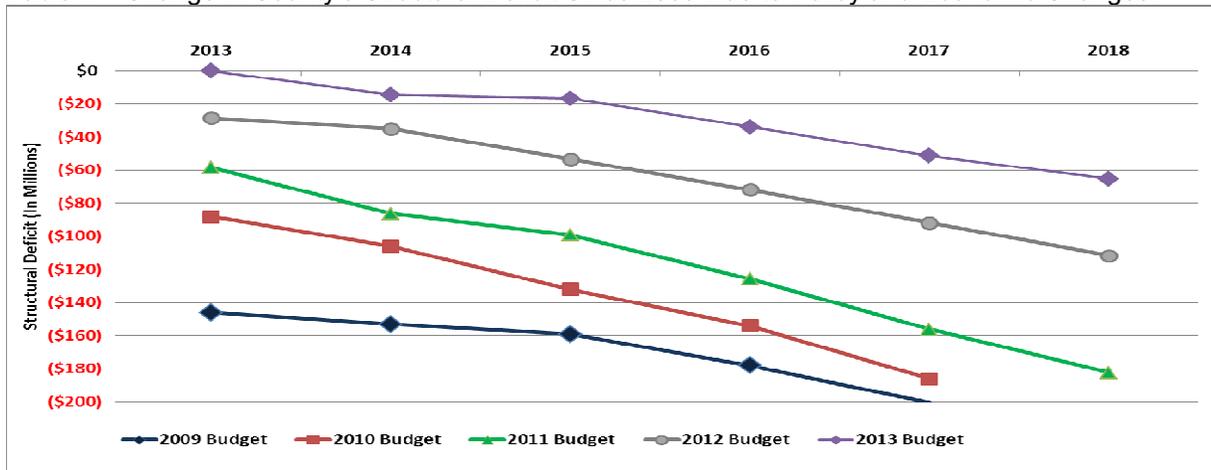
The forecast showed that labor costs, especially fringe benefits, were a major driver of this structural imbalance. It projected that with no changes in headcount or benefits policies, fringe benefits would rise from \$212 million in 2009 to \$340 million in 2014. Fringe benefits as a share of total 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:

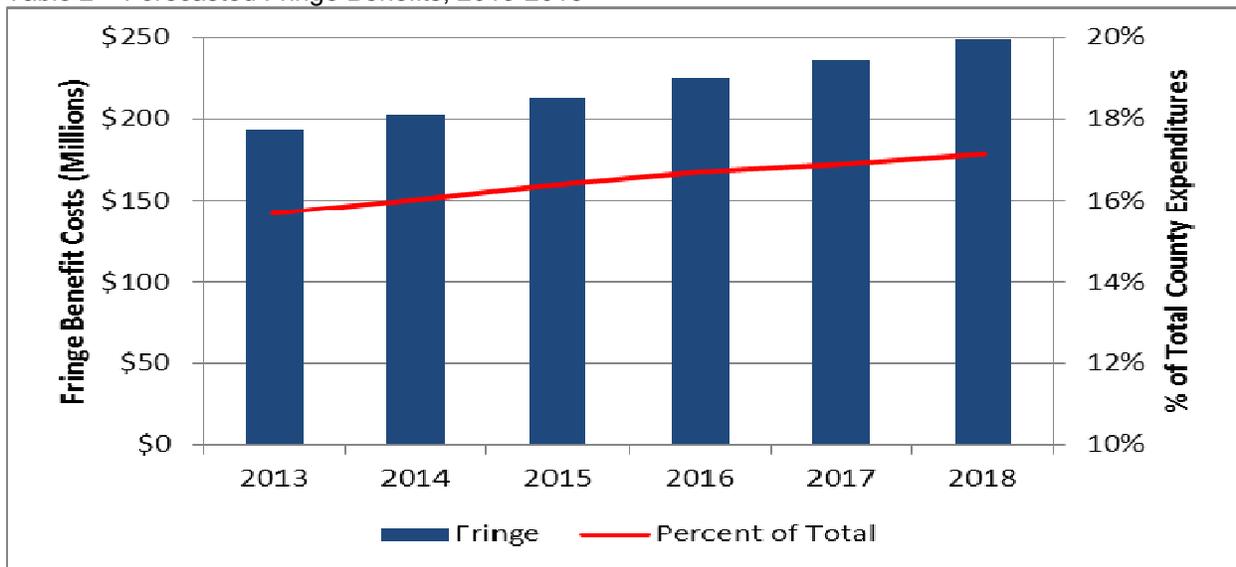


**Expenditures Continue to Grow Faster than Revenues**

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

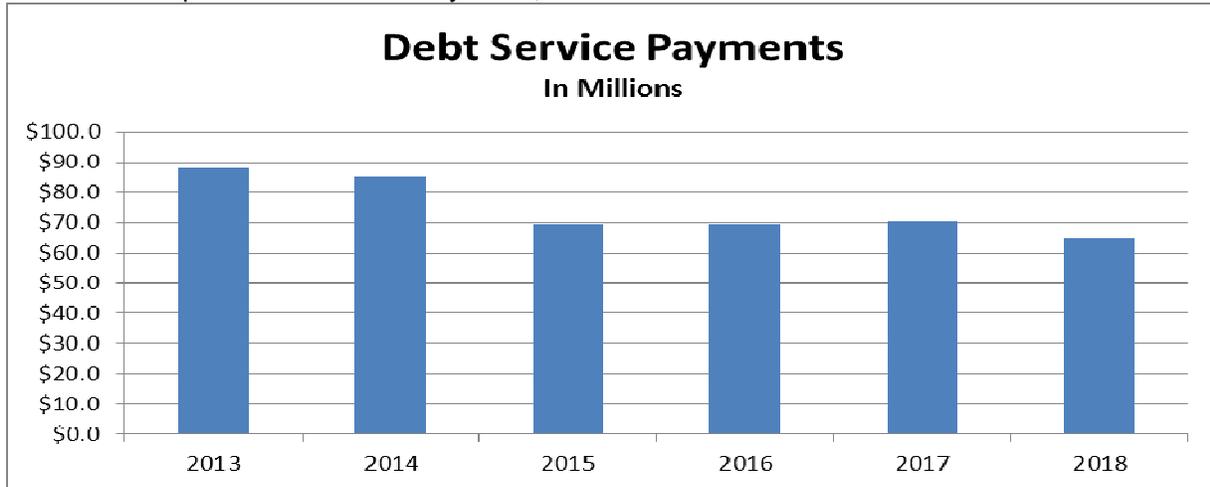


While recent fiscal policy has “bent the structural deficit curve”, the County continues to need to make significant structural changes to achieve long-term sustainability.

**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).

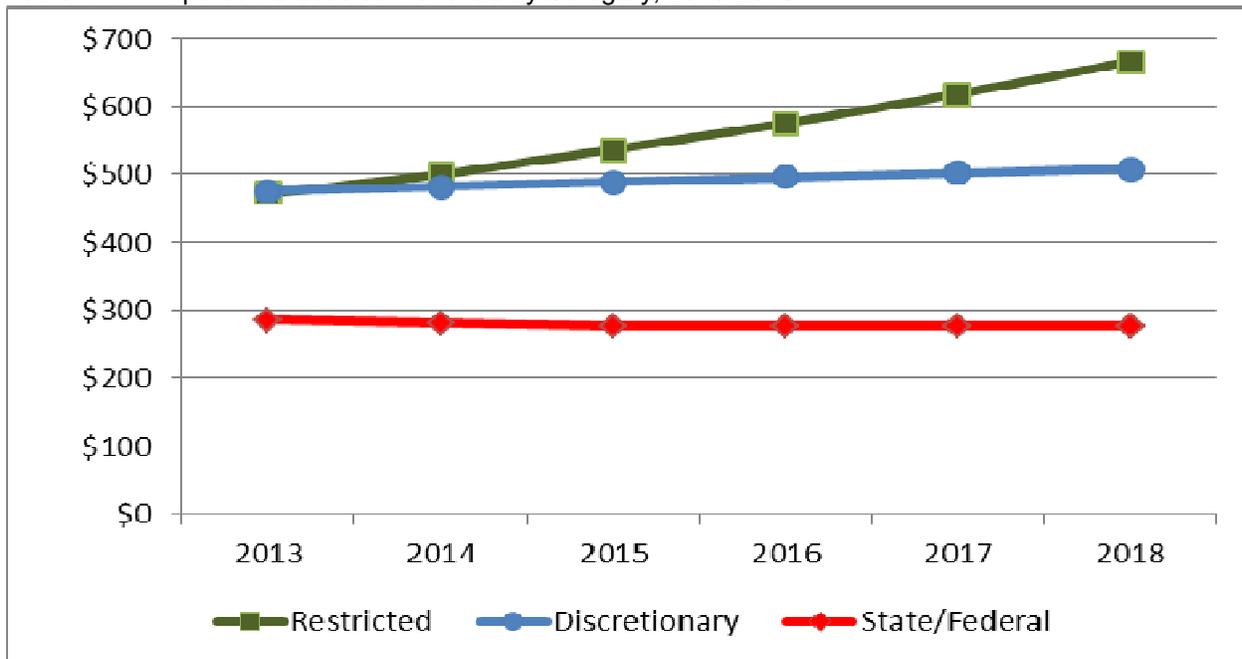
Table 3 - Anticipated Debt Service Payments, 2013-2018



**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 its 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*

<b>Department</b>	<b>Service Area</b>	<b>Service Provision</b>
<b>Sheriff</b>	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
<b>District Attorney</b>	Investigations & Criminal Prosecution	Mandated
<b>Combined Court Operations</b>	Criminal Courts	Mandated
<b>Medical Examiner</b>	Death Investigations	Mandated
<b>House of Correction</b>	House of Correction Inmate Medical & Mental Health Training Academy	Discretionary Mandated Mandated
<b>Emergency Preparedness</b>	Emergency Management Communications	Mandated Committed
<b>Health &amp; Human Services</b>	Home Energy Assistance Emergency Medical Services Delinquency Court Services Behavioral Health Community Services	Committed Committed Mandated/Committed Mandated
<b>Parks, Recreation &amp; Culture</b>	Security & Training	Discretionary
<b>DOT – Highway Maintenance</b>	Highway Maintenance Transportation Engineering	Mandated Administrative
<b>DAS – Information Mgmt Services</b>	Radio	Administrative

## Strategic Outcome: *Quality of Life*

<b>Department</b>	<b>Service Area</b>	<b>Service Provision</b>
<b>Parks, Recreation &amp; Culture</b>	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
<b>Parks Non-Departmental Organizations</b>	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
<b>University of Wisconsin Extension</b>	UW-Extension	Discretionary
<b>Zoological Department</b>	Public Affairs & Services Operations Division Maintenance & Facilities Animal Management & Health	Discretionary Discretionary Discretionary Discretionary
<b>Health &amp; Human Services</b>	General Assistance Burial & IDAP Housing Division Behavioral Health Community Services	Discretionary Committed/Disc. Mandated
<b>Family Care</b>	Family Care	Committed
<b>Aging</b>	Aging Resource Center Area Agency Senior Meal Program Senior Centers	Mandated Mandated Mandated Discretionary
<b>DOT-Transit</b>	Fixed-Route Service Paratransit	Discretionary Mandated
<b>DAS-Office for Persons with Disabilities</b>	Office for Persons with Disabilities	Mandated
<b>Combined Court Operations</b>	Children's Court Family Court Family Drug Treatment Court Permanency Plan Review	Mandated Mandated Committed Mandated

**Strategic Outcome: *Quality of Life – Cont.***

<b>Department</b>	<b>Service Area</b>	<b>Service Provision</b>
<b>Register of Deeds</b>	Real Estate Services Vital Statistics Document Examination & Cashier Services Tax Listing Services	Mandated Mandated Mandated Discretionary
<b>DAS-Facilities Management</b>	Environmental Services	Committed

**Strategic Outcome: *Economic Opportunity***

<b>Department</b>	<b>Service Area</b>	<b>Service Provision</b>
<b>DOT-Airport</b>	General Mitchell International Airport (GMIA) LJ Timmerman General Aviation Airport GMIA South 440 <sup>th</sup>	Committed Committed Committed
<b>DAS-Economic Development</b>	Economic Development Real Estate Services MCMLIS	Discretionary Discretionary Mandated

**Strategic Outcome: *Self-Sufficiency***

<b>Department</b>	<b>Service Area</b>	<b>Service Provision</b>
<b>DHHS – Behavioral Health Division</b>	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
<b>Health &amp; Human Services</b>	211 Impact Disabilities Services Division Housing Division	Discretionary Mandated/Committed Committed/Disc.
<b>Child Support Services</b>	Child Support Services	Mandated
<b>Courts – Pre-Trial Services</b>	Pre-Trial Services	Discretionary
<b>House of Correction</b>	Inmate Programming	Discretionary
<b>Veteran’s Services</b>	Veteran’s Services	Mandated

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

**Strategic Outcome: *High Quality, Responsive Services* – Cont.**

<b>County Register of Deeds</b>	Administration Land Records Modernization Redaction	Mandated Mandated Discretionary
<b>County Comptroller</b>	Administration Central Accounting Central Payables Central Capital Central Payroll Auditing Services Research Services	Mandated Mandated Administrative Mandated Administrative Mandated Discretionary
<b>Sheriff</b>	Administration	Mandated
<b>House of Correction</b>	Administration	Administrative
<b>DOT–Fleet Maintenance</b>	County Fleet Maintenance	Administrative
<b>DAS–Water Utility</b>	Water Utility	Committed
<b>DAS–Facilities Management</b>	Architecture & Engineering Facilities Maintenance Director’s Office	Committed Committed Administrative
<b>DOT-Director’s Office</b>	Director’s Office	Mandated
<b>DHHS – Behavioral Health Division</b>	Management & Support Services	Administrative
<b>Aging</b>	Administration	Mandated
<b>Health &amp; Human Services</b>	Director’s Office	Mandated
<b>Parks, Recreation &amp; Culture</b>	Administration	Administrative
<b>Zoo</b>	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%
<b>TOTAL Expenditures</b>	<b>\$1,369,854,448</b>	<b>\$1,356,107,751</b>	<b>\$1,305,328,707</b>	<b>(\$50,779,044)</b>	<b>-4%</b>

(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**

<b>County Budget Expenditure Comparison (Capital &amp; Operating)</b>					
<b>TOTAL Operating &amp; Capital Expenditures by Functional Area</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>\$ Change from 2013</b>	<b>% Change from 2013</b>
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%
<b>TOTAL</b>	<b>\$1,369,854,447</b>	<b>\$1,356,107,751</b>	<b>\$1,305,328,707</b>	<b>(\$50,779,044)</b>	<b>-4%</b>

**Chart 2 – Operating Budget Expenditures by Functional Area**

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

(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**

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

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).

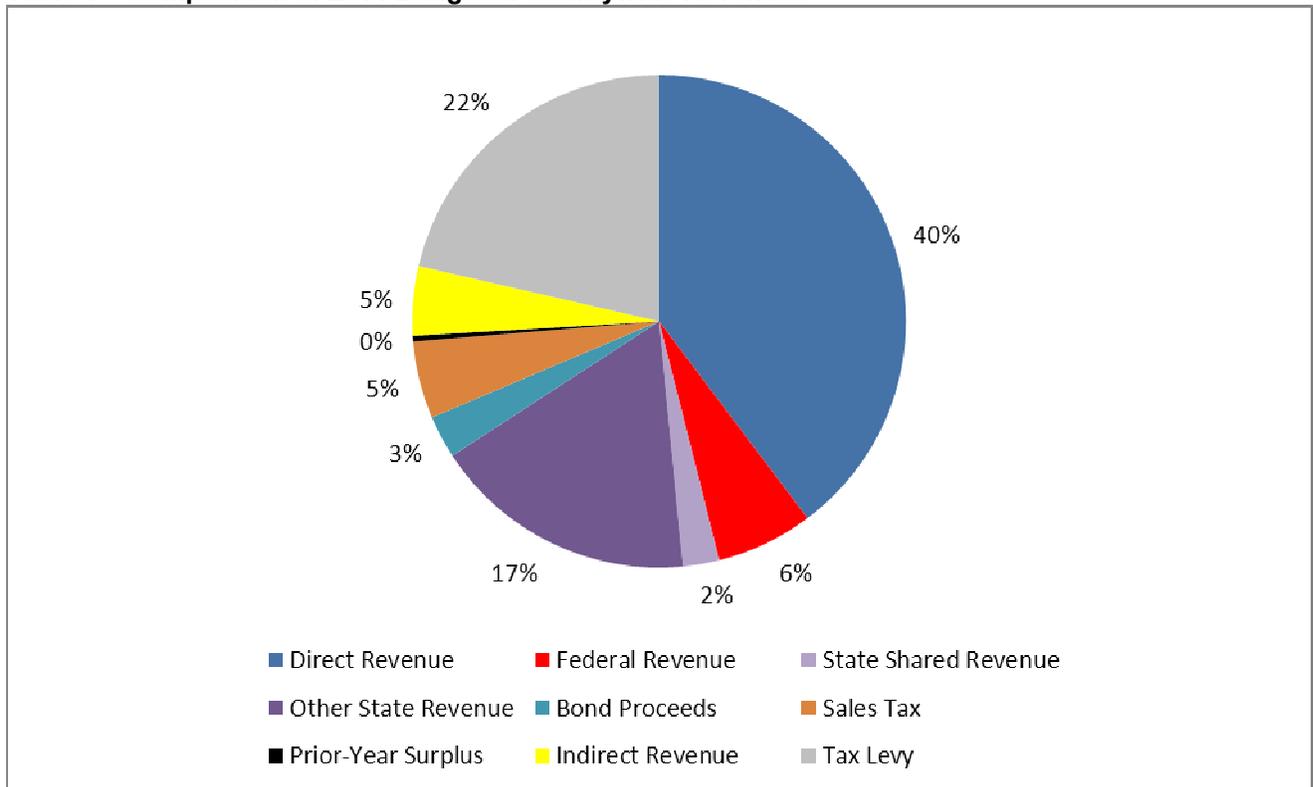
The main source of the overall revenue reduction is related to a reduction in capital budget expenditures in 2014. The 2013 Adopted Capital Budget included \$121.9 million in expenditures, of which \$78.7 million was dedicated to capital projects at General Mitchell International Airport, including a \$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	<b>Indirect Revenues</b>
State and Federal Revenues	<b>Federal Revenues</b> <b>State Shared Revenue</b> <b>Other State Revenues</b>
Other Direct Revenues	<b>Direct Revenue</b> <b>Bond Proceeds</b> <b>Sales Tax</b> <b>Prior Year Surplus</b>
Property Tax Levy	<b>Property Tax Levy</b>

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 increased 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 4<sup>th</sup> 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.

<b>Total Budget Revenue Comparison (Capital &amp; Operating)</b>					
<b>SOURCE</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>\$ Change from 2013</b>	<b>% Change from 2013</b>
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%
<b>Tax Levy (a)</b>	<b>\$275,370,836</b>	<b>\$279,321,196</b>	<b>\$279,321,196</b>	<b>\$0</b>	<b>0%</b>
<b>TOTAL</b>	<b>\$1,370,292,430</b>	<b>\$1,356,107,751</b>	<b>\$1,305,328,707</b>	<b>(\$50,779,044)</b>	<b>-4%</b>
<b>Operating Budget Revenue Comparison</b>					
<b>SOURCE</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>\$ Change from 2013</b>	<b>% Change from 2013</b>
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%
<b>Tax Levy(a)</b>	<b>\$273,628,036</b>	<b>\$276,710,470</b>	<b>\$279,321,196</b>	<b>\$2,610,726</b>	<b>1%</b>
<b>TOTAL</b>	<b>\$1,295,211,305</b>	<b>\$1,234,255,362</b>	<b>\$1,226,289,126</b>	<b>(\$7,966,236)</b>	<b>-1%</b>
<b>Capital Budget Revenue Comparison</b>					
<b>SOURCE</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>\$ Change from 2013</b>	<b>% Change from 2013</b>
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%
<b>Tax Levy(a)</b>	<b>\$1,742,800</b>	<b>\$2,610,726</b>	<b>\$0</b>	<b>(\$2,610,726)</b>	<b>-100%</b>
<b>TOTAL</b>	<b>\$75,081,125</b>	<b>\$121,852,389</b>	<b>\$79,039,581</b>	<b>(\$42,812,808)</b>	<b>-35%</b>
<i>(a) = Reflects Budgeted Figures in 2012 Actuals</i>					
<i>(b) = 2012 actual receipts in the operating budget reflect proceeds from refunding of bonds which are booked in Agency 9960-Debt Service</i>					

# COMPARISON OF FUNDED FULL-TIME POSITION EQUIVALENTS

## By Functional Area

<u>Org.</u>	<u>Description</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2014/2013</u> <u>CHANGE</u>
<b>LEGISLATIVE AND EXECUTIVE</b>								
1000	<sup>18</sup> County Board	60.2	60.2	58.5	56.9	56.4	29.0	(27.4)
1001	<sup>1</sup> 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	<sup>18</sup> 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
<b>TOTAL LEGISLATIVE AND EXECUTIVE #</b>		<b>101.7</b>	<b>99.2</b>	<b>95.5</b>	<b>94.4</b>	<b>79.1</b>	<b>53.5</b>	<b>(25.6)</b>
<b>STAFF</b>								
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	<sup>2</sup> 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	<sup>3</sup> Dept. of Admin. Services-Labor Relations	4.4	0.0	0.0	0.0	0.0	0.0	0.0
1135	<sup>3</sup> 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	<sup>4</sup> Dept. of Human Resources	0.0	0.0	0.0	50.6	55.8	58.4	2.7
1140	<sup>4</sup> Dept. of Admin. Services-Human Resources	30.6	13.5	14.2	0.0	0.0	0.0	0.0
1188	<sup>4</sup> Dept. of Admin. Services-Employee Benefits	19.6	21.9	23.0	0.0	0.0	0.0	0.0
5700	<sup>5,21</sup> 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	<sup>1</sup> 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	<sup>6</sup> Dept. of Admin. Services-Economic & Community Development	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1192	<sup>6</sup> Dept. of Admin. Services-Economic Development	0.0	0.0	0.0	9.0	8.0	8.0	0.0
<b>TOTAL STAFF #</b>		<b>232.3</b>	<b>195.1</b>	<b>191.3</b>	<b>368.1</b>	<b>353.2</b>	<b>364.3</b>	<b>11.1</b>
<b>COURTS AND JUDICIARY</b>								
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	<sup>7</sup> Courts-Pre Trial Services	0.0	0.0	0.0	1.0	1.0	1.0	0.0
<b>TOTAL COURTS AND JUDICIARY #</b>		<b>407.9</b>	<b>413.9</b>	<b>435.4</b>	<b>424.6</b>	<b>425.9</b>	<b>440.3</b>	<b>14.4</b>
<b>GENERAL GOVERNMENTAL SERVICES</b>								
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	<sup>18</sup> 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	<sup>1,18</sup> Office of the Comptroller	0.0	0.0	0.0	0.0	43.0	57.0	14.0
<b>TOTAL GENERAL GOVERNMENTAL SERVICES #</b>		<b>64.2</b>	<b>60.4</b>	<b>57.8</b>	<b>57.8</b>	<b>97.1</b>	<b>113.9</b>	<b>16.8</b>
<b>PUBLIC SAFETY</b>								
4000	<sup>8,19,20</sup> Office of the Sheriff	952.9	1,434.2	1,385.9	1,265.9	777.3	693.2	(84.1)
4300	<sup>8,20</sup> House of Correction	486.0	0.0	0.0	0.0	359.4	459.2	99.8
4500	<sup>16</sup> District Attorney	164.6	157.5	155.1	148.2	150.0	165.6	15.6
4800	<sup>19</sup> 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)
<b>TOTAL PUBLIC SAFETY #</b>		<b>1632.9</b>	<b>1,618.9</b>	<b>1,568.5</b>	<b>1,441.6</b>	<b>1,315.0</b>	<b>1,378.0</b>	<b>63.0</b>
<b>TRANSPORTATION AND PUBLIC WORKS <sup>9</sup></b>								
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	<sup>5</sup> Architectural, Engineering and Environmental Services	37.6	36.4	35.2	0.0	0.0	0.0	0.0
5100	<sup>11</sup> Highway Maintenance	135.7	125.6	125.1	0.0	0.0	0.0	0.0
5300	<sup>12</sup> Fleet Management	43.3	38.0	34.6	0.0	0.0	0.0	0.0
5700	<sup>5</sup> Facilities Management	150.1	133.1	85.0	0.0	0.0	0.0	0.0
5800	<sup>6,13</sup> Director's Office	11.3	13.0	13.2	0.0	0.0	0.0	0.0
<b>TOTAL TRANSPORTATION AND PUBLIC WORKS #</b>		<b>659.9</b>	<b>633.6</b>	<b>579.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

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

<sup>1</sup> In 2013, the Office of the Comptroller was created as its own department. Positions in this department were previously budgeted in the County Board-Department of Audit and in the Central Accounting section of DAS-Fiscal Affairs.

<sup>2</sup> 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.

<sup>3</sup> 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

<sup>4</sup> 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 respective Departments; the 2012 Budget reversed this initiative and transfers them back to the Department of Human Resources.

<sup>5</sup> 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.

<sup>6</sup> 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).

<sup>7</sup> Courts - Pre Trial Services was created in the 2011 Adopted Budget.

<sup>8</sup> 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.

<sup>9</sup> The 2012 Budget reorganized all of the former divisions of DTPW into either the Department of Transportation or the Department of Administrative Services.

<sup>10</sup> 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).

<sup>11</sup> 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.

<sup>12</sup> The 2012 Budget created the Department of Transportation and includes the former DTPW division of Fleet Management.

<sup>13</sup> 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.

<sup>14</sup> The 2010 Budget merged DHHS-County Health Programs with DHHS-Behavioral Health Division.

<sup>15</sup> In 2011 the Department of Family Care split from the Department on Aging to become its own department.

<sup>16</sup> 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 were seven total positions and in 2014 there will be six total positions.

<sup>17</sup> 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.

<sup>18</sup> 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.

<sup>19</sup> 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.

<sup>20</sup> The 2014 Budget shifts the Law Enforcement Training Academy out of the Office of the Sheriff and into the House of Correction.

<sup>21</sup> 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*